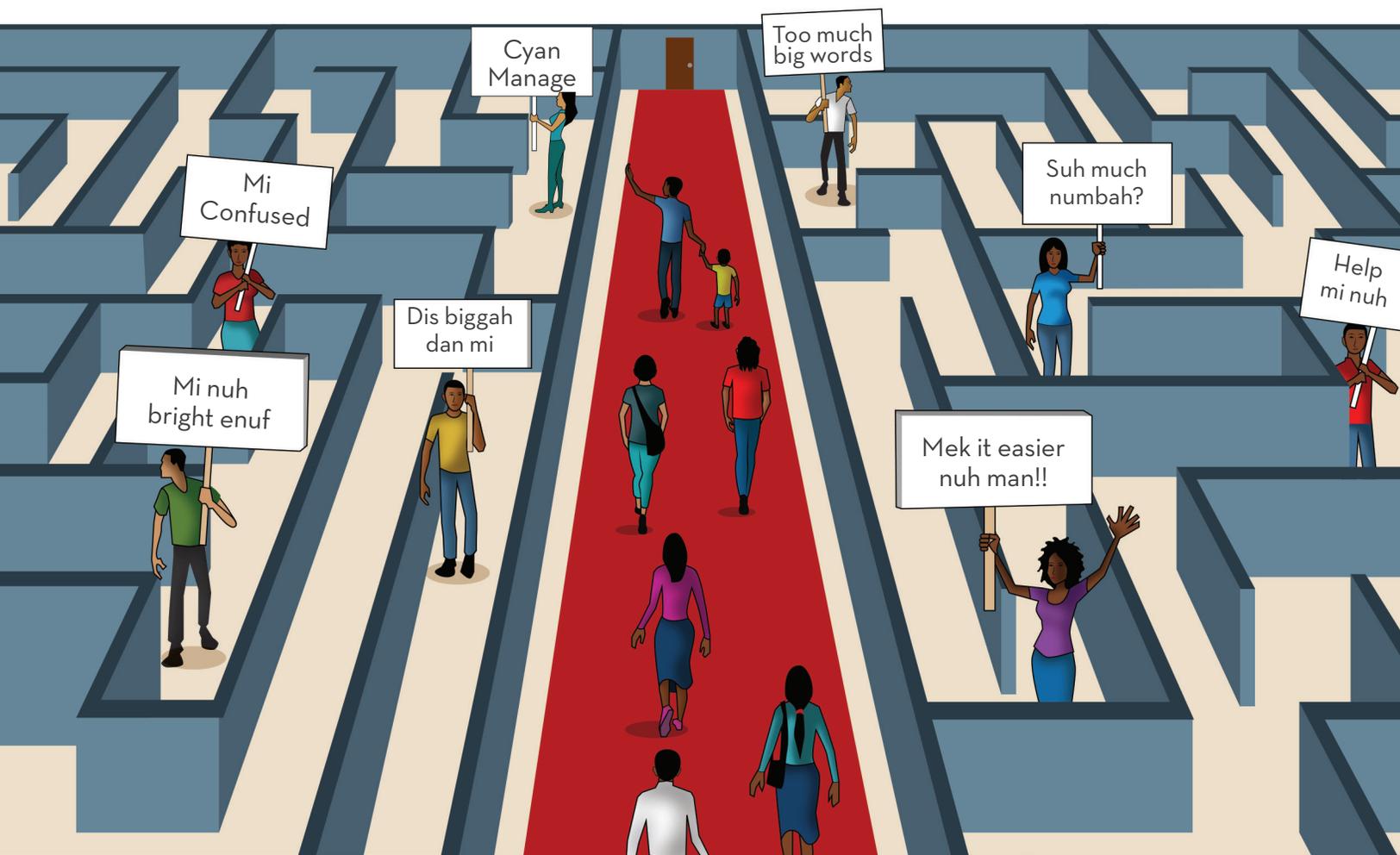


JAMAICA'S CITIZENS' BUDGET AND GUIDE

March 2016



NATIONAL BUDGET

CITIZENS' BUDGET GUIDE

NATIONAL BUDGET



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Abbreviations

| | |
|------------|---------------------------|
| Bn | Billion |
| ERP | Economic Reform Programme |
| FY | Financial Year |
| GCT | General Consumption Tax |
| GoJ | Government of Jamaica |

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Introduction

Jamaicans have often been criticised for both the lack of interest in and attention paid to a very crucial and critical activity of the Parliament - the Budget Debate. What attention is paid, tends to be limited to the questions “Ah which tax gone up now?” or “Any new tax announce?” Save for the immediate and very vocal outcry when the poor feels particularly burdened by a new tax package, the belief is that the decisions about how much is spent, on what and when, “ah di palitician bizniz dat”. Often times, the citizen is left feeling their only choice is to just “hug it up, an suck salt through wooden spoon”.

Some Jamaicans understand that the Budget is meant to inform them of the Government’s priority areas and how it plans to share and allocate the money that they, as citizens, make available through taxes. They also understand that the quality of their lives depend on these decisions but very few Jamaicans have ever seen this 1000+ paged Budget and those who have, face a very real challenge, as it not only looks very technical, intimidating and mysterious - it actually is.



Thanks to a number of good governance initiatives on the part of the Government of Jamaica, any and every literate Jamaican citizen now has access to a bundle of budget information via the office of the Ministry of Finance or its website. However, information is not really accessible, if it is not presented in a manner that is understandable.

Jamaica is currently party to an agreement with the International Monetary Fund (IMF), with a very restrictive spending programme in place. Citizens therefore need to track the financial health of Jamaica, as they have had to make significant adjustments in their own spending and budgeting to ensure the success of the programme.

The basic objective of this publication is to simplify the primary budget documents, provide information on where it can be found and to show you why this will be of benefit to you, your family, community and country. In so doing, we will be making reference to the critical and relevant information contained in the **2015/16 Budget**.

The document will speak to:-

1. The difference between a national and citizen budget
2. The current Budget, to explain how it is prepared, when and by whom.
3. Revenue collection to share how and where the Government get money
4. National spending plans, which outlines where the money goes
5. The actual budget documents - what they look like and how to interpret them
6. Additional supporting information in the Appendices

Research, documentation and graphic design layout is attributed to Jeanette Calder under the guidance and support of the ILE team; namely Rosalea Hamilton, Judith Wedderburn and Project Manager and Editor, Dwayne Gutzmer. Illustrations and infographic elements are to be credited to Fabian Henry. Financial support for the research and publication of this document was provided by USAID under the Strengthening Public Financial Management in Latin America and Caribbean (PFM-LAC) Project.

Ultimately, it is our hope that greater understanding will build greater confidence and empower Jamaican citizens to go beyond being able to read and understand our National Budget, to finding ways to participate in the process of creating it.

What is a National Budget?

A **budget** is a plan that identifies financial goals and how much money is necessary to achieve them. Our national budget is therefore a public record of how much money the Government of Jamaica plans to raise and receive (**Revenue**) and how much money will be spent (**Expenditure**) during a 12 month period and on what. In other words, it is an expression of the objectives and goals of the sitting government and outlines their plan of action for that year.

It is however, much more than a financial plan. It reveals the Government's **social goals** (how they plan to help the disabled, poor, senior citizens, homeless, unemployed, retired etc.) and **economic goals** (how they plan to develop and grow our economy) and provides us with a tool to control and monitor the collection and spending of the country's money.

As it is with a personal or family budget, there is never enough money to provide all the things that citizens ask for, therefore the Budget sets out the priority areas.

It provides an impressive amount of detail and which includes:-

1. The amount of money granted to and spent by all government institutions.
2. Which programs and projects will address which public need.
3. How we will fill the gap if funds are not going to be enough - Do we borrow, if so, how much and from what source, or do we sell some of what we own.
4. How much is already owed and what our interest payment schedule looks like.
5. Which institutions earn money and how much they will contribute to the budget.

All this information however, is not just for information sake. Making citizens aware and informed of what is to be achieved during that '12 month period' facilitates questions regarding the country's progress. It therefore provides a system of accountability [having to report and provide an explanation for actions] and some degree of control over the decisions and the direction your Government is going in.

That 12 month period is simply called the **Financial Year** and covers the period from April 1st of one year to March 31st of the following year.

What is a Citizens' Budget?

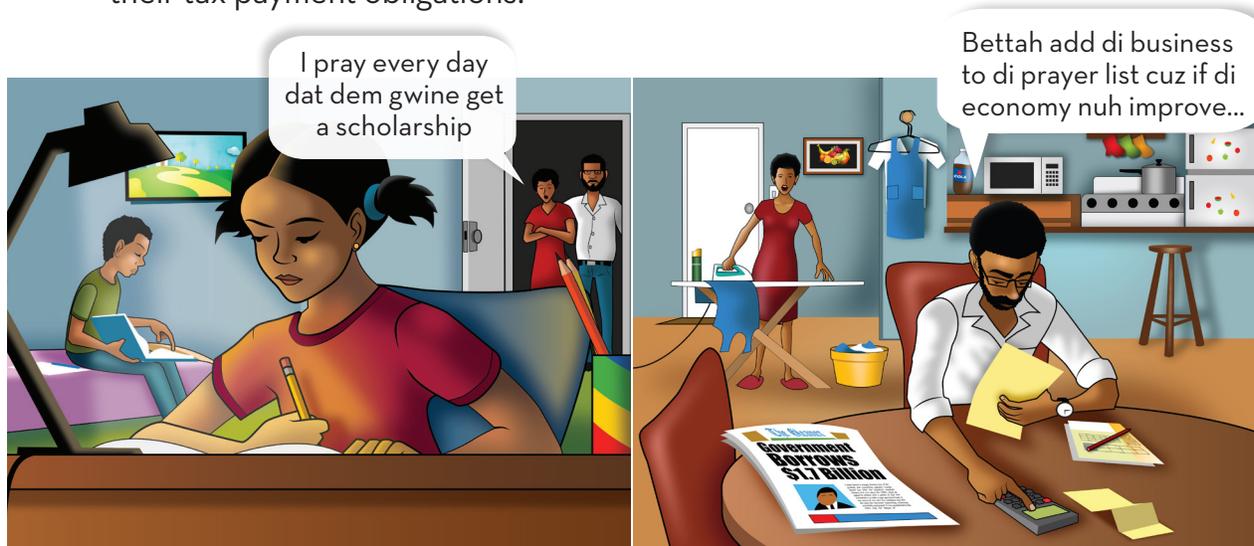
According to the International Budget Partnership (IBP)¹ a “*Citizens Budget is a document that summarizes and explains basic budget information. It is a report to the people, presented in an accessible format using simple and clear language they can understand.*”

In keeping with that definition, this document aims to summarise the most important features of Jamaica's National Budget and present it in a manner that will make the information both meaningful and easy to digest. We will be using the 2015-2016 Budget as a sample.

We invite each Jamaican to use this Citizens' Budget and Guide as a **TOOL** - and like all tools it is intended to make it easier for everyone to accomplish a goal. In this case, the goal is to have greater citizen understanding *in order to* facilitate greater participation and their fulsome support in the successful management and development of Jamaica.

In order to do that, the Citizens' Budget must enable each citizen to :-

1. Know how decisions on the use of money in the country are made;
2. Feel more confident about their ability to form and express their views on how their resources should be utilized;
3. Monitor the implementation of programs and projects of interest, and to
4. Be encouraged to support the delivery of public goods and services by meeting their tax payment obligations.



Why should We care?

Every dollar that the Budget says the Government aims to collect, is solely for the purpose of improving the welfare and well-being of citizens.

The majority of those funds will be monies collected from citizens and any portion that is borrowed, will be repaid by citizens. For that reason, it is important that taxpayers receive value and benefits from their contribution to the welfare and development of our society.

Think of it like yours or your family's budget. How an individual spends their money, will tell you the things they consider important and a priority. If you have nothing saved in case of illness or if you have borrowed more money than you are able to repay, while spending huge sums on vacation trips, you would be putting your family's future at risk.

It is the same for the National Budget. It will tell a story about how the country's resources are being used and whether the decision makers are securing a good future for all citizens or putting their future at risk. It will also reveal what your Government sees as a priority. You may or may not agree with those priorities, but understanding what their decisions and plans are for the year ahead will put each citizen in a position to ask questions and hold Government accountable - *as is our duty*.

A Citizens' Budget is particularly critical for Jamaicans in light of the current economic and financial challenges we are facing. Jamaica has for a very long time, spent more than it was earning and borrowed more than it could comfortably repay. We eventually arrived at a point where we are spending a significant portion of our money to pay loans and not on providing the necessary services or making the necessary investments. The terms of the loan with the International Monetary Fund (IMF) has forced us to discipline how we spend and that has meant cutting the budget in some critical areas that have impacted on the quality of our lives.

The National Budget, tells a story about how the country's resources are being used and what Government believes are the priorities.

We cannot make the same mistakes going forward - not the Members of Parliament, not Government officials and not the citizens. We must take responsibility and take advantage of any opportunity to understand the process and do our part.

1

OTHERS ARE DOING IT, SO CAN WE

IDENTIFYING UNNECESSARY SPENDING IN TANZANIAN BUDGET²

Civil servants' basic salaries are relatively low in Tanzania, but some benefit from various additional allowances when they attend training workshops. Sikika, a civil society budget organization that focuses on maternal and child health, challenged this kind of government expenditure.

In 2006 a group of citizen organizations, led by Sikika, analyzed the government's health budget for the first time and presented the budget analysis at the annual Health Sector Review, which is attended by government, donors, and civil society organizations.

Later in 2008/2009 when the budget was tabled in parliament, Sikika examined it for "unnecessary expenditure". They found that the health sector allocated a total of 34.2Bn Tanzania shillings (Tshs) that could be reallocated for other items that would significantly improve health care.

The issue got the attention of the people and the wider Government body. As a result of this initiative, mechanisms were put in place very soon thereafter to reduce waste and in particular for expenditure on new vehicles. Then the more long-term measures were implemented the very next year. For example, the Budget Guidelines of February 2009 included a special section that called for spending cuts on training, workshops, travel, and vehicles.

By 2009/2010 overall allocations decreased by 22%. This decrease however was only seen in the training category of the health budget, as such Sikika has widened its analysis, thus setting its target to make an even greater impact.



LEARN MORE ABOUT THE WORK OF SIKIKA AT <http://sikika.or.tz/>

Our Economic Snapshot

For decades, Jamaica has struggled with low growth, high public debt and many external challenges that weaken the economy and reduced the standard of living. The Government of Jamaica (GOJ) has made a firm commitment to reverse this trend and has put in place different plans to guide us to achieving our goals for development and prosperity.

The overarching long term plan is called **Vision 2030 Jamaica** and is a strategic road map that for the next 15 years will guide the country to achieve its goals of sustainable development and prosperity by 2030.

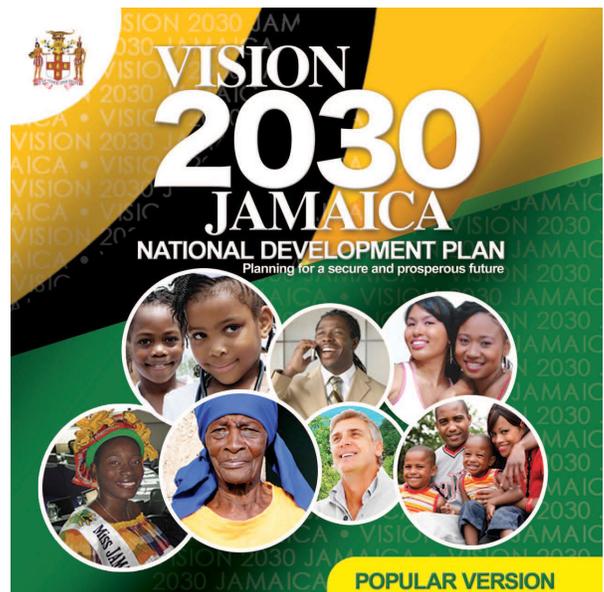
It is being implemented through a series of plans known as the **Medium Term Socio-Economic Policy Frameworks (MTFs)**, which identify the priority outcomes, strategies and actions for each three-year period from 2009 to 2030.

In the MTFs, the budgetary resources are allocated among ministries reflecting the priorities that can address the greatest challenges to national development. Then, within the budgetary envelopes allocated to each ministry, further prioritization is undertaken to achieve the most important results for each sector.

This roadmap sets the stage for all other financial planning documents including our **Economic Reform Programme [ERP]**. The Ministry of Finance describes the ERP as Jamaica's comprehensive "*strategic plan of action to generate sustained economic growth and long-term development of Jamaica*".

Its key objectives are:-

The reduction of public debt, greater workforce productivity, greater investor confidence and stability in the Jamaican economy. The steps that are being taken to achieve this are structural fiscal reforms, revenue enhancement initiatives, wage restraint and reduction in spending. Growing the economy by 1.6% is our overarching economic goal for FY 2015/16.



These plans with its priority areas and strategies have to be contemplated in determining how money will be spent and therefore are crucial contributors to the budgeting process.

One other crucial document that has and will continue to influence Jamaica's budget decision-making process is a loan agreement with the **International Monetary Fund [IMF]** called the **Extended Fund Facility [EFF]**. This loan facility provides financial support of approximately **USD\$958 Million** to be allocated over a period of four years providing that Jamaica continues to meet certain agreed financial and economic targets.

More specifically Jamaica has to reduce its debt from 145% of the gross domestic product (GDP), to 96 % by 2020; attain and maintain a 7.5 per cent primary budgetary surplus target; and control expenditure, inclusive of public sector salary restructuring to reduce the ratio to GDP from 10.6 per cent, as at March 31, 2013, to 9% by fiscal year 2015/16.

Efforts to reduce public spending and, ultimately national debt reduction are being pursued through a number of reform initiatives. These include the divestment/privatization of key State entities, the passing of key pieces of legislation to incentivize investment and stimulate new businesses, with focus on economic growth being facilitated at the sectoral level, particularly among micro, small and medium sized enterprise (MSME) stakeholders.



The NATIONAL BUDGET



How it is prepared, when and by whom.

The Budget

You, as a citizen, might want to influence the many ways in which the budget affects the lives of your family, your community and yourself. One of the first steps to making that impact possible and effective is to understand the basics. This includes knowing:-

1. The process and rules that guide the production of the Budget.
2. Who is involved in the process.
3. What documents are produced and where they are located.



Come, let's take you through those steps, and in the process we will demystify the National Budget using the 2015/2016 Budget Documents. Once you know how to interpret and navigate the presentation of the data, we believe you will find that these documents are rich with interesting and useful information that impact your everyday life.

The rules that produce the budget

Before **Government Ministries Departments & Agencies** (MDAs) are able to provide services for the population, a budget is produced. The process involves many public officials and institutions throughout several different stages. The entire process is called the **Budget Cycle**.

This cycle is guided by a set of rules that lets public officials make decisions leading to the preparation of the Budget, its proposal and acceptance in Parliament, and its ultimate execution.

For example, a basic budget item for educational programs would be salary for teachers or for building new classrooms; for health programs the costs would include salaries for doctors, nurses, and medicines; for security programs, the costs would address new police motorcycles, ammunition and salaries, etc.



Who is involved in the process?

The most important figures involved in the process of preparing and adopting the national Budget are: the Minister of Finance, Parliament (the legislature), the Cabinet (the executive), the Finance Ministry, other beneficiaries of the national Budget - MDAs and the people.

Minister of Finance

According to Section 115(1) of the Constitution of Jamaica, the Minister of Finance is required to prepare annual estimates of revenue and expenditures and present them in the House of Representative before the end of each financial year. The Minister is also required by Section 116(1) to introduce in the House of Representatives an Appropriation Bill.

Parliament (www.japarliament.gov.jm)

It consists of two groups of citizens. All are called Parliamentarians and are responsible for passing laws to preserve and protect the interests of citizens and to aid the development of the country.

One group - called Senators, consists of 21 Parliamentarians that are not elected but appointed to the Senate (also called the Upper House). The second group, called the House of Representatives (or the Lower House), has 63 members called Members of Parliament (MPs). They are elected and given a mandate to advocate for resources and policies to protect the interests of citizens who elected them.

It is this group of officials in the Lower House of Parliament who debates, approves and have oversight responsibility for successful execution of the national budget.



THREE BRANCHES OF GOVERNMENT

The Executive - makes policy that reflects the goals of the country. The Constitution provides that the Cabinet shall be the main instrument of policy.

The Legislative - Makes the rules to make sure the goals are achieved - **Parliamentarians.**

The Judiciary - Resolves the conflicts/ breaches that arise while trying to achieve the goals - **Judges.**

The Cabinet (www.cabinet.gov.jm)

The members of the Cabinet are referred to as the Executive of the government. They are Members of Parliament, selected by the Prime Minister and given responsibility for setting the broad policy priorities, that in turn guides the execution of the different programmes and projects to be implemented. The Cabinet is also required to review and approve the draft budget before it is presented to Parliament

Technocrats - Ministry Departments & Agencies (MDAs)

This is the section of Government that carries out the Cabinet's/Parliament's policy decisions by designing different programmes and projects. They will establish the cost to implement the projects and to provide the various public goods and services.

Ministry of Finance (www.mof.gov.jm)

The Ministry of Finance plays a key role in the budget process itself. It does all the work for the government with respect to collecting resources for the budget and paying them out. The Ministry of Finance, through its agencies, also drafts and checks the Budget, meaning that it plans and keeps an eye on the execution of public revenue and receipts in the national budget.

The People

All citizens of Jamaica live in a political community in which we have duties to perform for the benefit of our families, our community and ourselves. Some of those duties are legal (obeying our laws, serving in the court as a juror, etc.) and others are voluntary (participating in community organisations, voting, etc.). One legal duty that contributes to the budget process is paying your taxes but you can also be of great help to Government agencies by paying attention to how public services are being delivered and raising questions about any of your concerns.

WHICH LAWS & POLICIES INFLUENCE OUR BUDGET PROCESS

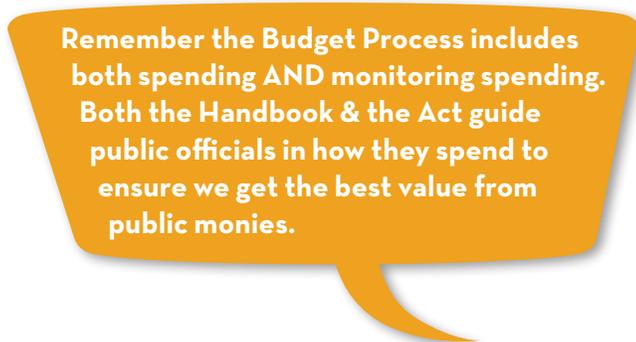
The Budget creation process and the Legal Authority of the Minister of Finance is outlined in CHAPTER 8 of the Constitution of Jamaica. It is worth noting that the role of the Minister of Finance is the ONLY Ministerial portfolio that the Constitution of Jamaica recognizes.

The Constitution also speaks to budget features such as:-

- ▶ The Consolidated Fund
- ▶ Estimate of Expenditure
- ▶ Authorizing Spending
- ▶ Public Debt
- ▶ Role of the Auditor General

Additional Laws and Policies include the:-

1. Financial Administration & Audit Act
2. Public Debt Management Act, 2012
3. Revenue Administration (Amendment) Act, 2015
4. Fiscal Policy Paper
5. Public Bodies Management & Accountability Act, 2011
6. Executive Agencies Act, 2002
7. Handbook of GoJ Public Sector Procurement Procedures 2008
8. Procurement Act, 2015



The Budget Process

The budget process in Jamaica is not a one-time event on the Government's calendar. It is an ongoing and rigorous process that continues throughout the year. One could almost say, that the day the cycle ends, the new one begins. As it is with most countries, the timeline for Jamaica's budget cycle is categorized into four stages, these are:-

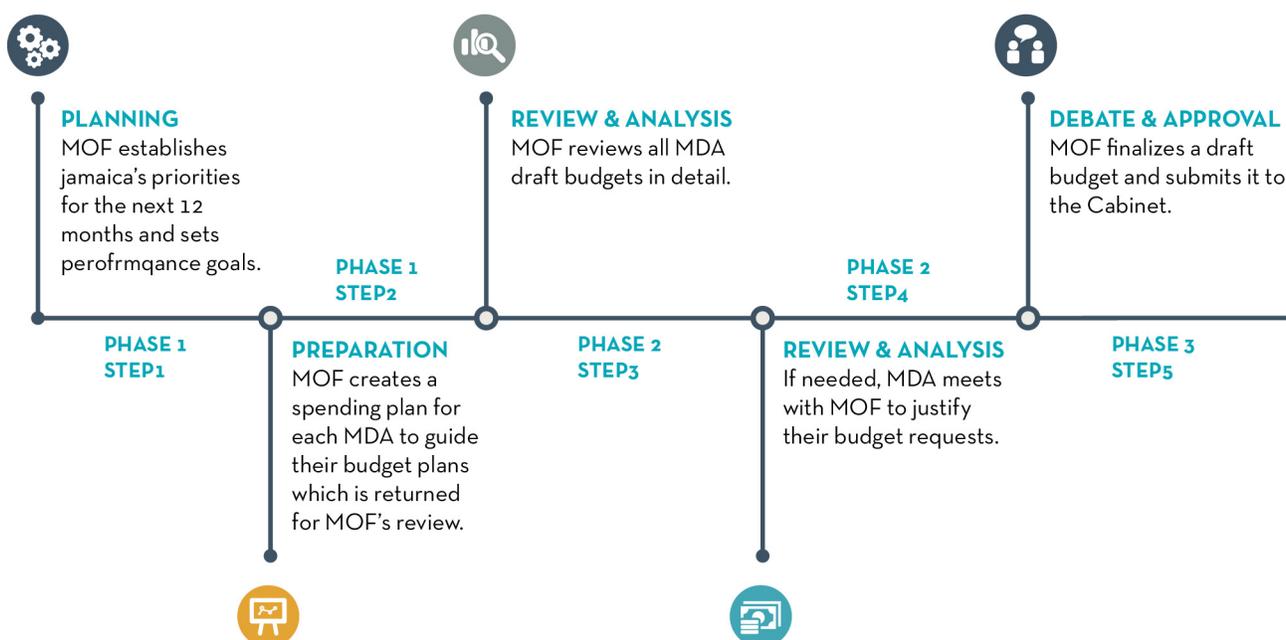
1. Budget Planning & Preparation
2. Budget Review & Analysis
3. Budget Debate & Approval
4. Budget Execution & Monitoring

Budget Planning and Preparation

Step One: The planning stage is the process that identifies the strengths and weaknesses of the nation, or the greatest challenges it is facing, in order to establish our priorities for the next 12 month period.

The Ministry makes some projections about Jamaica's performance for the year ahead and publishes this forecast in a document called the **Fiscal Policy Proposal**. It states, for example, the level of production expected (Gross Domestic Product - GDP), the level of unemployment, how much prices of goods are likely to change, whether the Jamaican

Figure 1 Budget Process



dollar will devalue and by how much, whether there will be any inflation, and if so, how much. The Finance Ministry states all this in the report in order to estimate the total size of the Budget to come.

Step Two: Based on the projections in that report, the Ministry, then creates a plan of expenditure for each of the MDAs. This plan called the **Budget Circular**, is published and sent to the MDAs to guide them in creating their own budgets. It is understood that their budget should reflect the priorities and limitations established by the Ministry. When complete, their draft budgets are then submitted to the Ministry of Finance for review.

The Budget creation process and the Legal Authority of the Minister of Finance is outlined in CHAPTER 8 of the Constitution of Jamaica.

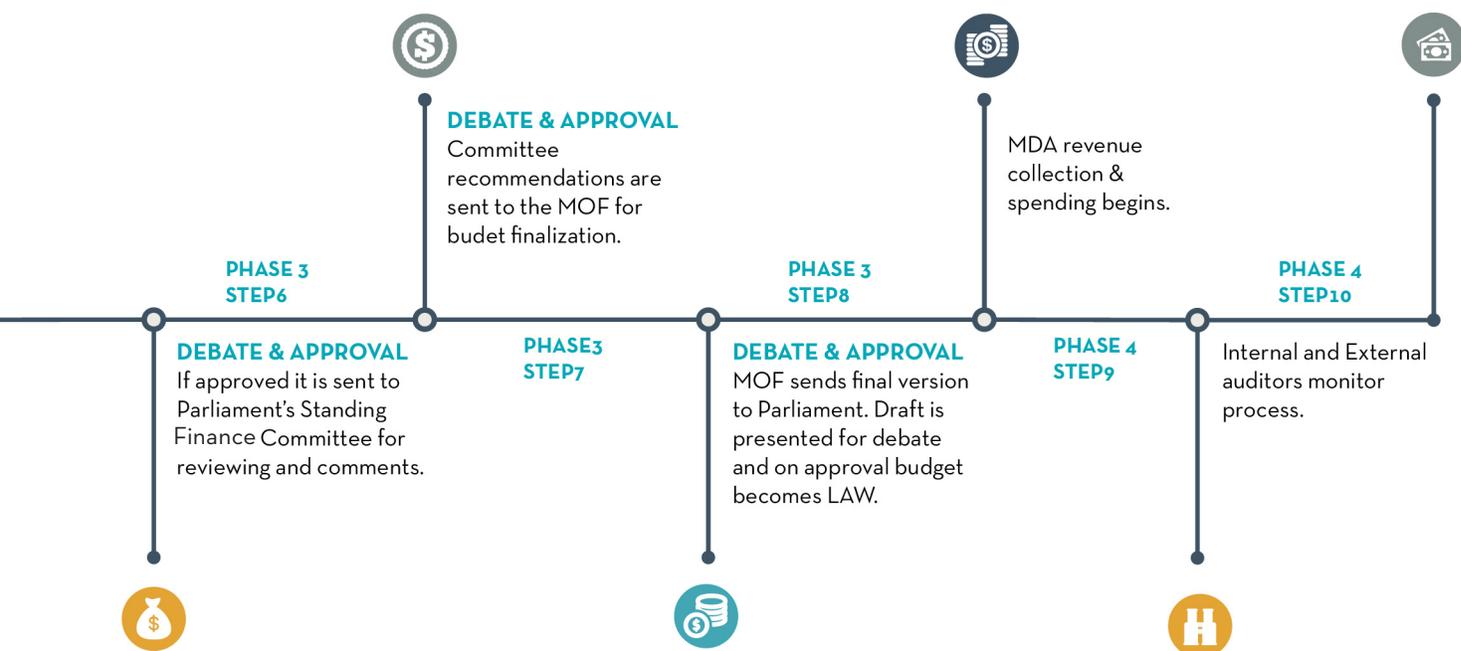
It speaks to features such as:-

1. The Consolidated Fund
2. Estimate of Expenditure
3. Authorizing Spending
4. Public Debt
5. Role of the Auditor General

This is typically a four (4) month process which begins in August and ends in November.

Budget Review & Analysis

Step Three: During this stage, the various departments of the Ministry of Finance examines in detail the draft (revenue and expenditure) estimates and work plans that were submitted by the Permanent Secretaries.



Step Four: If necessary, the MDAs meet with the Ministry of Finance to justify and negotiate their requests for budget support. The MDA has to accept the final position of the Ministry and adjustments are made to reflect the agreements arrived at.

Step Five: The Ministry then drafts the final proposal for the Budget (revenue, expenditure and borrowing), which the Finance Minister supplies to the Cabinet for review.

This process requires approximately three (3) months, **beginning in December and ending in February, the following year.**

Budget Debate & Approval

Step Six: At the end of the review by the Cabinet, if approval is granted, the Minister of Finance tables the budget in Parliament. The approval stage begins at this point with a special committee of Parliament called the Standing Finance Committee. The Members of Parliament that form this Committee, examine the budget and make whatever changes they consider necessary.

Step Seven: When the review is completed, the Committee submits its report [Finance Committee Amendments] with all the recommended changes to the Minister of Finance.

Step Eight: The proposed budget is finalised and tabled in the Parliament as the Appropriation Bill. This Bill outlines the amount of funds the Government expects to receive and spend in the new financial year. A copy of this Bill is delivered to each Member of Parliament before the debate begins to allow them enough revision time. The debate in the House is an opportunity for members to give reasoned arguments on behalf of ministries or constituencies they are lobbying on behalf of. **Typically, the debate begins and ends in March with the approval of the Bill. The Budget is now law. That's right, a new law is passed every year called the Appropriations Act.**



Most folks think
the Budget Cycle
stops at approval.
But that not so.
Read on!!



Budget Execution & Monitoring

Step Nine: After the Budget is approved in Parliament, the Finance Ministry informs the ministries and other beneficiaries of how much money they have been allotted. The process of collecting taxes (revenues) and spending money (expenditure) based on the budget approved by the Parliament begins here. Discipline and sound management is critical to ensure that there are no major deviations from the approved budget.

Step Ten: Monitoring takes place throughout the year and is the process where spending by the MDAs is carefully scrutinised and assessed. This job is performed by an auditor within each organisation who performs this task on a daily basis. At the end of each financial year, the independent and external audit exercise is conducted by the Auditor General's Department. An annual report of the Department's findings is submitted to Parliament who tasks the Public Accounts Committee (PAC) to review on its behalf. The objective of this entire process is to identify deviations, or problems early enough to take corrective action.

Reporting - this occurs throughout the entire budget process. This monitoring will provide decision-makers with valuable information on a quarterly (every three months) or yearly basis, to allow for changes and adjustments to be made as necessary.

The financial year closes on the 31st of March and a fulsome report on the taxes collected, money borrowed and money spent is to be sent to the Parliament. The entire budget cycle is finished when Parliament accepts the report about the annual account of the Budget from the Auditor General's Department.

The Auditor General produces an annual report to the Speaker of the House of Representatives in accordance with Section 122 of the Constitution of Jamaica and Section 29 of the Financial and Administration and Audit Act.

2 OTHERS ARE DOING IT, SO CAN WE! CITIZENS MONITOR A SCHOOL FEEDING PROGRAMME³

In March 2007, Ghana introduced a **National Social Protection Strategy** which included the **Ghana School Feeding Program (GSFP)**. The GSFP aimed to provide children in public primary schools and kindergartens in the poorest areas with one hot, nutritious meal per day, using locally grown foodstuffs.

A citizen-based NGO, the **Social Enterprise Development Foundation (SEND)**, monitored the programme with the help of ordinary citizens organized into **Monitoring Committees**.

SEND first educated their staff, the Monitoring Committees and staff of the institutions on the school feeding policy. Then trained the Monitoring Committees to use tools on data collection and analysis. Teams visited the schools to assess the programme and interviewed the local government agencies involved. They presented their findings to the schools, local authorities, community leaders and the national leaders.

This led to a change of the leadership of the **GSFP** and a review committee being established to investigate the problems the report identified. **SEND** continued to track whether the promises made to rectify the problems were in fact fulfilled.

GSFP having implemented structures which were previously inactive resulted in more regularly conducted meetings and improved monitoring. Their monitoring resulted in real changes, such as use of a water tanker to bring clean water to schools and a decision to purchase 80 percent of the food for GSFP from local farmers. **More districts also began allocating budgets for GSFP instead of relying only on the national government.**

LEARN MORE ABOUT THE WORK OF SEND AT www.sendwestafrica.org/

REVENUE COLLECTION



Where the Government
get its money.

Where does Government get money?

The government's money is the people's money. The money it raises and collects, to provide goods and services for its citizens is called REVENUE. Figure 2 below shows us how much our Government has *actually* collected in the recent past and that they plan to collect \$576.7 Bn in FY 2015/16.



Figure 2 2010-2016 Revenue Snapshot

Where does this money come from?

Jamaica gets the bulk of its revenue from the following different sources.

1. **Taxes** - collected by Government on the:-
 - i. Income of individuals and profit of companies
 - ii. Sale of goods and services to individuals and companies (GCT)
 - iii. Export and import of goods and services
2. **Non-Tax** - income generated by state-owned corporations and MDAs, interest collected on local and foreign bank accounts, interest on monies loaned.
3. **Loans**
 - i. From banks and investors, both in and outside Jamaica
 - ii. From international lending organisations

4. **Grants** - also called 'budget support' is money from international institutions to assist development projects. These funds do not have to be repaid.
5. **Capital Development Fund** - a fund created through the passing of the Bauxite Levy Act that requires payment on all bauxite removed from the land.
6. **Capital Receipts** - sale of any thing the Government owns that has a life span of more than a year.
 - i. Sale of land
 - ii. Sale of government assets - for example buildings, factories etc.



Finding More Information on the Budget

What would a citizen do to find information on the Budget for themselves? Call the MP? Call the Ministry? Apply for additional information through the Access to Information Act? Those are options but the best answer is to check the Budget itself.

How easy is that? Very easy if you can access the internet at home, school, internet cafe or your Parish Library. **Let us show you how!!**

Step 1: Go to the website of the Ministry of Finance & Planning <http://mof.gov.jm>.

Step 2: At the menu bar, select **Budgets**. Since you want to find out about Government's Revenue select '**Revenue Estimates & Financial Statements**'

See the link encircled in red on the following page.

Click here on the website.



Where Will the Money Come From in 2015/16?

Let us do the heavy lifting and summarise it for you. To run the country for the 12 months of the financial year (between April 1 2015 to March 31 2016), the government forecasted the need to collect a total of \$576.6Bn from different sources.

The five (5) main sources of revenue are shown below in [Figure 3](#). Of the five, the biggest contributor to the budget is taxes. Taxes collected for the year 2015/16 was expected to provide 70% of all our revenue.

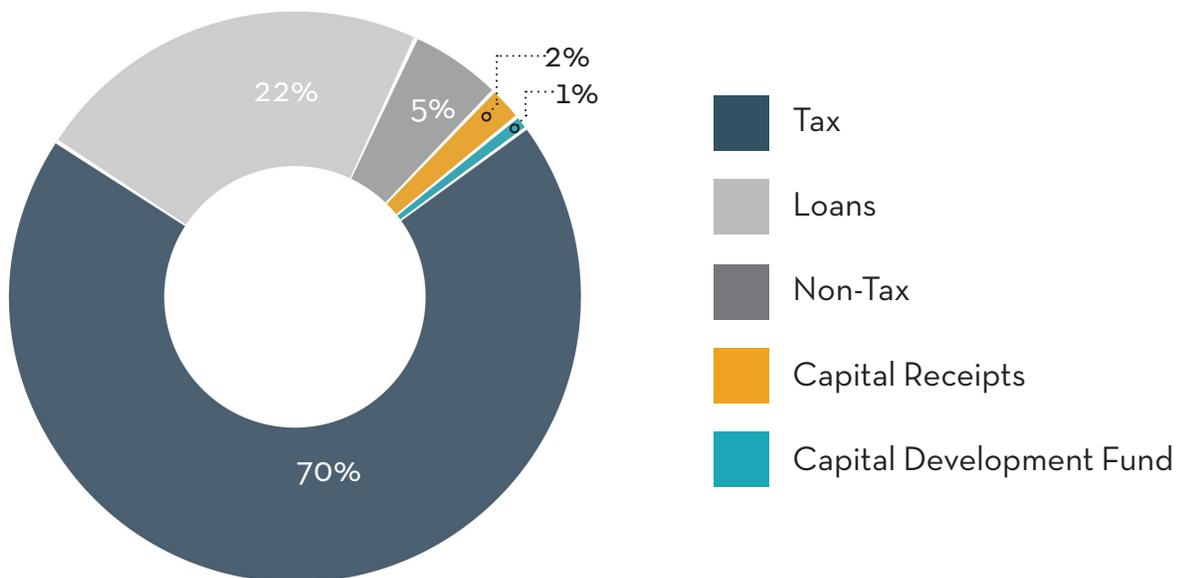


Figure 3 Composition of Total Revenue, FY 2015/16 Budget

Table 2 FY 2015/16 Revenue Composition Showing Comparison to 2014/15

| REVENUE SOURCE Billions '\$ | 2014/156 | 2015/16 | Difference |
|-----------------------------|------------|--------------|------------|
| Tax | 377.6 | 402.0 | 6.5% ↑ |
| Loans | 110.8 | 128.9 | 16.3% ↑ |
| Non-Tax | 34.1 | 30.4 | 11.1% ↓ |
| Capital Revenue | 9.4 | 10.5 | 10.5% ↑ |
| Capital Development Fund | 0.018 | 4.8 | ↓ |
| TOTAL | 532 | 576.6 | |

Your Taxes

Paying taxes is the citizen’s major contribution to financing the budget and there are 14 *primary* tax categories from which the government obtains funding. [See Table 3](#)

In [Figure 4](#) below, the chart highlights the five biggest tax contributors to Jamaica’s treasury. The taxes that generate the greatest revenue are the **General Consumption Tax** and **Income Tax**. For the FY 2015/16 they were expected to provide almost 70% of the **\$402Bn** to be collected. This represented a significant **54%** increase from the *actual* **\$261.2Bn** collected the previous year.

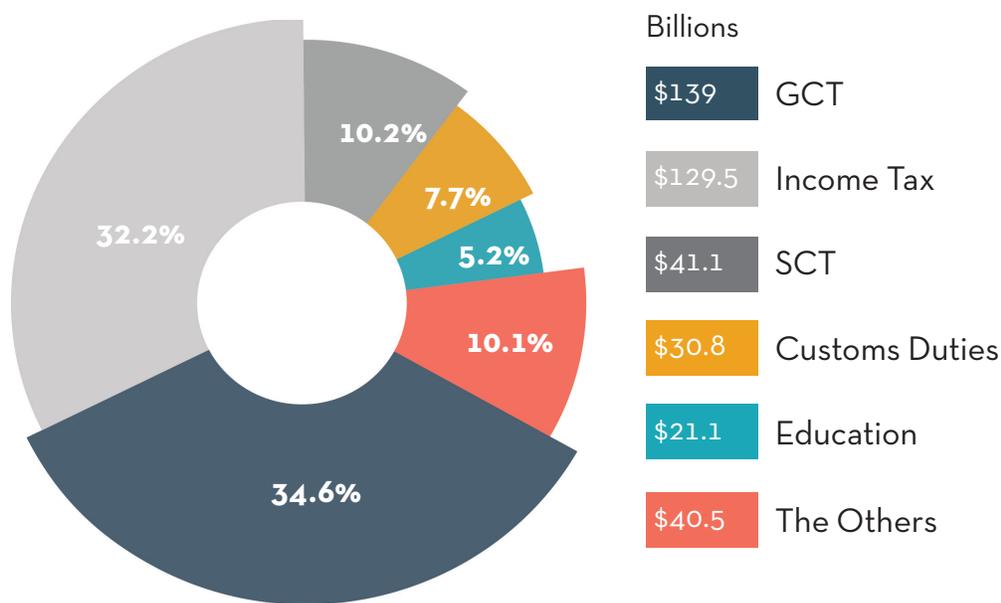


Figure 4 Composition of Tax Revenue, FY 2015/16 Budget

A **TAX** is a compulsory contribution to the country's revenue, on a workers' income and business profits or added to the cost of some goods, services, and transactions.

Table 3

| TAX TYPE | DEFINITION |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customs | Charged on goods brought into the country |
| Income Tax | Charged on income of individuals or companies operating in Jamaica |
| Land & Property Tax | Charged on all residential and commercial property(ies) |
| Stamp Duties | Charged on documents and transactions, for e.g. legal documents, cheques, receipts, etc. |
| Motor Vehicle Licence Fee | Charged on vehicles for the use of public roads |
| Travel Tax | Charged on all persons leaving Jamaica's territory |
| Betting, Gaming, Lottery Tax | Charged on games of chance. |
| Education Tax | 2% tax charged on employee salaries. 3% payable by the self-employed and employers |
| Contractors Levy | 2% payable by contractors on all contracts for construction or haulage. |
| General Consumption Tax | 16.5% tax payable by all individuals or companies that import or supply goods or a service to be used locally. |
| Special Consumption Tax | Payable on a few items. These are alcoholic beverages, most tobacco products and some petroleum products. |
| Environmental Levy | Charged on all imported goods (with few exceptions) and locally manufactured goods. 0.5% on the cost insurance and freight value. |
| Telephone Call Tax | Payable on both landline and mobile calls. 5 cents per minute for all calls between local landline numbers. 40 cents per minute for all other calls. |
| Minimum Business Tax | \$60,000 payable by "specified taxpayers" whose business income before taxes is more than \$5 million. |

What's the Collection Plan?

2015/16 Budget Objectives

Revenue Strategy

It's one thing for the Government to say "We plan to collect \$402Bn in taxes" and its another thing entirely to actually collect it. So what's the plan for FY 2015/16?

Jamaica's tax system has been described as being difficult for many citizens to understand, more burdensome for some than others and too easy for taxpayers to evade payment. Therefore, in addition to implementing new tax policies to ensure that there will be sufficient funds to cover the plans, programmes and projects for the year, the Government has targeted FY 2015/16 as the year to implement some key policies to bring about administrative and legislative tax reform. Those include changes at the:-

Tax Administration Department

- Introduce new computer software
- Enact new laws to allow use of technology
- Revise staff performance indicators

Jamaica Customs Agency

- Convert to a full executive agency
- Reducing importation of illegal goods
- Simplifying & standardizing the system

You will recall in the section "Our Economic Snapshot" on [Page 5](#), we discussed different conditions that Jamaica must satisfy under the IMF's *Extended Fund Facility*. We also discussed the need to raise and maintain the country's primary surplus to 7.5% of GDP. The Ministry's fiscal assessment for the FY 2015/16 indicated that there would be a shortfall of 0.7% of GDP.

To cover this shortfall, the Government's strategy was to implement *additional* revenue measures totaling **\$10.35Bn**. Though the Medium Term projection "indicated that tax revenue would fall to 23.5% by FY 2018/19, for the FY 2015/16 incoming revenue and grants were set to increase from the estimated 26.5% of GDP in FY 2014/15 to 27.1% in FY 2015/16. **Let's see what new tax policies were proposed to fill the \$10.35Bn gap.**

New Tax Revenue Measures

FY 2015/16

WIDENING THE TAX BASE OF THE ENVIRONMENTAL LEVY



When introduced in 2008, the 0.5% levy was charged only on imported goods with a few exceptions. This new policy will see it applied to local sales with a tax credit for the value of imported inputs.

Estimated Revenue Increase: J\$962 Million

GCT RETURNED AT THE STANDARD RATE ON RESIDENTIAL ELECTRICITY



This GCT tax will apply only to residential customers whose use of electricity goes above 350kWh

Estimated Revenue Increase: J\$807 Million

INCREASING OUTDATED FEES, FINES & PENALTIES



The fee structure was last amended as far back as 1987. They no longer cover the administrative costs, making the revision crucial for the Parish Councils.

Estimated Revenue Increase: J\$500 Million

INCREASING THE SPECIAL CONSUMPTION TAX ON EACH CIGARETTE



In January 2010, Parliament approved a \$2.00 increase from J\$8.50 to J\$10.50. The Government implemented this additional increase to J\$12.00 to reduce tobacco consumption while increasing the flow of revenue.

Estimated Revenue Increase: J\$488 Million

INCREASE IN THE SPECIAL CONSUMPTION TAX ON SPECIAL FUEL



Reduced global oil prices has impacted the economy positively but a reduction in the price of fuel meant a reduction in the revenue from the SCT. To correct the loss in revenue, the Government has increased the SCT on fuel by J\$7.00 per litre.

Estimated Revenue Increase: J\$6.4Bn

REPLACING PETROLEUM CESS WITH A \$2/LITER SPECIAL CONSUMPTION TAX



The Government of Jamaica has decided to replace the current 1% petroleum cess paid by Petrojam to the Petroleum Corporation of Jamaica with a specific SCT of \$2 per litre.

Estimated Revenue Increase: J\$1.8Bn

REDUCTION IN THE INCOME TAX PAYMENTS FOR THE POOR



The Government recognised the impact that economic challenges are having on the poor. The income tax threshold was increased by \$35,568 to \$592,800. This will assist 8,441 persons who will no longer be required to pay income tax.

Estimated Revenue Loss: J\$644 Million

Citizens Supporting the Budget



MDAs that collect the most revenue

Outside of taxation revenue, citizens might want to know which government institution has responsibility to collect the “lion’s share” of revenue. Below [Figure 5](#) identifies the primary 5 MDAs, showing Ministry of Finance and Customs collecting the most revenue.

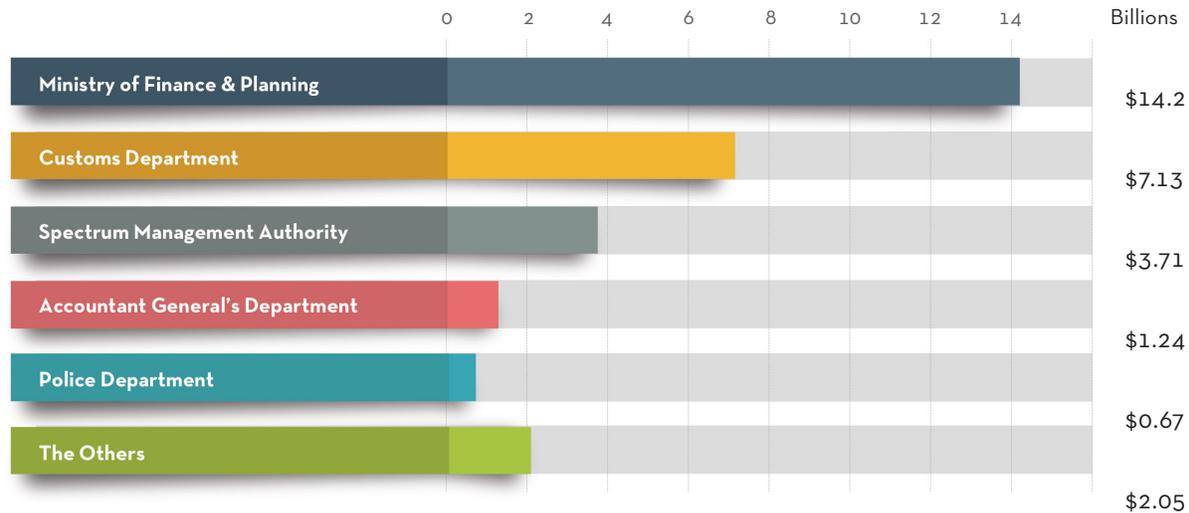


Figure 5 MDAs Collecting the Most Funds on the Government’s Behalf

Sourcing Money through Loans

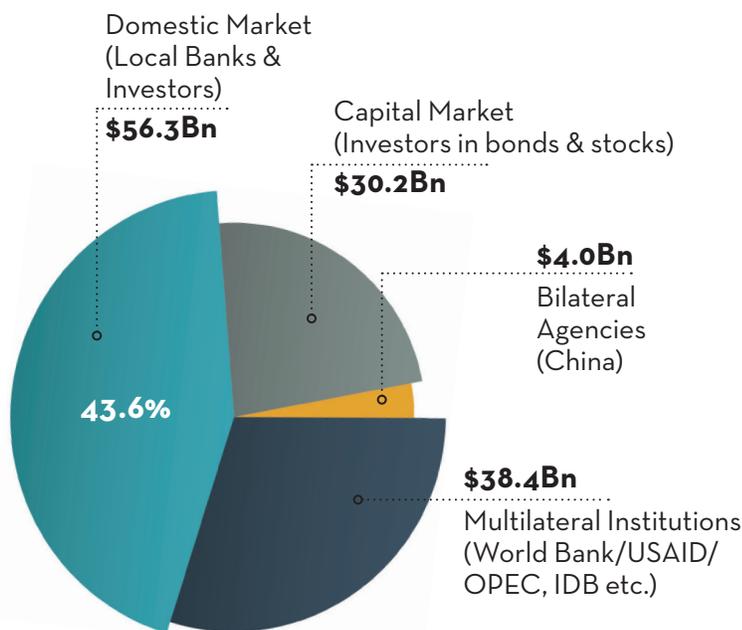


Figure 6 Lenders’ Profile FY 2015/16

If you have bills that you cannot cover from your savings or this month’s salary, where do you go for help? Credit Union, family, friend, the bank perhaps.

Often times, the Government also has more bills than revenue and has to find financial support from lenders. Who are these lenders?

[Figure 6](#) breaks down where the **\$128.9Bn** in new loans were to be sourced.

NATIONAL SPENDING



Where the money goes

Where Does the Money Go?

Expenditure refers to how much the Government spends or the total cost of all government activities including the wages and salaries of their employees. Total expenditure projected for FY 2015/16 was **J\$641.5Bn.**

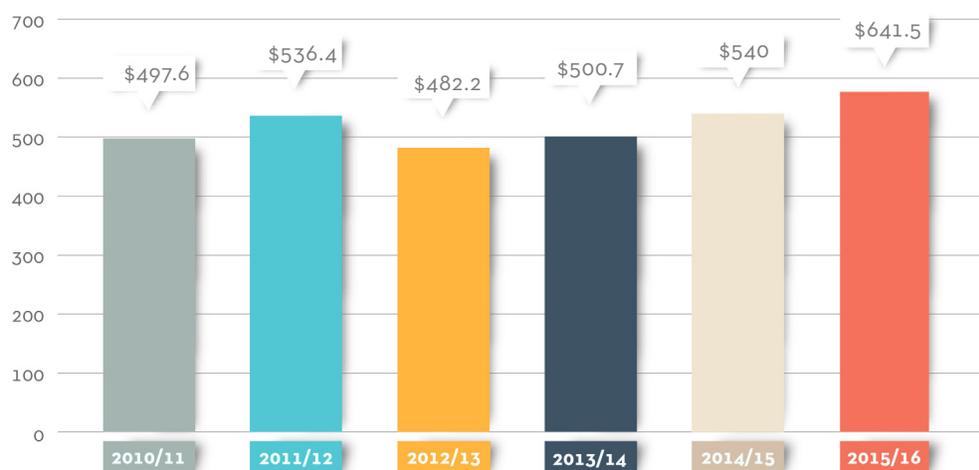
There are two general types of spending - **Recurrent and Capital spending.** When we spend on renting offices, office equipment, salaries, pension, utility bills, interest on our debt etc. - all expenses that occur routinely and regularly on day to day operations - it is Recurrent Spending or Expenditure. Capital Spending or Expenditure is the money spent on long term development projects and programmes.

For example, the 2015/16 budget revealed the plan to buy 475 finger print scanning workstations, build a new school in Mile Gully, roll out an educational programme on mosquito control, lay a new road in GimmeABit and build a new electricity plant. On all of these projects, we would be using 'capital expenditure'.

What has our spending looked like in the last 6 years?

Do you have any idea of how much you spend each year? Are you spending more or less? Spending more could be good because you are earning more or it could be problematic because you are earning the same but spending more. Let's take a quick look below at the spending trend of the nation over the last five years against what was projected for FY 2015/16.

Figure 7 2010-2016 Expenditure Snapshot



Spending plans for FY 2015/16

For the Financial Year 2015/16, the Government planned to spend **\$641.5Bn**. This represents a **15.8%** increase in spending over the last year. Your first question might be, how is Jamaica's revenue to be shared between investing in development projects/ programmes (Capital/Development spending) and paying bills for day to day operations (recurrent spending)? **Figure 8** below shows us how it would be shared.

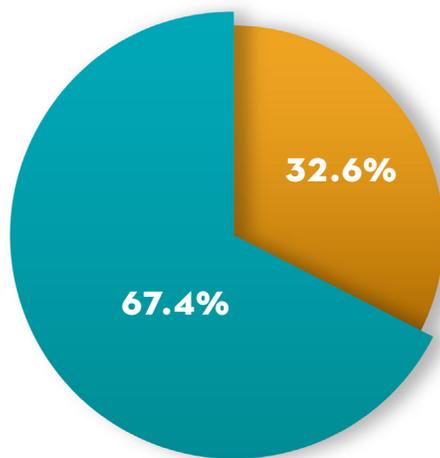
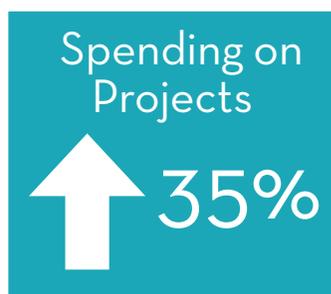


Figure 8 Expenditure
FY 2015-2016

| | | |
|--------------------------|----------|-----------------|
| Capital/Development | \$ 209.0 | Billions |
| Recurrent | \$ 432.5 | |
| Total Expenditure | | \$ 641.5 |

The amount allocated for recurrent expenditure has increased by 6.5% compared to the \$404.6Bn projected in 2014/15 and that for investment has increased by 35% up from \$135.4Bn.



So Government's spending is a process of returning to citizens the contribution they have made, in the form of public goods and services and there are different ways to analyze the budget allocations made. We share here **two** useful ways of breaking down our spending for this year and understanding how public funds are used.

1. **Administrative Breakdown** ~ shows which institution will spend it, and
2. **Functional Breakdown** ~ shows what the money will be spent on

Administrative Spending Breakdown

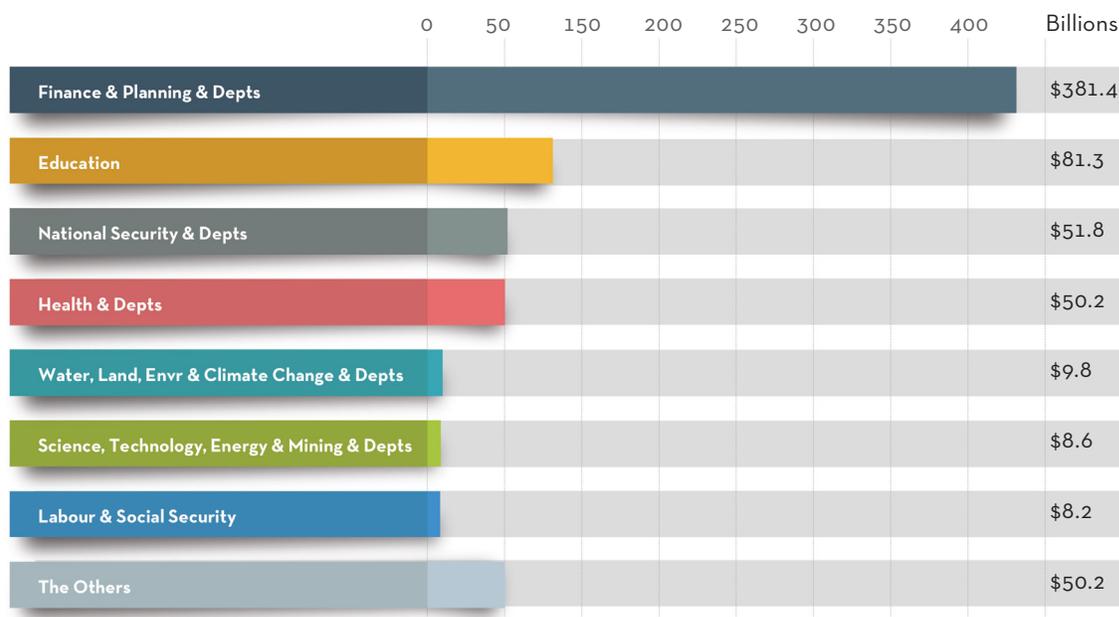


Figure 9 Budget allocations to MDAs, FY 2015-2016

A glance at [Figure 9](#) tells a story. What probably jumps out is the huge difference in spending budgeted for the Ministry of Finance. It almost doubles what will be spent on all other MDAs. You are wondering why? **Let us show you!!**

- Step 1:** Go to the website of the Ministry of Finance & Planning - www.mof.gov.jm.
- Step 2:** At the menu bar, select **Budgets**. Since you want to find out about a spending matter, select **Expenditure**
- Step 3:** Look for the folder with the Financial Year that you need and download the Budget or more accurately the **Estimates of Expenditure** (detailing how we plan to spend our money)
- Step 4:** The first few pages you see, tell you what each Government Ministry, Department and Agency will be spending for the year. See [Table 5](#) sample on the next page.
- Step 5:** Look down the page until you see the Heading for the Ministry of Finance & Planning. It shows us both what the Ministry *and* its agencies planned to spend. Under **Public Debt Servicing** you will see in the Column to the right, that of the **\$381.4Bn** that the Ministry planned to spend - a third of it - **\$131.6 Bn**, to repay what we borrowed (public debt). See [Table 6](#) on the following page.

Table 5 Section of Estimates of Expenditure (Recurrent)



2015-2016 Jamaica Budget

Estimates of Expenditure (Net of Appropriations-In-Aid)

\$'000

Recurrent

| Head No. and Title | Estimates, 2015-2016 | Revised Estimates, 2014-2015 | Approved Estimates, 2014-2015 | Actual (Provisional) Expenditure, 2013-2014 |
|-----------------------------------------------------------|-------------------------|------------------------------------|-------------------------------------|------------------------------------------------------|
| 0100 His Excellency the Governor-General and Staff | 182,817.0 | 183,358.0 | 170,306.0 | 176,422.0 |
| 0200 Houses of Parliament | 790,874.0 | 780,088.0 | 768,818.0 | 743,941.0 |
| 0300 Office of the Public Defender | 80,810.0 | 86,964.0 | 75,453.0 | 73,113.0 |
| 0400 Office of the Contractor-General | 236,713.0 | 240,422.0 | 229,184.0 | 232,723.0 |
| 0500 Auditor General | 529,748.0 | 467,020.0 | 528,498.0 | 352,528.0 |
| 0600 Office of the Services Commissions | 186,842.0 | 185,007.0 | 179,578.0 | 171,697.0 |
| 0700 Office of the Children's Advocate | 135,914.0 | 120,538.0 | 112,585.0 | 97,686.0 |
| 0800 Independent Commission of Investigations | 342,587.0 | 338,407.0 | 334,258.0 | 312,986.0 |
| 1500 Office of the Prime Minister | 2,859,636.0 | 2,678,458.0 | 2,676,317.0 | 1,477,124.0 |
| 1510 Jamaica Information Service | 522,288.0 | 336,897.0 | 320,833.0 | 315,589.0 |
| Total Office of the Prime Minister and Departments | 3,381,924.0 | 3,015,355.0 | 2,997,150.0 | 1,792,713.0 |

Table 6 MINISTRY OF FINANCE - Estimates of Expenditure (Recurrent)

| | |
|---------------------------------------------------------------|----------------------|
| 1500 Office of the Prime Minister | 2,859,636.0 |
| 1510 Jamaica Information Service | 522,288.0 |
| Total Office of the Prime Minister and Departments | 3,381,924.0 |
| 1600 Office of the Cabinet | 404,943.0 |
| 1649 Management Institute for National Development | 140,562.0 |
| Total Office of the Cabinet and Departments | 545,505.0 |
| 1700 Ministry of Tourism and Entertainment | 1,701,993.0 |
| 2000 Ministry of Finance and Planning | 36,118,169.0 |
| 2011 Accountant General | 615,644.0 |
| 2012 Jamaica Customs Agency | - |
| 2018 Public Debt Servicing (Interest Charges) | 131,614,339.0 |
| 2019 Pensions | 26,764,933.0 |
| 2056 Tax Administration Jamaica | 5,286,178.0 |
| Total Ministry of Finance and Planning and Departments | 200,399,263.0 |



Hol on deh likkle bit!! Yuh seh di Ministry ah Finance a guh spen **\$381.4 Bn** and di table right yah suh seh **\$200.4 Bn**. Weh di \$181 bill deh?

Great question! So you are paying attention.

Remember what was said on [Page 27](#) about two categories

of spending? This first table that we just looked at in the Estimates of Expenditure document shared planned *Recurrent Spending* for MDAs. Let's find out what the Ministry had planned for the other category - *Capital Spending/Development*. It can be found in the same budget document but the Government separates our capital spending into two, depending on where the money to invest comes from.

If the money for development projects and programmes comes from the Government of Jamaica (for example from taxes) it is a **CAPITAL A investment**. If the money for capital/development spending is coming from other countries or foreign institutions, in the form

Table 7 Capital A, Estimates of Expenditure

| 2015-2016 Jamaica Budget | | Capital A |
|---------------------------------------------------------|---------------------------------------------------------|-----------------------------------------|
| Estimates of Expenditure (Net of Appropriations-In-Aid) | | (Government of Jamaica Funded Projects) |
| Head No. and Title | | Estimates, 2015-2016 |
| 1500A | Office of the Prime Minister | 25,000.0 |
| 2000A | Ministry of Finance and Planning | 178,614,665.0 |
| 2600A | Ministry of National Security | 1,643,440.0 |
| 2800A | Ministry of Justice | 122,100.0 |
| 4100A | Ministry of Education | 477,000.0 |
| 4200A | Ministry of Health | 10,000.0 |
| 4500A | Ministry of Youth and Culture | - |
| 5100A | Ministry of Agriculture and Fisheries | 2,400,000.0 |
| 5300A | Ministry of Industry, Investment and Commerce | - |
| 5600A | Ministry of Science, Technology, Energy and Mining | 250,000.0 |
| 6500A | Ministry of Transport, Works and Housing | 3,100,000.0 |
| 6700A | Ministry of Water, Land, Environment and Climate Change | - |
| 7200A | Ministry of Local Government and Community Development | - |
| Total Capital A | | 186,642,205.0 |

of aid, grants or a loan it is a **CAPITAL B investment**.

In [Table 7](#) we can see how much the government planned to invest in development projects from Capital A, the revenue raised in Jamaica. We can identify the 11 ministries (including the Office of the Prime Minister) that would benefit. The Ministry of Finance will receive approximately **\$178.6Bn**.

The Capital B table that follows next in the Estimates of Expenditure [*not included in this document*] shows that we expected to receive and spend \$2.4Bn coming from multilateral and bilateral donors.

So after looking at the two tables (Capital A and Capital B) we learn that we intended to spend a total of **\$181Bn** for development projects and **\$200.4 Bn** on recurrent bills bringing us to the grand total for the spending by the Ministry of Finance for 2015/16 as **\$381.4Bn**.

How easy was that!!! Feeling like a pro yet???

Functional Spending Breakdown

A “functional” classification organises government activities according to their broad objectives or purpose being served. This can be very useful if you want to know which sectors are being prioritized or how the budget impacts each sector.

Jamaica has **10 Functional Classifications** and each are given a code number for ease of identification. They are:-

| CODE | FUNCTION | CODE | FUNCTION |
|------|----------------------------|------|------------------------------------|
| 01 | General Public Services | 06 | Housing & Community Amenities |
| 02 | Defence Affairs & Services | 07 | Health Affairs & Services |
| 03 | Public Order & Safety | 08 | Recreation Culture & Religion |
| 04 | Economic Affairs | 09 | Education Affairs & Services |
| 05 | Environmental Protection | 10 | Social Security & Welfare Services |

[Appendix E](#) shares details on the allocations being made for each function. How much is spent and on which function, indicates what Government considers a priority. Let's take a look at how the **\$641.5Bn** was shared between each function.

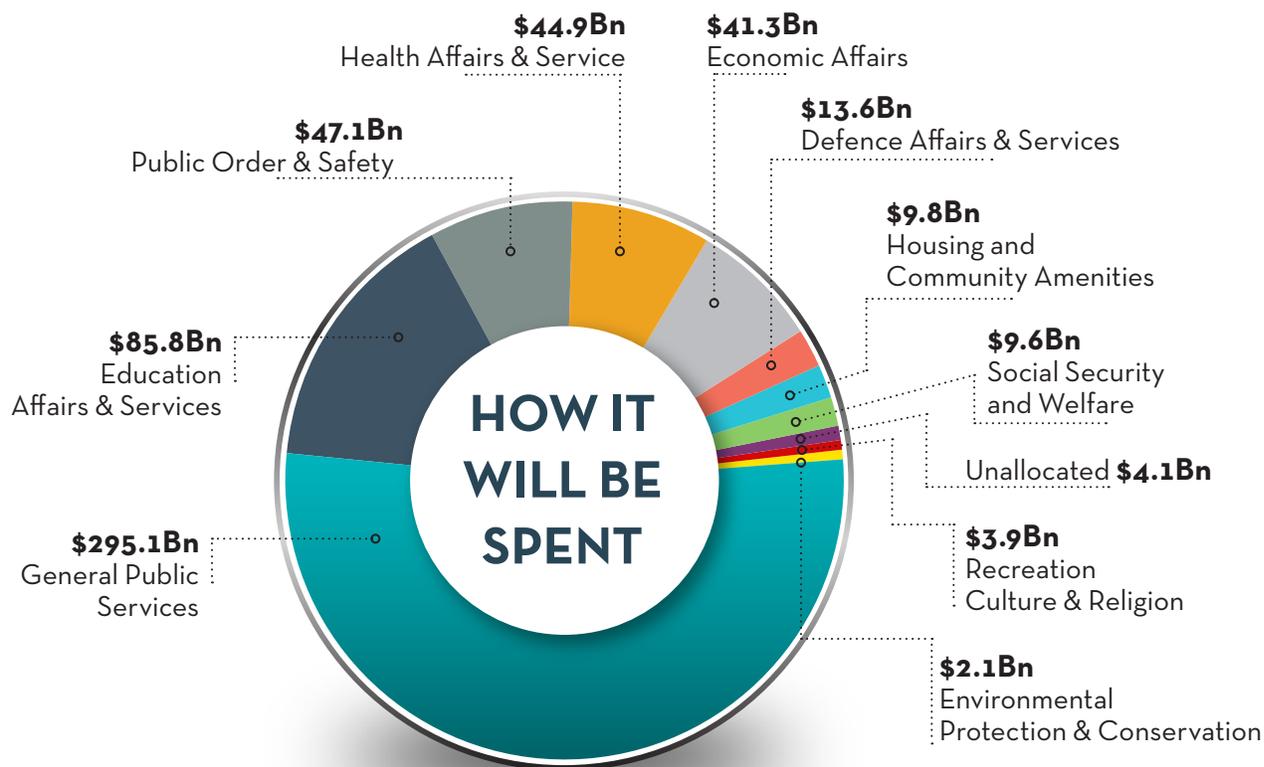


Figure 10 Functional Classification of Spending

This Functional Classification captured graphically, gives the citizen a very good idea of which sectors the Government considers to be of most importance.

Now remember that each Ministry or public institution carries out more than one function and will therefore contribute to more than one of these pieces of the pie. For example, the Ministry of Housing contributes primarily to *Housing and Community Amenities* but if citizens lose their homes in a fire and that Ministry rebuilds their home, then that activity can be placed under the function of “*Social Security & Welfare*”.

How does knowing this help me interpret the budget?

We'll look at it further in the section - **Demystifying the Budget Documents**, which starts at page 40.



Spending Highlights

We just took a look at the Government's revenue (collection) strategy, and it is just as crucial to have one for spending, especially while we are in a borrowing relationship with the IMF. Paying off our debts have become priority and in order to meet those targets, both earning more and spending less are important strategies. Despite the need to cut spending, the Government made protecting the vulnerable a priority and committed to providing an amount for social spending (spending on children, elderly, the disabled, the poor. etc) that will not fall below what was allocated in the 2012/13 budget.

Some of the protection in the 2015/16 budget can be seen in the following increases.



The picture below in [Figure 11](#) highlights how much the Government planned to spend on some of the key public services that we depend on daily .

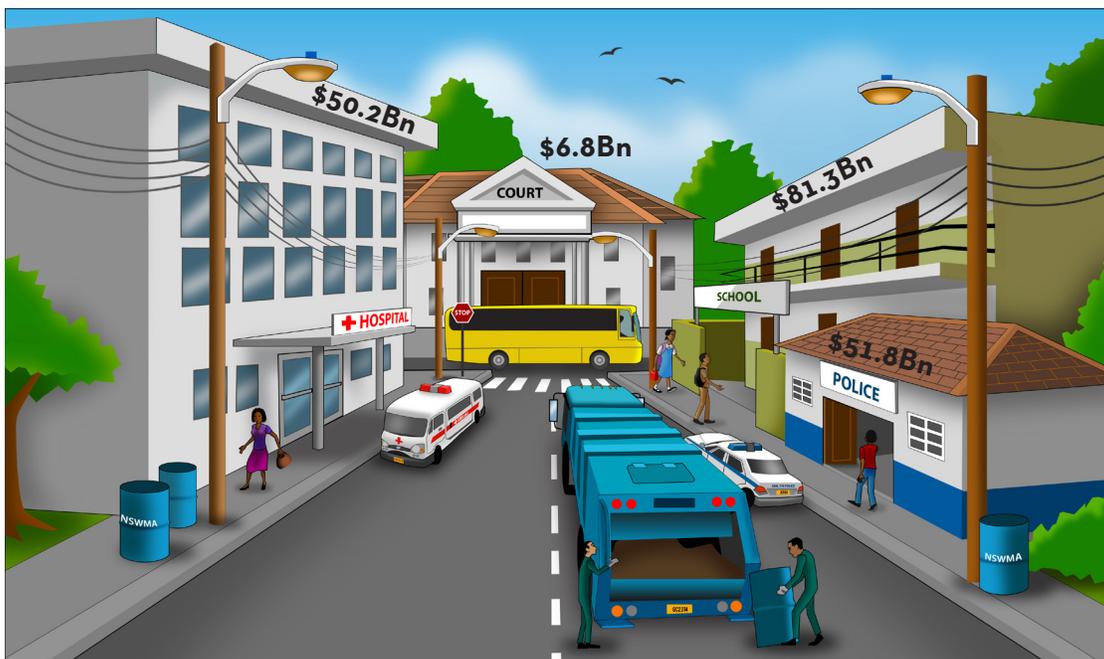


Figure 11 FY 2015/16 spending for health care, justice security and education.

Below are some of the initiatives that the Government had prioritized for capital (development) spending in the 2015/16 budget year.

CAPITAL A PROJECTS



\$1.5Bn

Ministry of Education with UTECH receiving \$1Bn to enhance quality of education.



\$2.4Bn

To Ministry of Finance with \$1.4Bn going to the FAMP project and \$450M to enhance competition and growth.



\$5.1Bn

To Ministry of Transport, Water & Housing with \$4Bn going to the Major Development Project and the Jamaica Economical Housing Project combined.



\$5.7Bn

For the Ministry of Labour & Social Security. \$5.5Bn is support for the Path Programme.

CAPITAL B PROJECTS



\$3.1Bn

27 buses for the JUTC fleet. The last of the 210 purchased in 2011.



\$2.4Bn

To support the Sugar Transformation Programme for social development and infrastructure projects.



\$1.18Bn

To National Security for security vehicles and construction of the Lathbury barracks.



477 Million

To Ministry of Education for school upgrade and expansion work to increase places available.

Source:

1. Fiscal Policy Paper 2015/16
2. Budget Debate Opening Presentation 2015-16, Dr. the Hon. Peter Phillips M.P.

What's the Story on Debt?

The ideal approach and aim during the creation of the national budget is to have one where the expenditure is no more than the revenue. This is called **Budgetary Balance**.

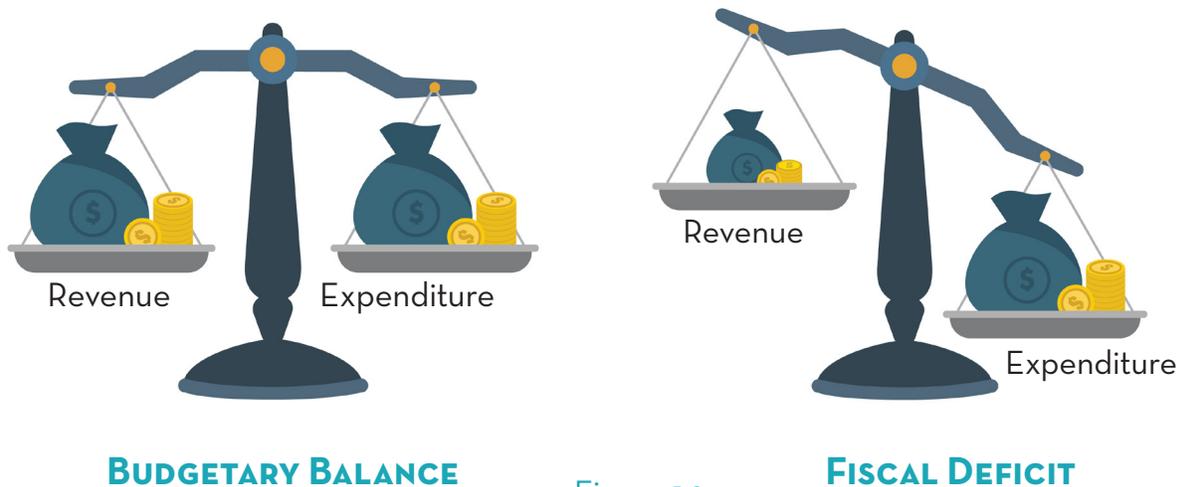


Figure 12

However, if what we need to spend is more than the revenues we are expecting, then the state has to borrow money from investors, foreign and/or local.

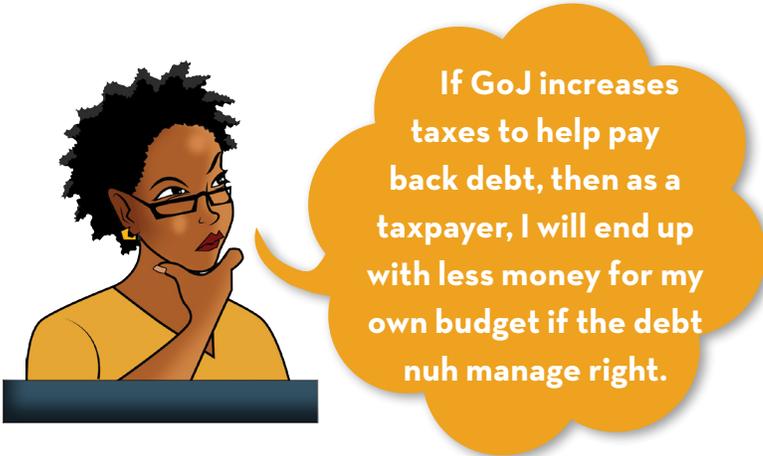
For the FY 2015/16, the Government of Jamaica had approved a **\$641.5Bn** budget. With only **\$576.7 Bn** identified to cover these expenses, the government has to identify an additional **\$64.9 Bn** to fill the gap. See [Figure 12](#). If the Government is unable to find additional revenue to fill this gap during the year, the country has a **Fiscal Deficit**. One option would be to cut expenditure or find ways to generate more income to fill the gap.

If a country does not achieve budgetary balance because over too many financial years spending was more than revenue, it is forced to rely on borrowing to make up for the difference. Over time public debt increases, as is the case with Jamaica.

At the beginning of FY 2015/16, the people of Jamaica owed local lenders a total of \$1.024Bn and foreign lenders, \$0.7Bn. This brought total public debt to **\$1.726Bn**. Government directed **\$301.2Bn** of revenue to cover payments. This amount represents **48%** of the country's entire projected expenditure for 2015/16 - representing almost half of the cost of providing public goods and services.

Why is the debt crippling our nation's growth?

The key strategies for paying off the debt is increasing taxes and growing the economy. When almost half of your country's revenue has to be spent on repaying debt, it means that a significant amount is not available for providing public goods and services (building new roads, irrigation dams or hospital etc.).



Good News!!

In January 2013, the **Public Debt Management Act (PDMA)** was passed. This Law not only updated but compiled into one, some 20 separate laws that deal with Jamaica's public debt management. This is intended to improve to reduce and control debt.

Figure 13 below shows the pie of **\$641.5 Bn** that represents all the money the government planned to spend for FY 2015/16. Its tells us that **\$310.2 Bn**, (48%, almost half of the funds) will be used to repay money borrowed in the past. However, of the **\$331.3 Bn** that is left, **\$128.9Bn** had to be sourced from new loan agreements to continue to provide public goods and services that the citizens need.

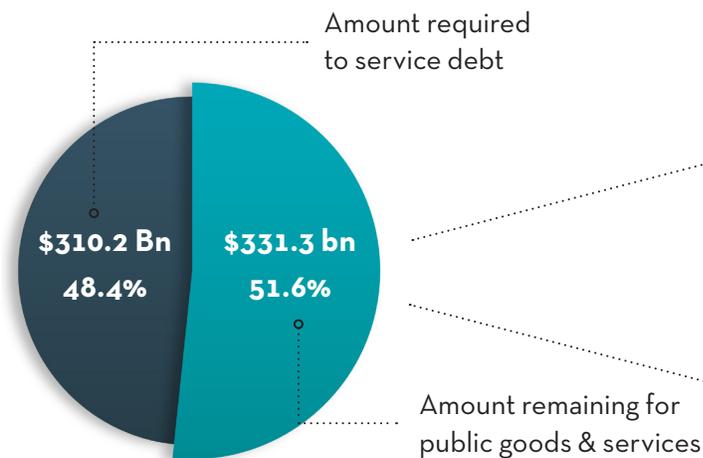


Figure 13 How much to be taken from our 2015/16 Budget to repay debt

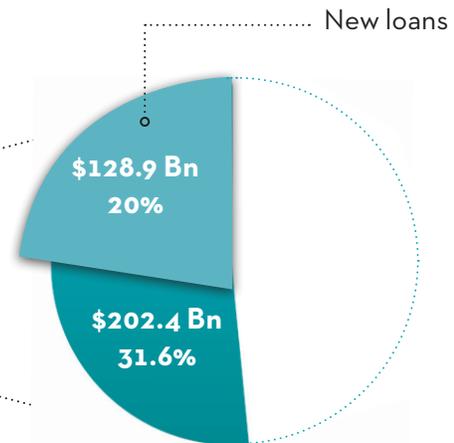


Figure 14 New loans to be sourced for FY 2015/16

The Budget documents also tell us that the greater portion of our borrowings have been from Jamaican lenders (58%) and the balance from external lenders (42%).

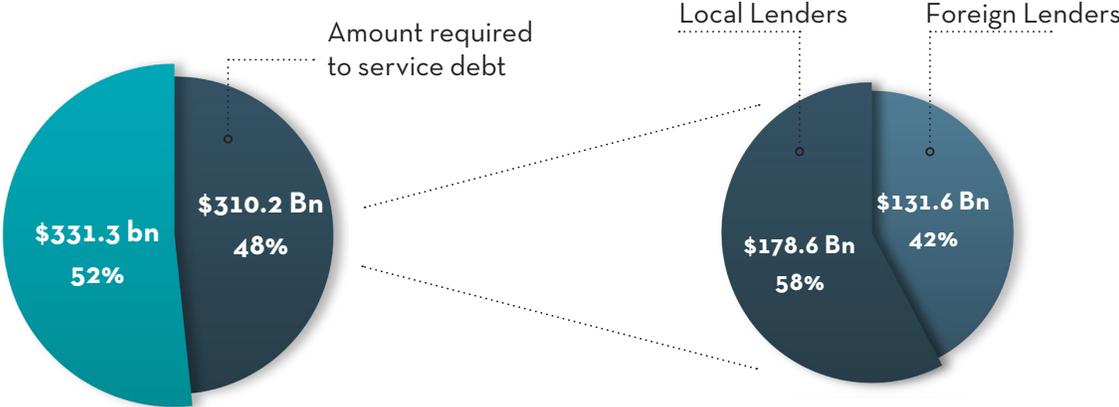


Figure 15 How 2015/16 debt payments are shared between lenders

How Much We Owe

As of March 2015

Total
DEBT
\$1.726
TRILLION

Local
DEBT
\$1.024
TRILLION

Foreign
DEBT
\$0.702
TRILLION



THE BUDGET DOCUMENTS



What they look like & mean

Demystifying the Budget Documents

Using the 2015/16 Budget Documents, we have so far explained:-

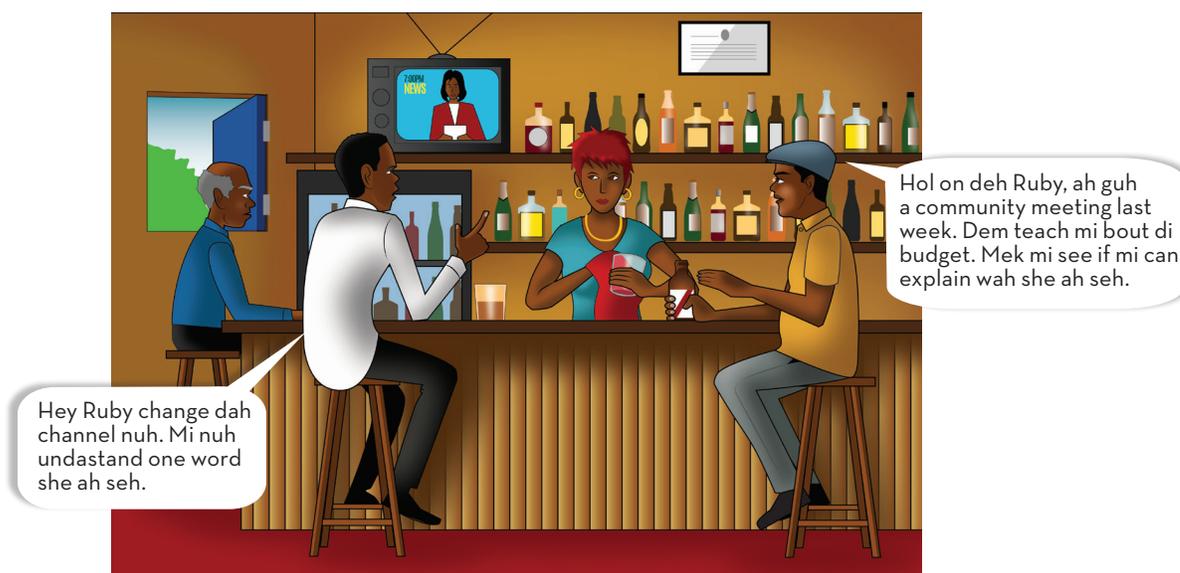
- ⦿ What a budget is and why both the Government and people need one
- ⦿ The process of preparing the budget
- ⦿ Where the Government gets money
- ⦿ How much they expect to get
- ⦿ How the Government plans to spend it
- ⦿ How much we already owe and how much more we need to borrow

Those sections were intended to build up your understanding of how the Government finances the public goods and services we benefit from. Most citizens have a great challenge in understanding, even if they have a good appreciation for economics and finance therefore, this section will focus on the actual budget document itself.

In order to “demystify the budget” we will rely primarily on explaining three primary documents prepared by the Ministry of Finance.

What most persons consider ‘*The Budget*’, is correctly known as ‘The Estimates of Expenditure’ and is a huge document of over 900 pages. However, there at least two additional documents that we will rely on for a more complete picture - ‘The Financial Statements & Revenue Estimates’ and ‘Jamaica Public Bodies - Estimates of Revenue and Expenditure’. All three can be found at the Ministry’s website at:

www.mof.gov.jm/documents/documents-publications/document-centre.html



Understanding Recurrent Expenditure Table

The very first page of the Estimates of Expenditure provides information on the amount that Parliament has approved for Recurrent Spending (monies to cover office rental, utility bills, wages, salaries, interest on loans etc) by the Government Ministry, Department or Agency listed.

Let's break it down bit by bit, page by page, starting with the Headings.

Table #8



2015-2016 Jamaica Budget

Estimates of Expenditure (Net of Appropriations-In-Aid)

Appropriations-in-Aid means any revenue that a MDA generates itself in the ordinary course of business, which has been approved by Parliament to be used by MDAs.

Spending Category

Recurrent

\$'000

Each # is to be multiplied by 1,000

| Head No. and Title | Estimates, 2015-2016 | Revised Estimates, 2014-2015 | Approved Estimates, 2014-2015 | Actual (Provisional) Expenditure, 2013-2014 |
|-----------------------------------------------------------|----------------------|------------------------------|-------------------------------|---------------------------------------------|
| 0100 His Excellency the Governor-General and Staff | 182,817.0 | 183,358.0 | 170,306.0 | 176,422.0 |
| 0200 Houses of Parliament | 790,874.0 | 780,088.0 | 768,818.0 | 743,941.0 |
| 0300 Office of the Public Defender | 80,810.0 | 86,964.0 | 75,453.0 | 73,113.0 |
| 0400 Office of the Contractor-General | 236,713.0 | 240,422.0 | 229,184.0 | 232,723.0 |
| 0500 Auditor General | 529,748.0 | 467,020.0 | 528,498.0 | 352,528.0 |
| 0600 Office of the Services Commissions | 186,842.0 | 185,007.0 | 179,578.0 | 171,697.0 |
| 0700 Office of the Children's Advocate | 135,914.0 | 120,538.0 | 112,585.0 | 97,686.0 |
| 0800 Independent Commission of Investigations | 342,587.0 | 338,407.0 | 334,258.0 | 312,986.0 |
| 1500 Office of the Prime Minister | 2,859,636.0 | 2,678,458.0 | 2,676,317.0 | 1,477,124.0 |
| 1510 Jamaica Information Service | 522,288.0 | 336,897.0 | 320,833.0 | 315,589.0 |
| Total Office of the Prime Minister and Departments | 3,381,924.0 | 3,015,355.0 | 2,997,150.0 | 1,792,713.0 |
| 1600 Office of the Cabinet | 404,943.0 | 359,963.0 | 344,607.0 | 404,808.0 |
| 1649 Management Institute for National Development | 140,562.0 | 143,874.0 | 139,129.0 | 146,721.0 |
| Total Office of the Cabinet and Departments | 545,505.0 | 503,837.0 | 483,736.0 | 551,529.0 |
| 1700 Ministry of Tourism and Entertainment | 1,701,993.0 | 1,586,358.0 | 1,535,072.0 | 1,488,507.0 |
| 2000 Ministry of Finance and Planning | 36,118,169.0 | 15,276,271.0 | 32,192,222.0 | 8,287,535.0 |

Each recipient of GoJ transfers (funds allocated) is assigned a "Head No." by which it is identified throughout the document

First column contains the estimates for the current year

Estimates approved by Parliament in the previous year

Revision of estimates approved by Parliament in the year previous

Actual money spent by GoJ two years prior.



I always listen carefully when I hear di Contractor General and the Auditor General office on di news. Cuz ah dem ah watch Govahment spending. But mi always a wondah how much wi a spen pan dem? Mi can find dat innah di budget?

Bingo!! The Estimates of Expenditure or what folks call "The Budget", is the place to go. See Administrative Spending on Page 30-31. For more details you don't have to search the 900 pages. Use the **Head #**. For e.g. the Auditor General's is **500**. Each page of 'the Budget' has the Head # to help you find the relevant page for each MDA. Look at the extract below and try it!!



| Analysis of Expenditure | | Est. 2015-2016 | | | | |
|-------------------------|-------------------------------------------------------------------|----------------|------------------|------------------|------------------|------------------|
| 21 | Compensation of Employees | 8,134.0 | 374,177.0 | 335,742.0 | 397,220.0 | 216,766.0 |
| 22 | Travel Expenses and Subsistence | - | 59,256.0 | 69,553.0 | 69,553.0 | 56,731.0 |
| 23 | Rental of Property and Machinery | - | 41,900.0 | 37,034.0 | 37,034.0 | 28,850.0 |
| 24 | Utilities and Communication Services | - | 2,990.0 | 3,301.0 | 3,301.0 | 7,955.0 |
| 25 | Use of Goods and Services | - | 36,279.0 | 17,867.0 | 17,867.0 | 49,542.0 |
| 29 | Awards and Social Assistance | - | 1,500.0 | 1,000.0 | 1,000.0 | 1,000.0 |
| 30 | Grants and Contributions | - | 181.0 | 181.0 | 181.0 | 181.0 |
| 32 | Capital Goods | - | 12,331.0 | 12,342.0 | 12,342.0 | 1,503.0 |
| | Total Budget 01-Recurrent | 8,134.0 | 528,614.0 | 477,020.0 | 538,498.0 | 362,528.0 |
| | Total Budget 01-Recurrent (Including Provision by Law) | - | 536,748.0 | 477,020.0 | 538,498.0 | 362,528.0 |
| | Less Appropriations In Aid | - | 7,000.0 | 10,000.0 | 10,000.0 | 10,000.0 |
| | Net Total Budget 01-Recurrent (Including Provision by Law) | - | 529,748.0 | 467,020.0 | 528,498.0 | 352,528.0 |

The Auditor General is required by the Constitution, The Financial Administration and Audit Act, other sundry Acts and letters of engagement, to conduct audits at least once per year, of the accounts, financial transactions, operations and financial statements of central and local government agencies as well as certain public bodies. The Auditor General is also required to certify the annual financial statements submitted by these agencies and to present to the House of Representatives and other relevant authorities, annual reports on the results of these audits.

500 - 1

Head 0500 - Auditor General

500 - 1



Eh eh! That was so much easier dan mi expect. So wi spending **\$529 Million** on the Auditor General's Dept and **\$236 Million**, just about half of that on the Contractor General. Hmmph, wi paying a lot for accountability....

Understanding Statutory Provisions & Voted Provisions

Most expenses must be approved by Parliament by use of a vote, those are called **Voted Provisions**. Some do not require a vote because the Constitution ensures and protects these payments by law. That means they are an obligation and priority when budgeting. See [Appendix D](#) for details.

Examples of statutory provisions are public debt payments and salaries of special officials; for example the Governor General, the Auditor General, the Contractor General etc.

Table #9



2015-2016 Jamaica Budget

Institutions of Government that benefit from statutory provisions

Both what GoJ allocates and what the MDA itself expects to collect and use. Total approved by Parliament.

Statutory provisions and Provisions to be Voted

Amount approved by Parliament minus the amount the MDA will collect itself and use during the year

\$'000

| Head No. and Title | Statutory | Gross Expenditure to be Voted | Appropriations in Aid | Net Expenditure to be Voted | Net provisions in Estimates (Including Statutory) |
|-----------------------------------------------------------|---------------|-------------------------------|-----------------------|-----------------------------|---------------------------------------------------|
| 0100 His Excellency the Governor-General and Staff | 110,381.0 | 72,436.0 | - | 72,436.0 | 182,817.0 |
| 0200 Houses of Parliament | 9,409.0 | 781,465.0 | - | 781,465.0 | 790,874.0 |
| 0300 Office of the Public Defender | 10,399.0 | 70,411.0 | - | 70,411.0 | 80,810.0 |
| 0400 Office of the Contractor-General | 10,399.0 | 226,314.0 | - | 226,314.0 | 236,713.0 |
| 0500 Auditor General | 8,134.0 | 528,614.0 | 7,000.0 | 521,614.0 | 529,748.0 |
| 0600 Office of the Services Commissions | 5,899.0 | 180,943.0 | - | 180,943.0 | 186,842.0 |
| 0700 Office of the Children's Advocate | 10,399.0 | 125,515.0 | - | 125,515.0 | 135,914.0 |
| 0800 Independent Commission of Investigations | 19,995.0 | 322,592.0 | - | 322,592.0 | 342,587.0 |
| 1500 Office of the Prime Minister | - | 3,100,052.0 | 240,416.0 | 2,859,636.0 | 2,859,636.0 |
| 1510 Jamaica Information Service | - | 587,928.0 | 65,640.0 | 522,288.0 | 522,288.0 |
| Total Office of the Prime Minister | - | 3,687,980.0 | 306,056.0 | 3,381,924.0 | 3,381,924.0 |
| 1600 Office of the Cabinet | - | 404,943.0 | - | 404,943.0 | 404,943.0 |
| 1649 Management Institute for National Development | - | 368,856.0 | 228,294.0 | 140,562.0 | 140,562.0 |
| Total Office of the Cabinet | - | 773,799.0 | 228,294.0 | 545,505.0 | 545,505.0 |
| 2000 Ministry of Finance and Planning | - | 36,118,169.0 | - | 36,118,169.0 | 36,118,169.0 |
| 2011 Accountant General | - | 615,644.0 | - | 615,644.0 | 615,644.0 |
| 2012 Jamaica Customs Agency | - | 5,715,405.0 | 5,715,405.0 | - | - |
| 2018 Public Debt Servicing (Interest Charges) | 131,614,339.0 | - | - | - | 131,614,339.0 |
| 2019 Pensions | 19,260,327.0 | 7,504,606.0 | - | 7,504,606.0 | 26,764,933.0 |
| 2056 Tax Administration Jamaica | - | 5,286,178.0 | - | 5,286,178.0 | 5,286,178.0 |
| Total Ministry of Finance and Planning | 150,874,666.0 | 55,240,002.0 | 5,715,405.0 | 49,524,597.0 | 200,399,263.0 |

Debt and pension payments are priority payments protected by law and does not require Parliament's vote

The amount approved by Parliament plus what the law requires to be allocated to the MDA.

Understanding the Spending Estimates for OPM

Here, we look at the Office of the Prime Minister to better understand how the MDAs contribute to the 10 different functions (or services) of this Government.

From [Table 10](#) below, we can identify the five 'functions' of Government that the Office of the Prime Minister (OPM) contributes to *directly*. It tells us how much from the **Recurrent Budget** will be given to OPM to perform those tasks, the sub-functions and the programmes through which they will be implemented.

- Identifies the Key Function/Service being addressed
- Identifies the Sub-Function/Area being addressed
- Identifies the actual Programme to implement the tasks that are being financed.

Budget 1 is Recurrent spending

Table 10

| Function / Sub Function / Programme | | Authorised By Law | Head 1500 - Office of the Prime Minister Budget 1 - Recurrent | | | |
|----------------------------------------------------------|---------------------------------------------------------------------|-------------------|------------------------------------------------------------------|------------------------------|-------------------------------|------------------------------------|
| | | | Estimates, 2015-2016 | Revised Estimates, 2014-2015 | Approved Estimates, 2014-2015 | Provisional Expenditure, 2013-2014 |
| Function 01 -General Public Services | | | | | | |
| 01 | Executive and Legislative Services | - | 805,265.0 | 757,590.0 | 758,588.0 | 636,731.0 |
| 01 | 001 Executive Direction and Administration | - | 112,847.0 | 80,350.0 | 71,752.0 | 22,317.0 |
| 01 | 145 Corporate Office of the Prime Minister | - | 692,418.0 | 677,240.0 | 686,836.0 | 614,414.0 |
| 99 | Other General Public Services | - | 19,023.0 | 14,243.0 | 14,243.0 | - |
| 99 | 127 National Identification System | - | 19,023.0 | 14,243.0 | 14,243.0 | - |
| | Total Function 01-General Public Services | - | 824,288.0 | 771,833.0 | 772,831.0 | 636,731.0 |
| Function 04 -Economic Affairs | | | | | | |
| 01 | Industry and Commerce | - | - | 11,926.0 | 22,467.0 | - |
| 01 | 301 Industrial Development, Foreign Investment and Export Promotion | - | - | 11,926.0 | 22,467.0 | - |
| 99 | Other Economic Affairs | - | 23,324.0 | - | - | - |
| 99 | 305 Promotion of Economic Development | - | 23,324.0 | - | - | - |
| | Total Function 04-Economic Affairs | - | 23,324.0 | 11,926.0 | 22,467.0 | - |
| Function 08 -Recreation, Culture and Religion | | | | | | |
| 01 | Recreational and Sporting Services | - | 593,516.0 | 651,826.0 | 625,636.0 | 548,237.0 |
| 01 | 501 Development of Sports | - | 593,516.0 | 651,826.0 | 625,636.0 | 548,237.0 |
| 03 | Broadcasting and Publishing Services | - | 425,773.0 | 444,302.0 | 437,738.0 | 288,024.0 |
| 03 | 465 Preservation of Official and Other Permanent Records | - | 106,078.0 | 108,705.0 | 96,492.0 | 87,959.0 |
| 03 | 468 Information on Public Sector | - | 319,695.0 | 335,597.0 | 341,246.0 | 200,065.0 |
| | Total Function 08-Recreation, Culture and Religion | - | 1,019,289.0 | 1,096,128.0 | 1,063,374.0 | 836,261.0 |
| Function 10 -Social Security and Welfare Services | | | | | | |
| 00 | 325 Social Welfare Services | - | 209,869.0 | 192,446.0 | 191,045.0 | 201,426.0 |
| | Total Function 10-Social Security and Welfare Services | - | 209,869.0 | 192,446.0 | 191,045.0 | 201,426.0 |
| Function 99 -Unallocated | | | | | | |
| 00 | 008 Constituency Development Fund | - | 1,023,282.0 | 1,023,382.0 | 1,023,382.0 | - |
| | Total Function 99-Unallocated | - | 1,023,282.0 | 1,023,382.0 | 1,023,382.0 | - |
| | Total Budget 1 - Recurrent | - | 3,100,052.0 | 3,095,715.0 | 3,073,099.0 | 1,674,418.0 |
| | Less Appropriations In Aid | - | 240,416.0 | 417,257.0 | 396,782.0 | 197,294.0 |
| | Net Total Budget 1 - Recurrent | - | 2,859,636.0 | 2,678,458.0 | 2,676,317.0 | 1,477,124.0 |

Though there is much that becomes clearer now about how OPM plans to spend the \$2.86Bn allocated to it, you might be interested in even further details and there are two levels of details provided on that first page, Coded **1500-1**.

1. How the \$2.86Bn is shared between the different GoJ services and programmes. See **Table 11** below.
2. How much of the \$2.86Bn is spent on salary, office equipment, travel allowance, office rentals etc. See **Table 11** below.

Table 11

|  2015-2016 Jamaica Budget Head 1500 - Office of the Prime Minister | | Head 1500 - Office of the Prime Minister Budget 1 - Recurrent | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | | Analysis of Expenditure | | | | |
| 21 | Compensation of Employees | - | 819,965.0 | 805,819.0 | 817,335.0 | 708,542.0 |
| 22 | Travel Expenses and Subsistence | - | 235,120.0 | 210,474.0 | 230,965.0 | 224,406.0 |
| 23 | Rental of Property and Machinery | - | 47,973.0 | 35,701.0 | 35,211.0 | 24,183.0 |
| 24 | Utilities and Communication Services | - | 201,554.0 | 198,590.0 | 185,368.0 | 176,669.0 |
| 25 | Use of Goods and Services | - | 588,160.0 | 645,111.0 | 601,354.0 | 387,639.0 |
| 28 | Retirement Benefits | - | 5,318.0 | 7,956.0 | 7,956.0 | - |
| 30 | Grants and Contributions | - | 1,089,467.0 | 1,098,770.0 | 1,097,750.0 | 113,481.0 |
| 32 | Capital Goods | - | 112,495.0 | 88,294.0 | 92,160.0 | 39,498.0 |
| 36 | Loans | - | - | 5,000.0 | 5,000.0 | - |
| | Total Budget 01-Recurrent | - | 3,100,052.0 | 3,095,715.0 | 3,073,099.0 | 1,674,418.0 |
| | Less Appropriations In Aid | - | 240,416.0 | 417,257.0 | 396,782.0 | 197,294.0 |
| | Net Total Budget 01-Recurrent | - | 2,859,636.0 | 2,678,458.0 | 2,676,317.0 | 1,477,124.0 |

Source: www.jamaicabserver.com/news/Sports-museum-to-be-built-near-National-Stadium

News
Sports museum to be built near National Stadium
 Tuesday, August 18, 2015 | 6:52 PM | 10 Comments



KINGSTON, Jamaica (JIS) – Cabinet has given approval for the establishment of a National Sports Museum on lands in the vicinity of the National Stadium.

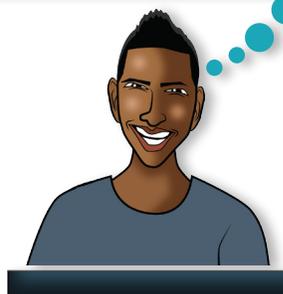
Minister of Sports, Natalie Netta Headley, made the disclosure during a press briefing, held at the Jamaica Olympic Association (JOA) office, in Kingston, Tuesday.

The facility is being established by the Government to celebrate the achievements of Jamaica's sportsmen and women.

Headley noted that the site chosen is along Arthur Wint Drive, beside the statue of legendary reggae singer, Bob Marley.

"It will be an interactive museum...you will be able to have some audiovisual contact, and you will be able to do a little racing against an athlete of prominence. So, kids will come and enjoy it. We are appealing to the Diaspora (as) we will need additional funding and contributions to be able to get to the point of building," Netta Headley said.

I love sports!! I saw in the news that the GoJ is building a sports museum. Could I find more info in the budget??



That's a great question! The Sports Development Foundation is one of the 14 agencies that report to OPM. The full list of agencies that report to OPM can also be found in the Budget pages. See **Appendix B**. So, let's take a look at the other pages that pertain to OPM and see what we find. Those pages are all identified by the same code, **Head 1500**.

Detailed Estimates of Expenditure for OPM

Table 10 provided an overview of the spending estimates for OPM. The pages that follow in the Estimates of Expenditure continue to provide additional spending breakdown of each Function into greater details at the Sub-Programme and Activities level.

Table 12 speaks to the Planning & Development Sub-programme that falls under Function 01 - General Services / Sub Function 01 - Executive & Legislative Services / Programme 01.001 Executive Direction & Administration. It also gives us the name of the Activity associated with the Sub-Programme.

The document goes on to explain the responsibility of the Division that will carry out the activities associated with the Sub-Programme and names the GoJ institutions that it monitors. That is a great deal of useful information and here we find the answer to your question - confirmation that the museum the Minister of Sports announced in the newspaper was planned for and is part of the estimates for 2015/16!!

Table 12

| Sub Programme / Activity | | Authorised By Law | Head 1500 - Office of the Prime Minister | | | |
|-------------------------------------------------------------------|-------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------|------------------------------------|
| | | | Estimates, 2015-2016 | Revised Estimates, 2014-2015 | Approved Estimates, 2014-2015 | Provisional Expenditure, 2013-2014 |
| | | | Head 1500 - Office of the Prime Minister Budget 1 - Recurrent Function 01 - General Public Services SubFunction 01 - Executive and Legislative Services Programme 001 - Executive Direction and Administration | | | |
| 02 | Planning and Development | - | 112,847.0 | 80,350.0 | 71,752.0 | 22,317.0 |
| 02 | 0339 Community Development, Youth, Sports and Bilateral Relations | - | 112,847.0 | 80,350.0 | 71,752.0 | 22,317.0 |
| Total Programme 001-Executive Direction and Administration | | - | 112,847.0 | 80,350.0 | 71,752.0 | 22,317.0 |
| Analysis of Expenditure | | | | | | |
| 21 | Compensation of Employees | - | 10,556.0 | 10,712.0 | 10,414.0 | 10,160.0 |
| 22 | Travel Expenses and Subsistence | - | 7,878.0 | 7,625.0 | 7,625.0 | 10,125.0 |
| 23 | Rental of Property and Machinery | - | 14,700.0 | - | - | - |
| 25 | Use of Goods and Services | - | 79,512.0 | 61,812.0 | 53,512.0 | 1,738.0 |
| 32 | Capital Goods | - | 201.0 | 201.0 | 201.0 | 294.0 |
| Total Programme 001-Executive Direction and Administration | | - | 112,847.0 | 80,350.0 | 71,752.0 | 22,317.0 |

The Division provides technical and administrative support to the Prime Minister and the Minister without portfolio (Sports); coordinates policy development and monitors the programmes of four government entities as follows:

- Institute of Sports;
- Independence Park Limited;
- Jamaica Anti-Doping Commission
- Sports Development Foundation;

Included in the provision is **Appropriation-In-Aid** of **\$50m** to provide insurance coverage for athletes. Also included is **\$39.7m** for the establishment of a Sports Museum.

Capital B Spending for OPM

Depending on the function they carry out, MDAs can have up to three types of budgets. Budget 1-*Recurrent*, Budget 2-*Capital A* and Budget 3-*Capital B* spending.

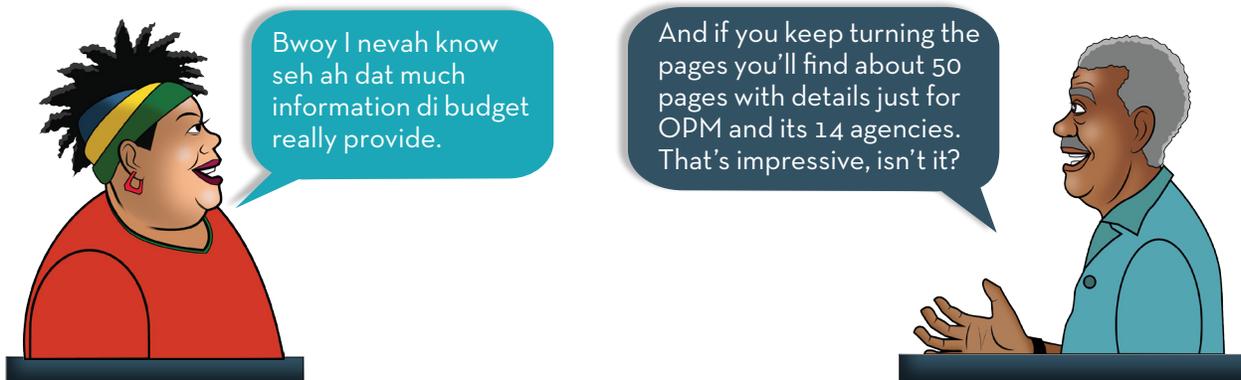
This final extract from the OPM's spending estimates, is taken from **Budget 3**, which as the heading in [Table 13](#) below shows are projects funded by external development institutions. It details for us the Project, a Project Code, the money anticipated for each project and the agencies that will provide the funding, which totals **\$1.83Bn**.

Table 13

| | | | | |
|-----------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------|--------|-------------------------------------------------------------------|
|  | 2015-2016 Jamaica Budget | Head 1500B - Office of the Prime Minister Minister | \$'000 | Head 1500B - Office of the Prime Minister Budget 3 - Capital B |
| | | | | |

| Function / Sub Function / Programme | Authorised By Law | Estimates, 2015-2016 | Revised Estimates, 2014-2015 | Approved Estimates, 2014-2015 | Provisional Expenditure, 2013-2014 |
|-------------------------------------|-------------------|----------------------|------------------------------|-------------------------------|------------------------------------|
|-------------------------------------|-------------------|----------------------|------------------------------|-------------------------------|------------------------------------|

| PROJECT | PROJECT CODE | \$000 | FUNDING AGENCY |
|------------------------------------------------------------------|--------------|---------------------|-------------------------------------------------------|
| Jamaica Social Investment Fund | 9178 | 325,426.00 | Government of Jamaica |
| Development of a National Identification System (KPRF) | 9390 | 24,916.00 | Inter-American Development Bank |
| Poverty Reduction Programme III | 9438 | 464,000.00 | European Union |
| Basic Needs Trust Fund (BNTF7) | 9440 | 305,000.00 | Caribbean Development Bank |
| Rural Economic Development Initiative | 9441 | 246,765.00 | International Bank for Reconstruction and Development |
| School Sanitation Project | 9451 | 76,500.00 | Petro Caribe Fund |
| Jamaica Integrated Community Development Project | 9452 | 250,156.00 | International Bank for Reconstruction and Development |
| Installation of Flood Lights and Associated Works at Sabina Park | 9466 | 35,226.00 | Government of India |
| Poverty Reduction Programme IV | 9471 | 100,000.00 | European Union |
| TOTAL | | 1,827,989.00 | |



Understanding the Revenue Estimates for FY 2015/16

On [Pages 18-20](#) we looked at the Revenue Categories from which Government sources money. We showed you where to locate the **Financing Statements & Revenue Estimates** which contains summary information on how much money the Government plans to collect, the type of revenue to be collected and the source of the funds.

[Table 14](#) below provides an extract from the **STATEMENT 1** of that document, which shows for example - how much is expected from Tax and Non-tax sources and a comparison of how much was received in the two previous Financial Years.

Note: The Head Code #s identify each tax specifically.

Table 14

| 2015-2016 JAMAICA BUDGET | | | |
|-------------------------------------------------------|---------------------------|---------------------------------------------------|----------------------------|
| STATEMENT I | | | |
| REVENUE AND LOAN RECEIPTS | | | |
| SUMMARY | | | |
| Head | Accounts 2013/14 \$ | Consolidated Fund Receipts 2014/15 \$ | Estimates 2015/16 \$ |
| I RECURRENT REVENUE | | | |
| TAXATION | | | |
| 1 Customs | 25,475,086,414 | 20,289,079,785 | 30,791,570,363 |
| 4 Income Tax | 111,546,732,838 | 79,313,012,332 | 129,507,591,159 |
| 5 Land and Property Tax | | | |
| 7 Stamp Duties | 11,456,615,324 | 1,448,725,861 | 12,313,711,075 |
| 8 Motor Vehicle Licences | 2,570,196,279 | 2,135,830,132 | 2,723,920,823 |
| 9 Other Licences | 308,447,999 | 227,976,292 | 366,712,968 |
| 11 Travel Tax | 9,159,245,605 | 7,121,907,692 | 10,496,460,699 |
| 12 Betting, Gaming and Lotteries-Duties, Fees, Levies | 2,430,651,012 | 2,091,682,788 | 3,163,757,177 |
| 14 Retail Sales Tax | | | |
| 16 Education Tax | 17,926,860,010 | 15,316,438,930 | 21,100,365,547 |
| 17 Contractors Levy | 981,836,215 | 722,697,413 | 1,044,277,459 |
| 18 General Consumption Tax | 113,388,323,865 | 94,912,314,778 | 138,946,853,738 |
| 19 Special Consumption Tax | 35,872,807,839 | 29,719,675,355 | 41,162,718,675 |
| 20 Environmental Levy | 2,077,833,957 | 1,792,667,282 | 2,151,869,267 |
| 21 Telephone Call Tax | 6,539,798,593 | 5,472,083,181 | 7,429,972,190 |
| 21A Minimum Business Tax | | 663,273,698 | 832,611,838 |
| TOTAL | 339,734,435,950 | 261,227,365,520 | 402,032,392,977 |
| NON-TAX REVENUE | | | |
| 22 Post Office | 1,150,119,010 | 936,126,458 | 962,386,000 |
| 23 Interest | 1,897,074,783 | 565,491,809 | 476,933,685 |
| 24 Departmental and other Miscellaneous Revenue | 37,761,413,472 | 20,398,316,619 | 29,022,004,162 |
| TOTAL | 40,808,607,265 | 21,899,934,886 | 30,461,323,847 |
| TOTAL RECURRENT REVENUE | 380,543,043,215 | 283,127,300,406 | 432,493,716,823 |



Hmmm
I saw some taxes that I sure have to pay. Numbers frighten me but what if I wanted to look a little deeper?

Oh yes, let's look at the sample from Statement II that follows. We can find more details not only about taxes but revenue to be collected by the MDAs.



Customs and Income Tax expanded to show which elements make the biggest contribution

Estimates approved by Parliament for the previous year

Estimates approved by Parliament for the current year

Table 15

2015-2016 JAMAICA BUDGET

STATEMENT II

DETAILS OF REVENUE AND LOAN RECEIPTS

| HEAD | Accounts 2013/14 (1) J\$ | Estimates 2014/15 (2) J\$ | Consolidated Fund Receipts 2014/15 (3) December J\$ | Estimates 2015/16 (4) J\$ | Increase (+) / Decrease (-) [(4)-(3)] J\$ |
|------------------------------------------------|-----------------------------------|------------------------------------|-----------------------------------------------------------------------|------------------------------------|----------------------------------------------------|
| I RECURRENT REVENUE | | | | | |
| Head 1 - Customs | | | | | |
| 1 Import Duties | 25,467,650,215 | 28,450,193,318 | 20,284,667,841 | 30,779,952,022 | 10,495,284,181 |
| 2 Warehouse Fees | 7,436,199 | 13,096,821 | 4,411,945 | 11,618,341 | 7,206,396 |
| Total Head 1 | 25,475,086,414 | 28,463,290,139 | 20,289,079,785 | 30,791,570,363 | 10,502,490,578 |
| Head 4 - Income Tax | | | | | |
| 1 Income Tax - Companies | 34,811,106,674 | 44,564,500,000 | 16,488,243,193 | 42,656,650,012 | 26,168,406,819 |
| 2 Income Tax - Individuals | 66,318,289,922 | 68,778,685,931 | 55,716,142,405 | 76,213,094,692 | 20,496,952,287 |
| 3 Excess Profit Tax | | | 0 | 0 | |
| 4 Tax on Interest/Dividend | 10,417,336,242 | 10,103,500,000 | 7,108,626,734 | 10,637,846,455 | 3,529,219,721 |
| Total Head 4 | 111,546,732,838 | 123,446,685,931 | 79,313,012,332 | 129,507,591,159 | 50,194,578,827 |
| Head 22 - Post Office | | | | | |
| (A) POSTAL REVENUE | | | | | |
| 1 Sales of Stamps | 204,793,081 | 174,335,000 | 126,449,383 | 174,335,000 | 47,885,617 |
| 2 Postage, Prepayment | 655,808,151 | 747,153,000 | 622,009,056 | 550,000,000 | (72,009,056) |
| 3 Commission on Money Order and Postal Orders | 175,440 | | 21,633,000 | | (21,633,000) |
| 4 C.O.D. and Customs Clearance Fees on Parcels | 5,070,712 | 4,233,000 | 3,895,000 | 4,000,000 | 105,000 |
| 5 Shares of Postage on Parcels | | 12,950,000 | | | 0 |
| 6 Rental of Property | 17,215,512 | 14,818,000 | 14,166,194 | 13,976,000 | (190,194) |
| 7 Rental of Letter Boxes and Bags | 34,000,000 | 23,908,000 | 7,979,030 | 23,908,000 | 15,928,970 |
| 8 Terminal Dues | 80,000,000 | 87,167,000 | | 30,500,000 | 30,500,000 |
| 9 Other Postal Business | 29,343,783 | 56,043,000 | 25,844,180 | 40,000,000 | 14,155,820 |
| TOTAL POSTAL REVENUE | 1,026,406,679 | 1,120,607,000 | 821,975,842 | 836,719,000 | 14,743,158 |

Lets Talk About Self Financing Public Bodies

No look at the budget can be complete without a look at how these bodies contribute to and benefit from the budget. Some of the more well-known are the Urban Development Corporation (UDC), the National Housing Trust (NHT), Bureau of Standards. See [Appendix F](#) for others.

According to the Government's records there are approximately 190 active Public Bodies currently on register, with 80 or 42% classified as self-financing. Self-financing public bodies are basically companies that are owned by the Government that cover a wide range of activities, such as provision of housing and energy.

They make a very significant contribution to the '*Appropriations-In-Aid*' portion of the budget. The GoJ's report (**Jamaica Public Bodies, Estimates of Revenue & Expenditure for the Year Ending March 2016**) speaks to 65 of the 80 that are self-financing. It states that in the previous FY 2014/15, the Government estimated that they would generate a surplus of **\$298 Million**. By the end of the year, they had generated significantly more, approximately \$3.2Bn. The top contributors were Wigton Wind Farm, PetroCaribe Development Fund and the Universal Service Fund.

You may refer back to [Tables 8 & 9](#) to refresh your memory on how *Appropriations-In-Aid* are allocated within the budget as financial support to the MDAs.

Using the National Road Operating & Construction Company as a sample, below are two extracts from the report that gives you an idea of the kind of information and level of detail that is provided by the Government.

Introduction

The National Road Operating and Constructing Company Limited (NROCC) was incorporated on February 2, 1995 as a private limited liability company and commenced operations in February 2002. In October 2011 NROCC's Articles of Incorporation was amended to allow for the conversion from a Private to a Public Company.

NROCC's core functions include overseeing the design, construction and maintenance of the highways and related facilities. Additionally NROCC seeks to ensure environmental preservation, safety on the highway and strong linkages to encourage development activities.

Operational and Financial Review

NROCC will oversee the completion and implementation of the North-South Link by partnering with the developer, Jamaica North South Highway Company Limited. NROCC being the Grantor continues to be responsible for the acquisition and provision of all the land required for the development as well as the re-location of utilities along the corridor. Work is ongoing on Sections 1 and 3, Caymanas to Linstead and Moneague to Ocho Rios. Construction is on target and is slated for completion in 2016.

NROCC is projecting a deficit of \$6,581.63 million for the year (2014/15: \$7,844.36m).

Table 17

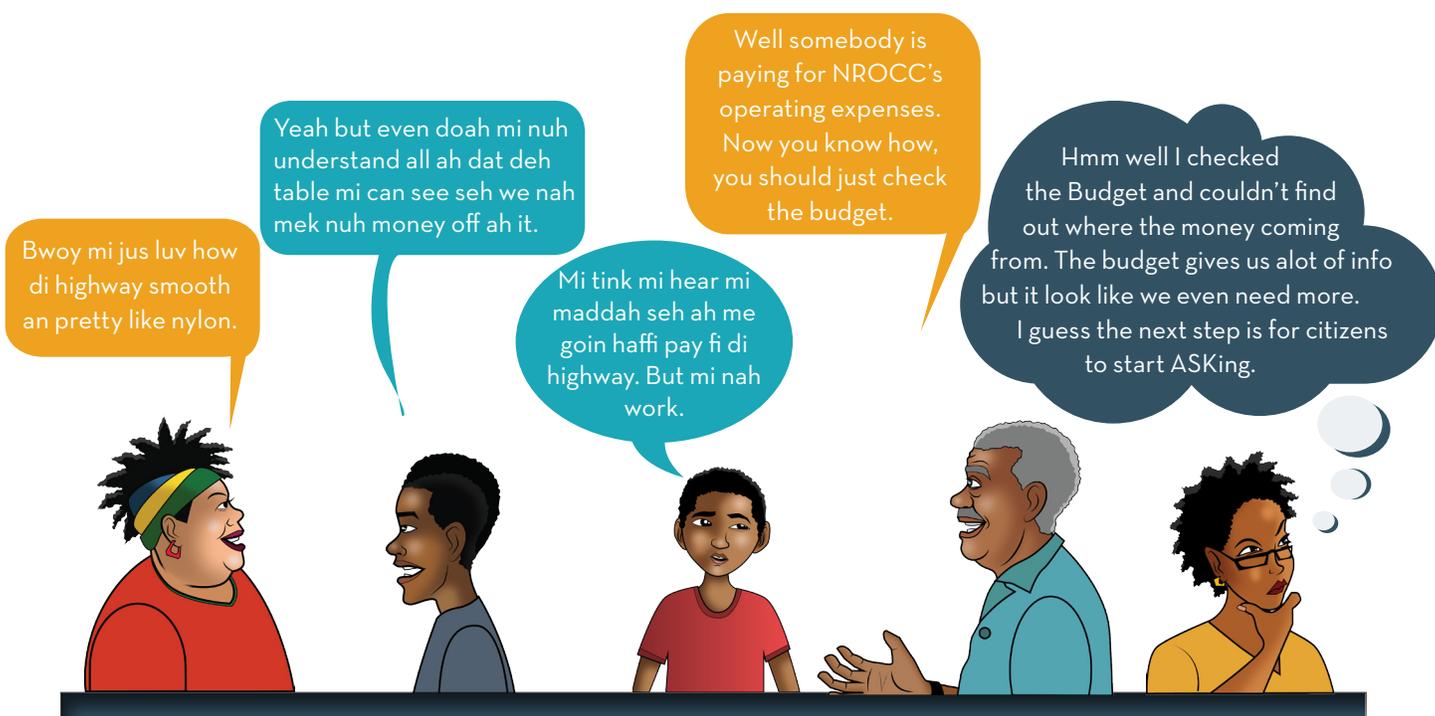
Income Statement
\$m

| | Audited 2013/14 | Estimated 2014/15 | Projected 2015/16 |
|-----------------------------------|--------------------|----------------------|----------------------|
| Revenue: | | | |
| Income BYTPJ MT Rosser | - | - | - |
| Interest Income | 236.38 | 267.32 | 214.51 |
| Misc. Income | 2,251.52 | 1.15 | 0.60 |
| Total Sales | 2,487.90 | 268.47 | 215.11 |
| Operating Expenses | | | |
| Salaries & Related Costs | 75.43 | 89.51 | 83.90 |
| Professional Fees | 67.94 | 64.62 | 17.52 |
| Technical Fees | 63.23 | 67.22 | 66.76 |
| Maintenance | 1.30 | 0.87 | 0.89 |
| Resettlement & Compensation Costs | 130.00 | 319.96 | - |
| Depreciation | 123.77 | 62.30 | 62.10 |
| Other Operating Expenses | 23.53 | 380.37 | 200.24 |
| Finance Costs | 4,145.43 | 4,551.48 | 4,375.54 |
| Total Operating Expenses | 4,630.63 | 5,536.33 | 4,806.95 |
| Bond Inflation | 1,049.85 | 1,509.15 | 1,047.71 |
| Impairment Loss/FX Loss | 4,401.03 | 1,067.35 | 942.08 |
| Total Expenses | 10,081.51 | 8,112.83 | 6,796.74 |
| Loss Before Taxation | (7,593.61) | (7,844.36) | (6,581.63) |
| Taxation | - | - | - |
| Net Loss | (7,593.61) | (7,844.36) | (6,581.63) |

The report provides a basic Income Statement which is done to measure the amount of money coming in versus how much is going out. This provides information on how profitable the company is (is it making a loss or making a profit?).

This Income Statement indicates that NROCC has not made any profit over the last two years and it provides a projection for the Financial Year ahead, in this case, 2015/16.

For those citizens who are more familiar with financial statements, a more detailed summary is also provided in the report for their benefit.



3**OTHERS ARE DOING IT SO CAN WE
CITIZENS IMPROVE ACCOUNTABILITY IN HEALTH SECTOR⁴**

The **Public Sector Accountability Monitor (PSAM)** is part of the School of Journalism and Media Studies at Rhodes University and is based in one of the poorest provinces of South Africa. Between 2007 and 2012 PSAM did research and advocacy to improve budgeting and service delivery by the province's health department.

By 2007 the provincial health department had been receiving negative audits from the Auditor General for 10 years. Pre-2007, PSAM had a "shame and blame" strategy and decided to change their approach.

Using research to back its advocacy, PSAM began to raise concerns for: poor quality planning documents; weak budgeting that did not follow strategy and address critical problems; unfunded mandates and underfunding by the Provincial Treasury; poor management of procurement and high levels of unauthorised expenditure (making corruption easier); and lack of response to findings and recommendations of the **Auditor General** and **Public Accounts Committee**.

Within 2 years, (May 2009) the contract of the head of the department was not renewed and a new head was appointed. By 2010 the information used in plans and budgets had improved, and there was a smaller variance between the budget and actual spending.

In late 2010 a new provincial Minister of Health was appointed. These new leaders introduced important interventions to improve service delivery, such as increasing the number of ambulances from 58 to 460, upgrading staff skills, speedier pathology services, and recruiting additional doctors. They also reduced budget allocations for secondary hospitals and increased allocations for primary health care.

By 2012, they saw improvements in planning, budgeting, and financial management. There were even bigger changes in financial management and accountability. 800 departmental employees were fired for fraud and corruption and another 300 did not have their contracts renewed. More than 100 companies were blacklisted. Hospital nurses who had stolen medication were arrested, and the new department head cancelled large contracts that were not awarded properly. The former head, chief financial officer, and 11 high-level officials were charged in court with corruption.

The Eastern Cape department reduced the discrepancy between budgets and actual expenditures from R1.9Bn in 2009-10 to R0.8Bn in 2011-12!!

A LIKKLE BRAWTAH



Extra supporting information

Appendices

APPENDIX A - Finding more information

You can use these reports to do our own monitoring of Government resources. This will help you find out exactly which services should be provided, how much has been allocated and who is responsible for delivering them. Your involvement and participation can help to hold people to account and make government spending more effective.



You can get access to the full version of the national budget and regular reports on how money is being spent on the Ministry of Finance's website at: www.mof.gov.jm/documents/documents-publications/document-centre.html

Relevant Budget Related Documents

1. **Central Government Budget** - a 2-3 paged summary of the monies government hopes to collect and spend during one financial year.
2. **Summary Estimates of Expenditure** - contains the projections of spending of government ministries, departments and agencies for the financial year ahead.
3. **Financial Statements and Revenue Estimates 2015-2016** - contains very useful summaries as well as details on the revenue projections, expenditure, outstanding public debt, Consolidated Fund Balances, Capital Development Fund Receipts, Project Funding and Functional Classification of the Budget.
4. **Jamaica Public Bodies Estimates of Revenue and Expenditure** - contains details of the monies to be spent and earned by select public bodies (government companies).
5. **Medium Term Debt Strategy** - contains a summary of the goals of the government in managing responsibly the money we already owe and what we are still borrowing. It will include an annual borrowing plan and our targets that indicate our progress.
6. **Fiscal Policy Paper** - tells us how and when the government will, over a five year period, achieve very specific performance targets. These are targets that are intended to provide greater stability and economic growth. Changes to laws now require that this document is prepared every year and at least 6 months after the Budget is approved.

Budget Monitoring Documents

1. Auditor General Annual Reports
2. Auditor General Special Reports
3. Contractor General Annual Reports
4. Contractor General Special Reports

To be found at the respective websites:- www.auditorgeneral.gov.jm/reports and www.ocg.gov.jm/ocg/view/investigation-reports as well as www.ocg.gov.jm/ocg/view/annual-reports

APPENDIX B - OPM Agencies

Agencies of the Office of the Prime Minister that were included in the Self-Financing Public Bodies Report.

1. Cultural, Health, Arts Sports and Education Fund (CHASE)
2. Harmonisation Limited
3. Cinematography Authority
4. Jamaica Social Investment Fund (JSIF)
5. National Housing Trust (NHT)
6. Urban Development Corporation (UDC)
7. Broadcasting Commission
8. Women's Centre of Jamaica Foundation (WCJF)
9. Jamaica Information Service (JIS)
10. Public Broadcasting Corporation of Jamaica (PBCJ)
11. Independence Park Limited
12. Institute of Sports
13. Jamaica Anti-Doping Commission (JADCO)
14. Sports Development Foundation

APPENDIX C - Budget Dictionary



Here are some “fancy words” that economists and politicians use that can help you stay on track next time you turn on the radio.

Allocation - A sum of money approved for a particular use by the government.

Amended Budget - During the financial year, changes in the money coming in and the amount being spent might require updating. These proposed changes require legislative approval and is referred to as the amended budget.

Appropriations-in-Aid - financing from user charges, fees and grants from public bodies.

Asset - government assets are things of value that the government owns or controls. For example, land buildings and machinery, as well as financial assets such as, cash, bonds or equities.

Budget - a comprehensive statement of government's financial plans including expenditure, revenues, deficit or surplus and debt. It is the government's main economic policy document. It is the government's main economic policy document, indicating how the government plans to use public resources to meet policy goals.

Budget Cycle - is the period of time in which the budget is planned, prepared, submitted, approved, executed, audited and evaluated within the financial year.

Budgetary Deficit - a financial situation that occurs when more money is going out than coming in. The term is also known as National Debt.

Capital Expenditure - funds used to acquire one time, long term, investment type expenditures such as construction of roads, schools, airports, hospitals etc.

Capital Revenue - revenue from the sale of non-financial capital assets, such as land, non-material assets, commodity reserves and other things over the life of one year.

Capital Project - a project where the execution will last more than a year and from which a return is expected in the years after the building (schools, hospitals, roads, bridges etc.).

Consolidated Fund - is the principal Government account to which all Government revenues must be deposited and from which expenditure, is withdrawn.

Debt - The sum of money that the people of Jamaica owes. It is broken down into monies owed to lenders in the country (which we call domestic debt) or monies owed to lenders outside of Jamaica (such as, private commercial banks, other governments or international financial institutions like the World Bank or the International Monetary Fund (IMF)).

Development Partners - These include the various governmental organizations of various countries and other institutions such as the World Bank,

Domestic Debt - Government obligations in the form of bonds and treasury bills to banks and non-bank financial institutions, individuals and companies.

Economic growth - is the increase in the quantity of goods and services in a country. This can be measured in the changes in Gross Domestic Product.

Expenditure - government decisions on what to do with the tax monies collected and the loans borrowed.

Financial Year - a completion of a one year or 12 consecutive months during which the government carries out its operations. April 1st to 31st March the following year.

Grant - a transfer of cash, goods and/or services, that the government is not required to pay back to the donor government or multilateral institution. The contribution is usually made to support a specific programme, function or project.

Income taxes - these are taxes charged directly to the income of individuals and corporations.

Indirect Tax - tax on goods and services that is collected indirectly, via an agent such as an importer, producer or shop; examples are VAT, excise, customs duty, turnover tax.

Instruments of public debt - loans, credits, bonds, treasury bills that the State uses to finance excessive expenditure (deficits).

Internal public debt - the total borrowing of the government at home, when the main creditors are citizens, firms and domestic financial institutions.

Non-Tax Revenue - revenue that does not come from taxes. Includes fees, levies, permits, licences, dividends etc.

Primary Surplus - what is left to service debt after the government identifies how much money is required to run the country for that Financial Year.

Public debt - the total indebtedness of the country to home or foreign creditors at a given moment.

Recurrent Expenditure - part of the National Budget used to finance day to day expenditures, eg salaries, office rentals etc. These funds do not result in the acquisition of long term assets.

Revenue - money collected by the State. It includes taxes, fees and charges for various services and income from the sale of state-owned capital assets.

Surplus - excess of revenue over expenditure in a given period.

Tax - a kind of public revenue which is manifested as a forced payment to the state without there being any counter-benefit.

Treasury - the system of budgetary and financial management of government revenue, expenditure and the public debt. It includes the planning, execution and supervision, as well as use of the resources of the Budget.

Transfers - financial resources that the central government gives parish councils in the form of a share in one or another tax and in the form of grants from the higher to the lower levels of government.

APPENDIX D

Sample of details on Statutory Expenditure⁵

2015-2016 JAMAICA BUDGET

STATEMENT V

STATEMENT OF STATUTORY EXPENDITURE CHARGED
TO THE CONSOLIDATED FUND

| Head No. | Head of Estimates | Particulars of Service | Amount \$'000 | Statutory Authority |
|----------|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------|
| 0100 | His Excellency the Governor-General and Staff | Emoluments of the Governor-General and his personal staff as well as general expenditure affiliated to the office of the Governor-General | 110,381.0 | Section 12 of the Governor-General (Expenditure, Personal Staff, Tax Exemptions and Pensions) Act. |
| 0200 | Houses of Parliament | Salaries and Allowances of the Clerk and Deputy Clerk of the Senate and the House of Representatives. | 9,409.0 | Section 47 (8) of the Constitution of Jamaica. |
| 0300 | Office of the Public Defender | Salary and Allowances of the Public Defender. | 10,399.0 | Section 9 of the Public Defender Interim Act 33/1999 |
| 0400 | Office of the Contractor General | Salary and Allowances of the Contractor General. | 10,399.0 | Section 11 (1) and (3) of the Contractor General Act |
| 0500 | Auditor General | Salary of the Auditor General | 8,134.0 | Section 120–122 of the Constitution of Jamaica; Section 25–36 of the Financial Administration and Audit Act. |
| 0600 | Office of the Services Commissions | Salaries and Allowances of the Chairman and members of the Public Service Commissions. | 5,899.0 | Section 124 (8) of the Constitution of Jamaica. |
| 0700 | Office of the Children's Advocate | Salary of the Children's Advocate | 10,399.0 | The Child Care and Protection Act, First Schedule |
| 0800 | Independent Commission of Investigations | Salary of the Commissioner | 19,995.0 | The Independent Commission of Investigations Act, First Schedule |
| 2018 | Public Debt Charges | Payment of interest, service charges and commitment fees in respect of the public debt of Jamaica. | 131,614,339.0 | Section 119 of the Constitution of Jamaica. |
| 2019 | Pensions | Public Officers Pensions, Gratuities and Monthly Allowances granted in pursuance of the provisions of the Pensions Act. | 8,333,348.0 | Section 4 of the Pensions Act. |
| | | Jamaica Defence Force Pension | 516,180.0 | Defence (Retired, Pay Pensions and other Grants) Regulation, 1962 |
| | | Governor-General's Pension | 15,342.0 | Governor General Act |
| | | Payment of Pensions and Gratuities to Teachers in accordance with the Pensions Act | 6,272,655.0 | The Pensions (Teachers) Act. |
| | | Refund of Contributions by Police Sub-Officers and Men | 32.0 | Constabulary Force Act |

APPENDIX E

Functional Classification of Expenditure FY 2015/16⁶

| CODE # | CLASSIFICATION CATEGORIES | 2015/16 ESTIMATES | 2014/15 ESTIMATES |
|----------|---------------------------------------------|----------------------|----------------------|
| 1 | GENERAL PUBLIC SERVICES | | |
| 1 | Executive and Legislative Services | 2,106,529.0 | 2,194,928.0 |
| 2 | Economic & Fiscal Policies & Management | 15,398,412.0 | 18,016,337.0 |
| 3 | Personnel Management | 4,346,748.0 | 5,562,907.0 |
| 4 | Foreign Affairs | 3,186,249.0 | 4,063,426.0 |
| 5 | Economic Planning and Statistical Services | 1,624,510.0 | 2,098,022.0 |
| 6 | Public Works | 918,518.0 | 810,928.0 |
| 7 | Public Debt Management, Internal Debt | 108,910,761.0 | 158,677,686.0 |
| 8 | Public Debt Management, External Debt | 125,571,688.0 | 151,516,318.0 |
| 9 | Local Government Administration | 2,763,708.0 | 2,773,959.0 |
| 99 | Other General Public Services | 30,315,856.0 | 36,010,779.0 |
| | Total General Public Services | 295,142,979.0 | 381,725,290.0 |
| 2 | DEFENCE AFFAIRS AND SERVICES | | |
| | Total Defence Affairs & Services | 13,589,534.0 | 13,904,609.0 |
| 3 | PUBLIC ORDER & SAFETY | | |
| 1 | Police Service | 35,615,160.0 | 35,537,635.0 |
| 2 | Fire Protection Services | - | - |
| 3 | Law Courts | 6,021,673.0 | 7,082,986.0 |
| 4 | Correctional Services | 5,498,861.0 | 5,379,224.0 |
| | Total Public Order & Safety | 47,135,694.0 | 47,999,845.0 |
| 4 | ECONOMIC AFFAIRS | | |
| 1 | Industry & Commerce | 2,266,254.0 | 2,378,502.0 |
| 2 | Labour Relations & Employment Services | 1,325,433.0 | 1,335,325.0 |
| 3 | Agriculture Forestry & Fishing | 10,317,151.0 | 11,149,483.0 |
| 4 | Fuel & Energy | 1,039,488.0 | 1,318,119.0 |
| 5 | Mining Manufacturing & Construction | 178,904.0 | 183,171.0 |
| 6 | Road Construction & Repairs | 8,781,373.0 | 6,084,309.0 |
| 7 | Road Transport | 7,293,374.0 | 4,198,348.0 |
| 8 | Rail Transport | 185,835.0 | 178,835.0 |
| 9 | Shipping Ports & Lighthouses | 926,966.0 | 1,060,421.0 |
| 11 | Postal Services | 2,044,947.0 | 2,190,363.0 |
| 12 | Telecommunication Services | 1,656,275.0 | 1,031,938.0 |

| CODE # | CLASSIFICATION CATEGORIES | 2015/16 ESTIMATES | 2014/15 ESTIMATES |
|-----------|-----------------------------------------------------|----------------------|----------------------|
| 13 | Tourism | 4,098,947.0 | 4,334,646.0 |
| 14 | Physical Planning & Development | 547,096.0 | 485,512.0 |
| 15 | Scientific & Technological Services | 675,880.0 | 797,704.0 |
| 99 | Other Economic Services | - | 31,924.0 |
| | Total Economic Affairs | 41,337,923.0 | 36,758,600.0 |
| 5 | ENVIRONMENTAL PROTECTION & CONSERVATION | | |
| 1 | Solid Waste Management | 1,025,266.0 | 845,180.0 |
| 2 | Waste Water Management | - | - |
| 3 | Pollution Abatement | 24,384.0 | 19,589.0 |
| 4 | Protection of Biodiversity & Landscape | 1,075,175.0 | 1,300,127.0 |
| | Total Env. Protection & Conservation | 2,124,825.0 | 2,164,896.0 |
| 6 | HOUSING & COMMUNITY AMENITIES | | |
| 1 | Housing Development | 2,027,637.0 | 1,483,915.0 |
| 2 | Community Development | 6,984,122.0 | 6,511,544.0 |
| 3 | Water Supply Services | 785,085.0 | 836,111.0 |
| | Total Housing & Community Amenities | 9,796,844.0 | 8,831,570.0 |
| 7 | HEALTH AFFAIRS & SERVICES | | |
| | Total Health Affairs & Services | | |
| 8 | RECREATIONAL CULTURE & RELIGION | 44,923,794.0 | 52,790,643.0 |
| 1 | Recreational & Sporting Services | 655,706.0 | 618,516.0 |
| 2 | Art & Cultural Services | 1,165,839.0 | 1,282,338.0 |
| 3 | Broadcasting & Publishing Services | 899,560.0 | 1,070,801.0 |
| 4 | Religious & Other Community Services | 215,000.0 | 427,500.0 |
| 5 | Youth Development Services | 933,018.0 | 868,518.0 |
| | Total Recreation Culture & Religion | 3,869,123.0 | 4,267,673.0 |
| 9 | EDUCATION AFFAIRS & SERVICES | | |
| | Total Education Affairs & Services | 85,786,389.0 | 84,583,358.0 |
| 10 | SOCIAL SECURITY & WELFARE SERVICES | | |
| | Total Social Security & Welfare Services | 9,628,566.0 | 10,099,313.0 |
| 99 | UNALLOCATED | | |
| | Total Unallocated | 4,123,382.0 | 22,358,451.0 |
| | GROSS TOTAL | 557,459,053.0 | 665,484,248.0 |
| | <i>Less Appropriations-in-Aid</i> | 18,133,306.0 | 23,916,536.0 |
| | NET TOTAL | 539,325,747.0 | 641,567,712.0 |

APPENDIX F

Self Financing Bodies Reported on for FY 2015/16⁷

| | | |
|-----------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------|
| Office of the Prime Minister | Ministry of Industry Investment & Commerce | Ministry of Transport, Works & Housing |
| National Housing Trust | Bureau of Standards Jamaica | Jamaica Mortgage Bank |
| Urban Development Corporation | Factories Corporation of Jamaica | Housing Agency of Jamaica Ltd |
| Broadcasting Commission | Jamaica National Agency for Accreditation | National Road Operating & Constructing Company Ltd |
| Culture, Health, Arts, Sports and Education Fund | Micro Investment Development Agency Limited | Jamaica International Freezone Development Limited |
| Harmonisation Ltd | Kingston Freezone Company Ltd | Airports Authority of Jamaica |
| Ocho Rios Commercial Centre Ltd | Montego Freezone Company Ltd | Port Authority of Jamaica |
| Office of Utilities Regulation | Self Start Fund | Jamaica Urban Transit Co Ltd |
| Runaway Bay Water Co Ltd | Ministry of Finance & Planning | Transport Authority |
| St Ann Development Co Ltd | Caymanas Track Limited | Montego Bay Metro Limited |
| Ministry of Science, Technology, Energy and Mining | Development Bank of Jamaica | Aeronautical Telecommunications Ltd |
| Clarendon Alumina Production | Jamaica Racing Commission | Port Authority Management Service Limited |
| Petrojam Limited | Financial Services Commission | Jamaica Ultimate Tyre Co Ltd |
| Petroleum Corp of Jamaica | Jamaica Deposit Insurance Corp | Ports Security Corps Ltd |
| Petrojam Ethanol Ltd | Betting, Gaming & Lotteries Commission | Ports Management and Security Limited |
| Jamaica Bauxite Institute | Firearm Licensing Authority | Road Maintenance Fund |
| Jamaica Bauxite Mining Ltd | PetroCaribe Development Fund | Jamaica Railway Corporation |
| Petroleum Company of Jamaica | EXIM Bank of Jamaica Ltd | Jamaica Civil Aviation Authority |
| Spectrum Management Authority | Public Accountancy Board | Ministry of National Security |
| Universal Service Fund | Ministry of Water, Land, Environment & Climate Change | Firearms Licensing Authority |
| Wigton Windfarm Ltd | National Water Commission | Ministry of Health |
| Postal Corporation of Jamaica | Ministry of Education | National Health Fund |
| Ministry of Labour & Social Security | HEART | Ministry of Agriculture & Fisheries |
| National Insurance Fund | Overseas Examination Council | Coconut Industry Board |
| Ministry of Tourism and Entertainment | Ministry of Youth & Culture | Coffee Industry Board |
| Tourism Enhancement Fund | Sports Development Foundation | Sugar Industry Authority |

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 - i. Fiscal Policy Paper 2015/16
 - ii. Estimates of Expenditure
 - iii. Jamaica Public Bodies Estimates of Revenue and Expenditure
 - iv. Medium Term Debt Strategy FY 2015/16 - FY2017/18
 - v. Financial Statements and Revenue Estimates 2015-2016
2. IMF Jamaica Country Report No.15/343, December 2015
3. Budget Debate 2015/16, Opening Presentation, Dr. The Honourable Peter Phillips, MP, Minister of Finance and Planning
4. Budget Process & Structure Participant Guide, Ministry of Finance and Planning, July 2015, Version 1
5. Guidance Note on Citizens' Budgets - World Bank
6. The Power Of Making It Simple: A Government Guide To Developing Citizens Budgets- International Budget Partnership

Endnotes

1. IBP's recently published Open Budget Survey 2015 identifies twenty-eight (28) additional countries producing citizens' budgets since the last survey in 2012.
2. www.internationalbudget.org/wp-content/uploads/LP-case-study-SEND-one-page-summary.pdf
3. www.internationalbudget.org/wp-content/uploads/LP-case-study-Sikika-one-page-summary.pdf
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5. Financial Statements and Revenue Estimates 2015-2016, pg 20
6. Fiscal Policy Paper 2015, pg. 81
7. Jamaica Public Bodies Estimates of Revenue and Expenditure, March 2015

FOR MORE INFO

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