



Jamaica
Customs Agency
(JCA)

'Country Above Self'

Annual Report

2014-2015

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Vision Statement

A modern customs administration, delivering excellent service, fostering compliance, contributing to our national development and protection of society.

Mission Statement

To facilitate trade, protect our borders, optimize revenue collection, through collaborative border management and delivery of high-quality customer services and to develop and maintain a team of motivated professional and competent staff.

Core Values

Integrity - This important value:

- Demonstrates honesty, openness, punctuality, truthfulness, trustworthiness, accountability and fairness.
- Boosts the customers' confidence in Jamaica Customs and results in a higher degree of voluntary compliance with Customs Laws.

Professionalism - Professionalism in our services to our clients:















- Demonstrates knowledge, efficiency, accuracy, and consistency.
- Displays respect, courtesy, confidence, dignity in personal well-being and pride in our work.
- Displays loyalty, commitment, and confidentiality.
- Demonstrates sensitivity and responsiveness to the needs of our customers and co-workers, yet firm.

Principles - Jamaica Customs' activities are guided by the principles, which seek to ensure that:

- Ultimately, service to the nation is paramount as reflected in the Jamaica Customs' motto: Country Above Self.
- A safe and healthy environment will be provided for clients and staff.
- Work in the new Agency will be more productive, more rewarding, and more satisfying.
- Work and the strategies behind it will reflect the public interest and customer service.
- Clients will be provided with the information they need to carry out their responsibility and duty as citizens.
- Clients' and citizens' needs and satisfaction levels will be given importance and monitored closely.

Commissioner and Senior Management Team

	Major (Ret'd) Richard Reese, Commissioner of Customs
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	Mrs. Carlene Henry, Deputy Chief Executive Officer, Operations		Mr. Alwyn Nicely, Deputy Chief Executive Officer, Border Protection
	Mrs. Patricka Wiggan-Chambers, Senior Director, Executive Service		Mrs. Selina Clarke-Graham, Senior Director, Kingston Operations
	Ms. Shandilayne Davis, Senior Director, International and Industry Liaison		Ms. Michelle Chambers, Chief Internal Auditor
	Mrs. Kate Bertram, Senior Director, Finance and Administration		Ms. Jessica Belle, Senior Director, Human Resource Management & Development
	Mr. Andre Williams, Chief Information Officer		Ms. Claudette Coombs, Senior Director, Western Region
	Mr. Marlon Lowe, Senior Director, Central Operations		Ms. Hazel Edwards, Senior Director, Legal Affairs
	Mr. Clyde Thompson, Consultant		Mr. Albert Anderson, Contraband Enforcement Team

List of Acronyms

ACCPAC: Accounts Package

ASYCUDA: Automated System for Customs Data

Bn: Billion

CARICOM: Caribbean Community (and Common Market)

CARTAC: The Caribbean Regional Technical Assistance Centre

CEO: Chief Executive Officer

CET¹: Contraband Enforcement Team

CET²: Common External Tariff

DSIA: Donald Sangster International Airport

ERP: Economic Reform Programme

eSAD: Electronic Single Administrative Document

FAA Act: Financial Administration and Audit Act

FS: Financial Secretary

FY: Fiscal Year

GCT: General Consumption Tax

GOJ: Government of Jamaica

HR: Human Resource

HRMIS: Human Resource Management Information System

ICT: Information and Communication Technology

IDB: Inter-American Development Bank

IMF: International Monetary Fund

JCA: Jamaica Customs Agency

JCD: Jamaica Customs Department

MDAs: Ministries, Departments, and Agencies

Mn: Million

MOFP: Ministry of Finance and Planning

NCB: National Commercial Bank

NCC: National Contracts Commission

NMIA: Norman Manley International Airport

OGAs: Other Government Agencies

PERs: Performance Evaluation Reports

PO: Purchase Order

POCA: Proceeds of Crime Act

RDP: Revenue Deposit Paid

RTGS: Real Time Gross Settlement

UNCTAD: United Nations Conference on Trade and Development

YTD: Year to Date



Message From The Honourable Minister of Finance and Planning

Over the last fiscal year, the Jamaica Customs Agency (JCA) has instituted several reforms in a bid to improve its operations. Ultimately, these reforms will aid the Agency in its mandate to streamline business processes, making them more efficient and customer friendly.

This is in keeping with the Government of Jamaica's commitment to Public Sector Reform and the creation of a modernized and results-based revenue system. Under the current Economic Reform Programme (ERP), the JCA is focused on improving its operations in keeping with evolving global trends in customs administration. To this end, the JCA has made steady progress in the automation of its operations and procedures; and has made significant efforts to strengthen revenue collection and improve trade facilitation.

With the implementation of the Automated System for Customs Data (ASYCUDA) World, the JCA is well on its way to achieving this objective. In fact, the Agency is on track to meet its deadline for full implementation in March 2016. Once fully operational, ASYCUDA World will establish the JCA as a forerunner in public sector transformation. This would further demonstrate the Agency's commitment to creating a modern customs administration that can be judged against the best in the world.

Over the past fiscal year, the Jamaica Customs Agency performed commendably, demonstrating that it is in tune with the shifts in client demand and is responding positively and actively to the many changes in the marketplace. Going forward, the Agency must ensure that, the JCA operates a simpler, more efficient, broad-based and equitable system.

These measures and those to come will undoubtedly prove beneficial for the Agency and its stakeholders in the medium and long term. Jamaica was an active participant in enforcing the Trade Facilitation Agreement signed in Bali, Indonesia in December 2013, outlining a comprehensive and integrated approach to reducing the complexity and the cost of the trade transaction process, and ensuring that all these activities can take place in an efficient, transparent and predictable manner, based on internationally accepted norms, standards, and best practices.

In order to achieve the objectives outlined, the Agency began the modernization of the legislative structure in three (3) phases, with the first phase laying the foundation for the establishment and operation of ASYCUDA World. The next phases will involve simplifying the language of the Customs Act and streamlining more procedures to facilitate expedited movement, release, and clearance of goods including goods-in-transit.

I have every confidence that the JCA will be true to its mission, implementing all the necessary requirements to transform the Agency and reinforcing its interconnectivity amongst all its stakeholders.

Peter D. Phillips, PhD., MP



Message From The Chief Executive Officer(CEO)/Commissioner Of Customs

As the Government's second-largest revenue-generating entity, copping a gross revenue earning of **\$158.743B**, in the 2014/15 Financial Year (FY), the Jamaica Customs Agency (JCA) recognizes the critical role it plays in enhancing Jamaica's economic development and has implemented a number of strategies to bolster its performance, which will serve to improve its competitiveness regionally and internationally.

An Executive Agency since 2013, the JCA has sought to live up to its mandate and mission, and as a result, is regarded as a leader in Customs Administration in the wider Caribbean.

During the FY under review, the JCA embarked on several initiatives as part of its strategy to improve its Operational and Border Protection Capabilities. Two of those initiatives namely – **amending the Customs Act** and implementing the **Automated System for Customs Data (ASYCUDA World) project**, will serve to significantly improve the administration capabilities of the Agency.

From an Operations standpoint, the implementation of **ASYCUDA World** will allow for improvements in trade, border protection, revenue earnings, and service delivery. The last Financial Year saw the development of the prototype for **ASYCUDA World**, as well as the installation of the project, with piloting first being undertaken in the Export Sector. The project will be fully rolled out for the Export Regime in the second quarter of the new Financial Year and will thereafter incorporate the roll-out of the Import Module.

We continue to improve our Border Protection capabilities and the Contraband Enforcement Team (CET), supported by our Intelligence Unit, has successfully combated several illicit trading activities relating to International Property Rights, and has also seized several illegal drugs and contraband, worth millions of dollars. The Agency's capabilities in securing our borders will also be further bolstered in the new Financial Year with the construction of a Jetty at our Port Royal location.

I take this opportunity to thank our parent Ministry for its unwavering support, the JCA's Management Team and the staff in general, which have worked diligently in their respective areas, and contributed to the Agency's success in the last FY.

The Agency looks forward to the continued support of our various stakeholders, without whom our success would not be possible, and envisions an even more robust and fruitful relationship with our clients and partners going forward.

Major (Ret'd) Richard Reese, M.B.A.,J.P

Profile of the Jamaica Customs Agency



ABOUT THE JCA

The Jamaica Customs Agency (JCA) formally the Jamaica Customs Department (JCD) operation historically dated back to 1869 when it was part of the Collector General's Department where its focus was the collection of revenue. In 1985 with the provisions under the Revenue Administration Act the Customs and Excise Department came into existence. However, by October 1991 the functions were sub-divided into the General Consumption Tax Department and the Jamaica Customs Department. On April 2, 2013, the Jamaica Customs Department was transitioned into Executive Agency thereby becoming the Jamaica Customs Agency.

ROLES AND RESPONSIBILITIES

The JCA falls under the auspice of the Ministry of Finance and Planning (MOFP) and is headed by a CEO/Commissioner who reports to the Financial Secretary (FS). The Agency operates with three mandates: the equitable collection of revenue, facilitation of trade and protection of Jamaica's borders. It maintains its position as a principal contributor to the Government of Jamaica (GOJ) coffers and is responsible for collecting approximately thirty-five percent (35%) of the national tax revenues, annually.

The Agency plays a key role in the international trade supply chain by the effective and efficient processing and releasing of importing and exporting cargo within the established charter standard. Additionally, the assessing of passengers' baggage and ensuring compliance with restricted and prohibited regulations are part of its activities.

Jamaica Customs, as protectors of the nation's borders, Jamaica Customs detects and interdicts illegal, restricted and prohibited items that directly impact the security of the country. As such, directly embedded in the mandate of the Agency is the achievement of goals two and three of Jamaica's National Development Plan, Vision 2030. Jamaica Customs ensures that all import and export activities comply with Jamaica's laws and regulations. Jamaica Customs carries out its functions by:

Interdicting and seizing contraband, including narcotics and illegal drugs;

Detecting and apprehending persons engaged in fraudulent practices designed to circumvent Customs related laws;

Protecting Jamaica's industries, labour, and intellectual property rights by enforcing Jamaica's laws intended to prevent illegal trade practices, including provisions related to quotas; the Anti-Dumping Act; and by providing Customs Records for copyrights, patents, trademarks;

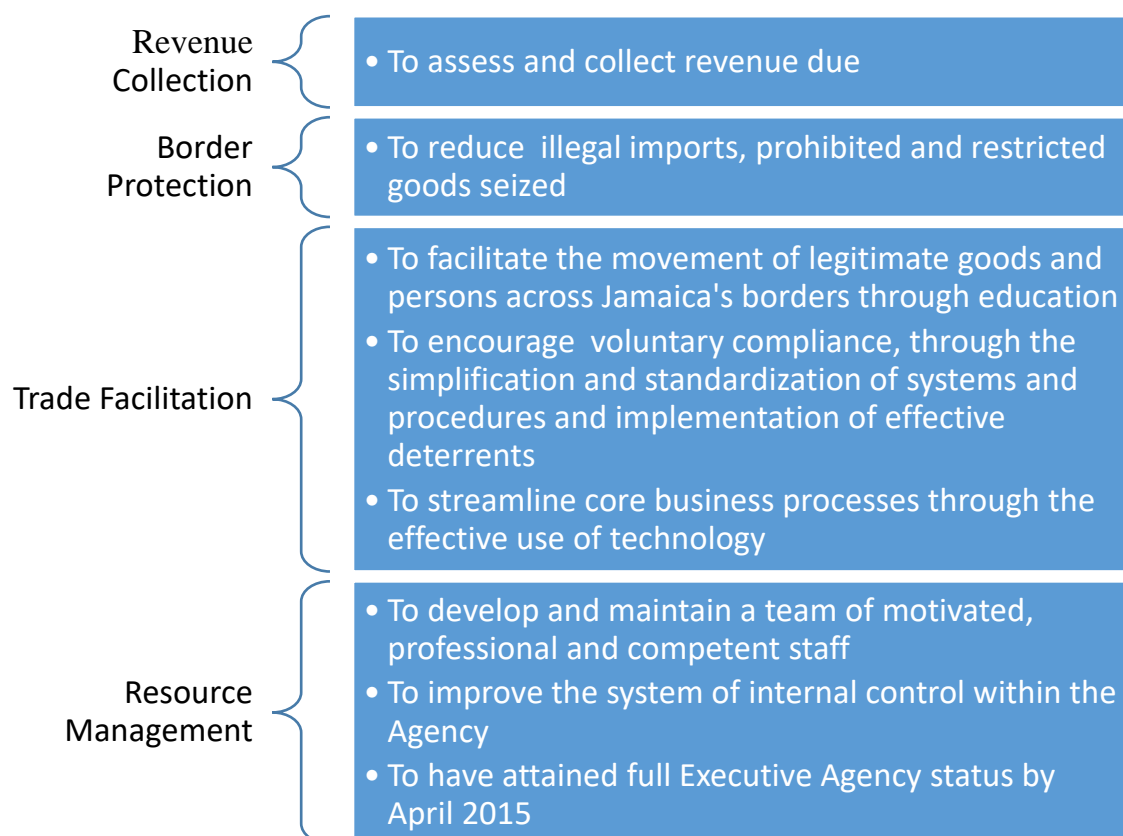
Protecting the general welfare and security of Jamaica by enforcing import and export restrictions and prohibitions, including money laundering.

LAWS AND REGULATIONS GOVERNING THE JCA

All customs activities are governed primarily by the Customs Act and Regulations. In addition to its own laws, Customs enforces over 125 other provisions of law for at least 20 agencies. A number of these statutes relate to environmental protection, national security, and consumer safety.

JCA's STRATEGIC OBJECTIVES

The Agency's strategic objectives were formulated to provide direction for its core mandates and ensure optimal execution of the JCA's operation:



Summary of Performance

The Jamaica Customs Agency over the fiscal year FY2014/15 pursued its core mandates in relation to revenue collection, trade facilitation, and border protection. Against the five revenue related performance indicators that were formulated, two were not achieved at the end of the fiscal year. That is the increase of additional revenue assessed against initial revenue declared, 86% of the target was attained and the timely removal of overtime goods to the Queen's Warehouses, 73% of the target was achieved. Nevertheless, the Agency collected \$157.646Bn having given a forecasted revenue target of \$142.777Bn, surpassing the fiscal target by \$14.869Bn or 10.4%.

The area of border protection had three performance indicators, all of which were not achieved or did not perform in the direction as intended. Notably, while the Agency targeted a 10% decline in illegal imports, prohibited and restricted goods seized, there was a 27% increase in seizures of contraband at the end of the fiscal year. On the other hand, while the desire was to finalize 95% of prosecutions (court cases), only 62% (42 of 68 cases) were finalized. All these cases were matters in relation to the Proceeds of Crime Act (POCA).

In its quest to contribute to improvements in the international trade supply chain the JCA established nine performance indicators for trade facilitation. For the fiscal year, the target of 90% compliance with customer charter standards was surpassed as the Agency processed 107,705 or 95% of import entries within 24 hours. Additionally, the assessment of the customer satisfaction level of the services offered yielded an average 80% satisfaction level. Passenger processing time through the green channel recorded success of 18.5 seconds on average over the target of 30 seconds, however, the red channel produced unfavourable results of 3.86 minutes on average against the target time of 3 minutes. In driving the automation and computerization of its core processes the Agency implemented 80% of the functionalities of the ASYCUDA World system.

FY2014/15 KEY OUTPUT PERFORMANCE

For the year in the review, there were **thirty-one (31) key outputs** that the Agency prioritized.

Despite the challenges, the Agency focused on its transformation while delivering on its mandates in relation to revenue collection, border protection, and trade facilitation albeit to satisfy stakeholders.

The performance against fiscal targets is tabulated below:

Table 1:

Revenue Outputs:

Output	Fiscal Target	Performance Comments
Increased percentage of revenue collections forecasted	\$142.777Bn	Revenue collected amounted to \$157.646B which was \$14.869B or 10.4% above the target.
Increased arrears collected against plan	95% or \$154.330Mn	Arrears collected during the fiscal year amounted to \$202.858M which was \$48.528Mn or 31.4% above the annual target
Increased additional revenue assessed against initial revenue declared	50% or \$458.571Mn	As at the end of the fiscal year, there was \$396.099Mn or 86% of the annual target of additional revenue collected by the Valuation and Verification Unit.
Decreased cost of collection of duties and taxes as a proportion of revenue collected	2%	Decreased by 11% year on year. FY13/14 Cost of collection to Revenue was \$0.633Bn to \$11.234Bn, while FY14/15 Cost of collection to Revenue was \$0.294Bn to \$16.328.
Timely removal of 'overtime' goods to the Queen's Warehouses.	100%	During the fiscal year, 1132 or 73% Lodgement notes were sent to Queens Warehouses in a timely manner of the 1,551 lodgement notes.

Table 2:

Border Protection and Compliance Outputs:

Output	Fiscal Target	Performance Comments
Decreased percentage of illegal imports, prohibited and restricted goods seized	10% reduction	There were 1,297 seizures of contraband and illicit goods compared to 1,025 seizures in the previous year, hence a 27% increase.
Increased percentage in breaches detected	30%	There were 869 breaches cited during the year when compared to 684 last year. Breaches increased by 27%.
Increase in the number of finalized prosecutions (against the number of prosecutions taken to court).	95%	Sixty-two percent (62%) was achieved. Forty-two (42) cases from a total of 68 cases including Proceeds of Crime Act (POCA) cases and other matters were finalized.

Table 3:

Trade Facilitation Outputs:

Output	Fiscal Target	Performance Comments
Improved compliance with customer charter standards	90%	Compliance with standards can be seen in the total amount of 107,705 or 95% of Import entries processed within 24 hours from the 113,374 import entries submitted.
Increased Customer satisfaction levels (customer surveys)	90%	The actual performance was 80%. The Customer Satisfaction Level Survey revealed: Montego Bay – 92% Kingston – 68%
Timely resolution of complaints	90%	Ninety-four percent (94%) was achieved from 19 complaints received. Seven (7) or 27% decrease in complaints against 26 from the previous year.
Timely process of passengers with goods/no goods to declare	Green Channel: 30 seconds Red Channel: 3 minutes	Average processing time at both Int'l Airports are: Green Channel = 18.5seconds and Red Channel = 3.86 minutes
Timely processing of cargo	100%	Ninety-five percent (95%) or 146,123 of the 153,814-commercial cargo/shipments were processed within the standard time
Improved legal and regulatory framework	100% amendment by 2015	Seventy-five percent (75%) was achieved. Amendments to the Customs Act to facilitate the implementation of ASYCUDA World submitted and approved by Cabinet. Passed in Parliament and Now implemented. - Draft proposal prepared. - Ongoing Meetings with stakeholders. - IMF/CARTAC reviewed the draft Bill in alignment with the CARICOM Bill. - Preparing draft Bill for Cabinet.
Implemented ICT projects for core automation: -RTGS -HRMIS -CASEWare Monitor System -ACCPAC	100%	Eighty-five percent (85%) was achieved.HRMIS: Demonstration of the solution by each vendor to the Technical Sub Committee and representatives from MDAs (January 13 -16). Final selection then submission to NCC & Sector Committee. Vendor selected after demonstration of the proposed system to the Technical Committee. <ul style="list-style-type: none"> • NCC/Sector Committee Submission • Cabinet Approval • PO to vendor RTGS: Discussions initiated with UNCTAD re RTGS (Direct Transfer)/Inter Bank payment options inclusive of Advance Deposit features. Emphasis is to be placed on alternative payment options to reduce merchant fees. EGOV engaged regarding options for use of the pay gate to facilitate such transactions through NCB/SCOTIA. -CASEWare Monitor System: Software no longer

Output	Fiscal Target	Performance Comments
		being used by the Risk Management Team. Lack of training for scripters; concerns raise re sensitive reference table info being made available to end-user; high rate of False/Pos. -ACCPAC: System implemented: Inputting fixed assets.
Improve the Customs processes for imports and exports	100%	Eighty-five percent (85%) was achieved. eManifest implemented at private bonded warehouses and all Maritime areas. The strategy is to enable manifest to make necessary amendments such as the deletion of duplicated containers.
Implementation of ASYCUDA World by 2015	100%	Eighty percent (80%) was achieved. Training completed for 574 Customs Brokers/Exporters to date. Full demonstration of eSAD to the MDAs given the concerns raised and the inability of the physical copy to demonstrate full functionality. Detail requirement shared between eGOV and ASYCUDA project team for integration of both systems. The export module in ASYCUDA World commenced in December. Technical Team started as of July 1, 2014. A prototype system has been built, and hardware is in place.

Table 4:

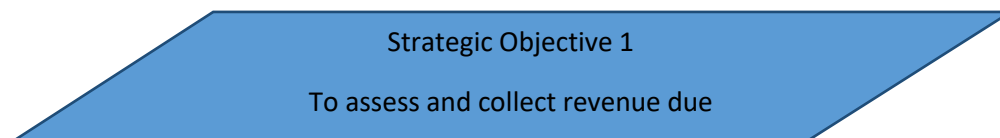
Resource Management Outputs:

Output	Fiscal Target	Performance Comments
Suitable staff recruited and trained for Executive Agency	90%	At the end of the fiscal year, 1,038 positions or 88% were filled from a structure of 1,179 positions. Levels 6 and 7 advertised, shortlist taking place
Maintain attrition rates (year on year)	1%	There were 22 separations which represented 2.06%.
Reduced absenteeism and sickness levels (year on year)	15%	The Agency recorded 2.269% of absenteeism days and sickness levels. Lack of HRMIS to capture the necessary data. Abstracts are done manually.
Increased level of staff satisfaction (through the survey, done year on year)	100%	0%. Survey to be conducted after 100% staff competent filled.
Increased training delivered against the plan	100% increase	Sixty-two percent (62%) was achieved. Ninety-seven (97) training courses were delivered over 60 training courses from the previous year.

Output	Fiscal Target	Performance Comments
Increased percentage of staff achieving satisfactory performance rating or above against target (moderated by HR to reduce the potential for over grading).	100%	Nine Hundred and Eighty-seven (987) or 99% PERs as at March 2015 attained or exceeded the score of seventy-five percent (75%) from the 998 PERs submitted/received.
Reduced number of disciplinary issues that result in staff being dismissed/prosecuted (comparison year on year).	0.10%	There were 0.10% of disciplinary issues that result in staff being dismissed/prosecuted (Continue to re-sensitise staff on Code of Conduct and Grievance procedures).
Improved planning capabilities	100%	One Hundred percent (100%) was achieved. Corporate/Operational Plans submitted to MOF.
Accurate and timely reports/statements in accordance with the FAA Act & Executive Agencies Act (against milestones set out in the Modernisation Plan.)	100% submission to the MOF&P and other stakeholders 12 monthly statements by the 10 th working day of the subsequent month.	Nine (9) of 12 or 75% of Final Statements due were submitted on time in accordance with the FAA Act. January 2015, February 2015 and March 2015 were not yet submitted timely due to system problems experienced.
Integrity of systems and procedures maintained.	100%	One Hundred percent (100%) was achieved. Developing the SOP that governs the sharing of data within JCA—this is envisaged as part of a broader JCA-wide initiative. <i>No data were available to verify performance.</i>
Reduced number of audit queries	20%	Twenty percent (20%) was achieved. <i>No data were available to verify performance.</i>
Increased percentage of audit programmes completed.	100%	One Hundred percent (100%) was achieved. Twelve (12) audits were planned and completed for FY14/15
Improved accommodation for staff and clients.	100%	Sixty percent (60%) of planned projects are satisfied.
Receiving full Executive Agency status in April 2015	100% staff recruited by 2016	Eighty-eight percent (88%) was achieved. Levels 6 and 7 advertised, shortlist taking place. Interviews are being arranged for April 2015.
	100% of reports of awareness activities submitted	One Hundred percent (100%) was achieved. Three (3) reports were submitted.

OPERATIONAL PERFORMANCE

Revenue Collection



The Jamaica Customs Agency (JCA) contributes approximately 35% of the government tax revenues annually. Amidst the rapid pace of trade liberalization, promulgated by, inter alia, the emergence of trading blocs, the Agency is committed to at least maintaining this share of the government's revenue.

The Government of Jamaica is committed to the maintenance of its current trajectory towards the achievement of fiscal balance, which is an integral element of agreements with international financial institutions. Therefore, the principal receivers of revenue had to augment their annual collections. The Jamaica Customs Agency, as the second-largest receiver of the revenue, was assigned the responsibility of collecting \$142.777Bn for the fiscal year 14/15.

Notwithstanding factors beyond the Agency's control such as reported CIF value and the rate of exchange, incisive introspection into the Agency's modus operandi and the implementation of revenue enhancement strategies enabled the achievement of this target.

The depreciation of the Jamaican Dollar had both a volume and value effect on trading activities. The exchange rate increased by \$9.163 or 8%, from \$111.87 in FY13/14 to \$121.03 in FY14/15. The exchange rate depreciation coupled with increased volume of cargo landed by 32% or 3,456,637MT, from 10,923,282MT in FY13/14 to 14,379,919MT in FY14/15, led to growth in the reported CIF value of imports.

Despite the decline in the number of containers landed¹, the CIF value of cargo imported for the year in review increased by 7% or \$43.377Bn, from \$589.670Bn in FY13/14 to \$633.047Bn in FY14/15. This was based on the tonnage of 14.379Mn in FY14/15 and \$10.923Mn in FY13/14.

The growth in the CIF value of imports was, in large measure, contributed by the importation of petroleum products. For instance, the CIF value of gas oil increased by 742% or \$20.101Bn from \$2.707Bn in FY13/14 to \$22.809Bn in FY14/15. Similarly, the CIF value of unleaded 90 increased by 138% or \$9.804Bn, from \$7.086Bn in FY13/14 to \$16.891Bn in FY14/15. Refer to Appendix 1 for a summary of these indicators.

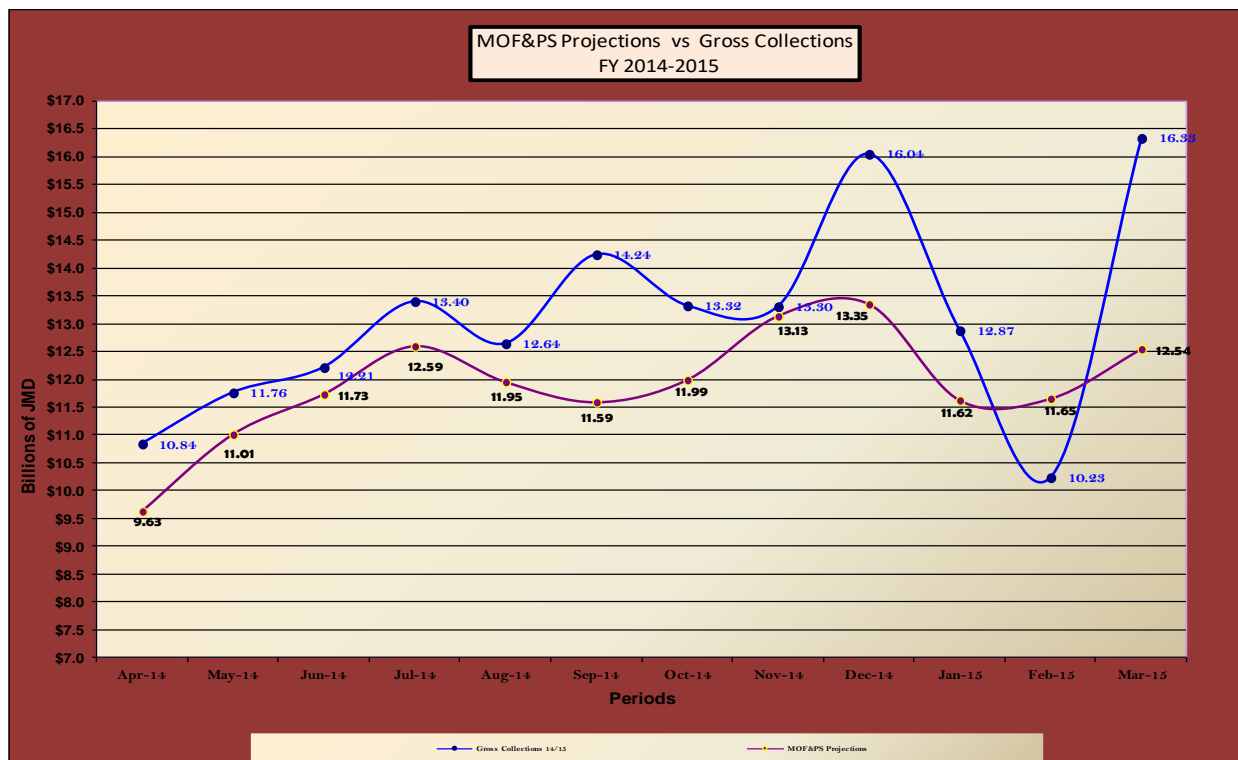
The purpose of this research was to assess the revenue collection against target and prior year as well as to investigate the factors which contributed to the revenue outturn of fiscal year 14/15.

¹By 8%, from 104,065 in FY14/15 to 95,381 FY13/14

Revenue Performance

The total collections for the fiscal year 14/15 amounted to \$158.738Bn, surpassing the MOF&P's target of \$142.77Bn by \$15.960Bn or 11%². The net collections for the fiscal period were \$143.255Bn, exceeding the target by \$477.692Mn or 0.3%. When compared to the base year (FY13/14), gross collections grew by 15% or \$20.215Bn, from \$138.528Bn. Similarly, net collections increased by 11% or \$14.458Bn from \$128.822Bn in FY13/14.

Figure RC1 - Collection / Target

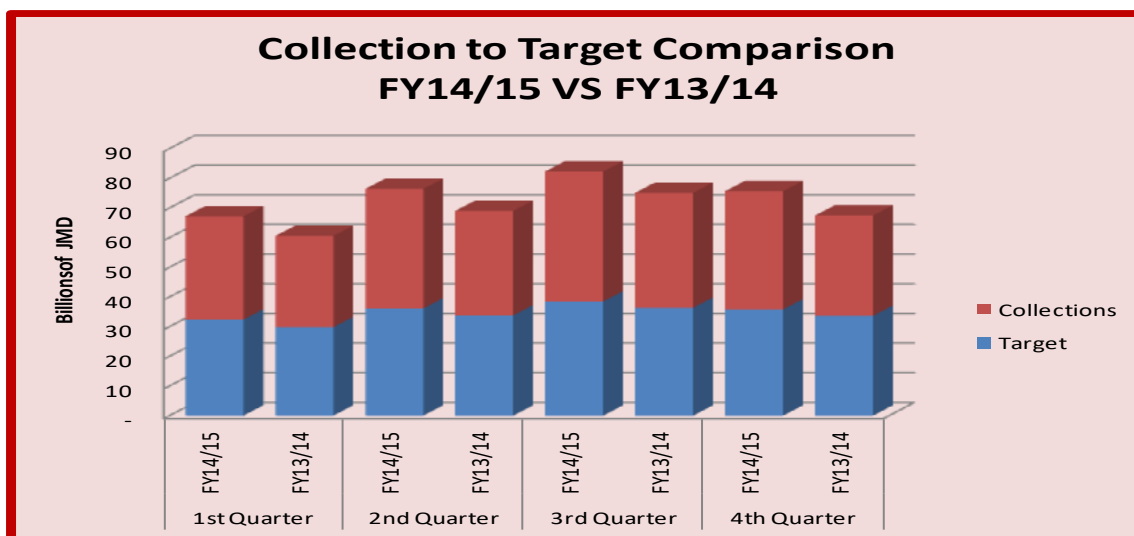


In FY14/15, the collections to target ratio ranged from 1.08 to 1.14 over the four quarters, increasing steadily over the first three quarters then declining during the fourth quarter. During FY13/14, the collection to target ratio ranged from 1.004 to 1.07. In both periods, the collection to target ratio was highest in the third quarter. That is, the collections exceeded the target by 14% and 7% in FY14/15 and FY13/14 respectively. However, the smallest variance in collection and target was recorded in the first quarter of FY14/15 and the fourth quarter of FY13/14, indicative of the fact that the macroeconomic conditions which prevailed during the last quarter of FY13/14 may have continued during the first quarter of FY14/15, though with less intensity given a 3% increase in the collections over those two quarters³.

²Refer to figure RC1

³Refer to figure RC2

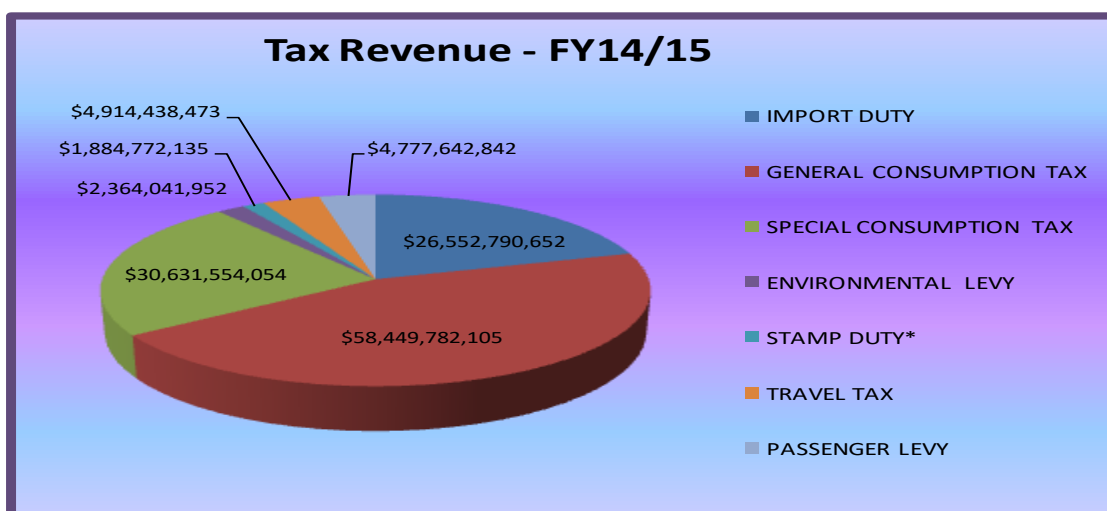
Figure RC2 – Comparison of Collections and Target



Tax & Non-Tax Revenue Performance

Tax revenue accounted for 91% of the total collections. The total tax revenue (net) collection for the fiscal year was \$129.592Bn which was \$1.234Bn or 1% below the targeted collection of \$130.826Bn, due primarily to the negative performance of Import Duty and General Consumption Tax (GCT) relative to their respective targets. Although the tax revenue was below the target, it increased year on year by 12% or \$13.674Bn, from \$115.900Bn in FY13/14⁴.

Figure RC3 – Composition of Tax Revenue



The import Duty collection was projected at \$28.463Bn. However, only \$26.554Bn was realised resulting in a variance of \$1.919Bn or 7%. Relative to the previous fiscal year, Import Duty collections grew by 4% or \$992.213Mn. Whilst the Import Duty performance

⁴Refer to tables B1 in the Appendix

was driven by motor vehicles⁵, lubricating oils, tiles and car tyres, the removal of the CET on cellular phones negated in large measure the Import Duty revenue. Import Duty from cellular phones declined by 71% or \$506.462Mn, from \$709.675Mn in FY13/14 to \$203.212Mn in FY 14/15.

Year on year (YoY), the revenue from General Consumption Tax (GCT) was 14% or \$7.288Bn above the prior year. However, it was 3% or \$1.642Bn below the target for FY14/15. The performance of GCT was driven by motor vehicles with a cc rate of 1800-2000, cellular phones and cigarettes. The GCT revenue from motor vehicles with a CC rate of 1800-2000 totalled \$1.496Bn in FY14/15, a reduction by 4% or \$60.502Mn, from \$1.556Bn in FY13/14. The GCT revenue from cellular phones grew by 25% or \$269.636Mn, to \$1.342Bn in FY14/15 from \$1.072Bn in FY13/14. Cigarettes recorded growth in GCT revenue of 5% or \$50.181Mn, from \$1.100Bn in FY13/14 to \$1.150Bn in FY14/15.

Revenue from Special Consumption Tax for FY14/15 amounted to \$30.631Bn, 8% or \$2.357Bn above the target of \$28.273Bn and 18% or \$4.669Bn above prior year collection. The performance of SCT was strongly influenced by automotive diesel – for this item, the SCT revenue increased by 11% or \$901.272Mn, from \$8.500Bn in FY13/14 to \$9.401Bn in FY14/15; unleaded 87, the revenue from which declined by 16% or \$1.197Bn, from \$7.398Bn to \$6.201Bn; unleaded 90, which recorded an increase 18% or \$850.135Mn, from \$4.740Bn in FY13/14 to \$5.590Bn in FY14/15; cigarettes - its SCT revenue increased by 5% or \$204.752Mn, from \$4.524Bn in FY13/14 to \$4.729Bn in FY14/15.

Non-tax revenue collection closed the fiscal year at 13% or \$1.607Bn above the target of \$ 11.951Bn. Year on Year, it also increased by 9% or \$1.159Bn, from 12.398Bn in FY13/14 to \$13.558Bn in FY14/15. Of the \$13.558Bn collected in respect of non-tax revenue, Customs Administration Fee accounted for 90% (\$12.233Bn/\$13.558Bn).

Revenue Contribution by Sector

As a sector, the retail trade's contribution to the total collection was the most significant, a position it also held in the previous fiscal. In FY14/15, the retail trade contributed 29% of the Agency's revenue. However, when compared to FY13/14, the contribution of this sector was to the tune of 48%. Essentially, the revenue from this sector declined by 33% or \$18.059Bn, from \$55.402Bn in FY13/14 to \$37.343Bn in FY14/15. This decline in revenue resulted from a 48% reduction in the reported CIF value of imports by this sector from \$273.409Bn in FY13/14 to \$141.905Bn in FY14/15.

Fishing, other manufacturers and wholesalers were the other significant contributors to the revenue. The contribution of the fishing sector increased from 18% in FY13/4 to 19% in FY14/15. In absolute terms, the revenue from this sector increased by 17% or \$3.519Bn, from \$20.928Bn in FY13/14 to \$24.448Bn in FY14/15.

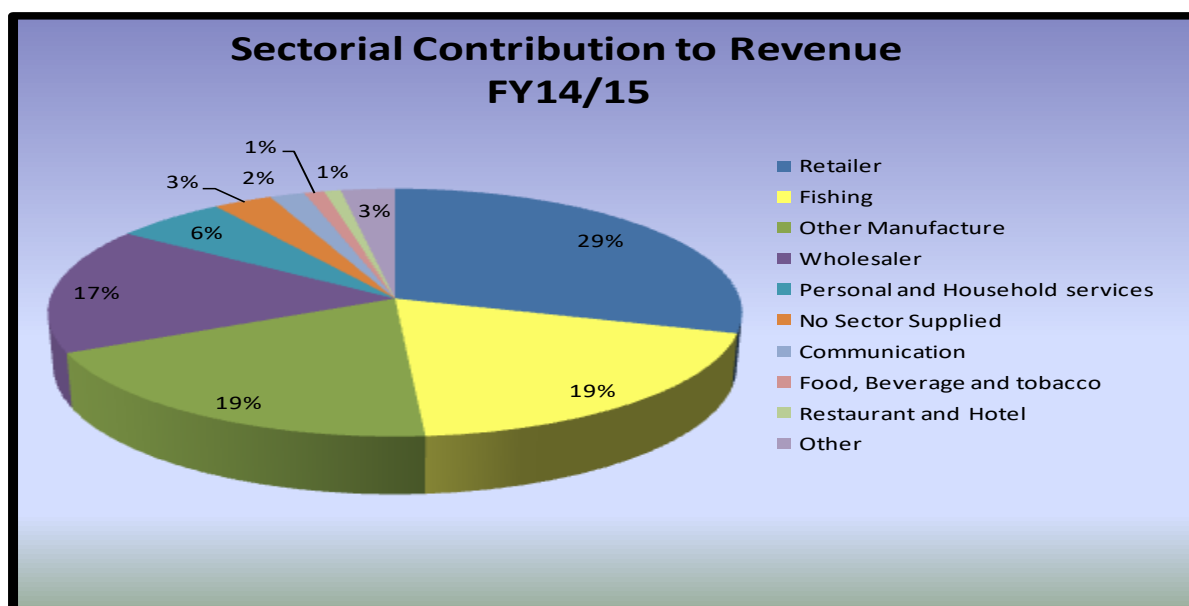
The revenue generated from other manufacturers amounted to \$24.448Bn in FY14/15, up from \$1.764Bn in FY13/14. Thus, other manufacturers contributed 2% of the revenue in FY13/14 and 19% in FY14/15. Like the retail sector, the revenue generated from the wholesale sector declined by 7% or \$1.506Bn, from \$22.429Bn to \$20.922Bn in FY13/14. Its

⁵1800-2000CC, 1000-1500CC and 2000-3000CC

revenue contribution declined by a 2 percentage point from 19% in FY13/14 to 17% in FY14/15.

Overall, the efficiency of the revenue collection, as measured by the returns on imports, improved by two percentage points. The return on imports amounted to 25% (\$158.743Bn/\$633.047Bn) and 23% (\$138.528Bn/\$589.670Bn) for FY14/15 and FY13/14 respectively. Thus, for every \$1000 of imports, the Jamaica Customs Agency generated \$250 in revenue in FY14/15 and \$230 in FY13/14.

Figure RC4 - Revenue Contribution by Sector



Revenue Drivers

The revenue drivers for the year were automotive diesel oil, unleaded 87, unleaded 90, cigarettes, motor vehicles (1800-2000cc, 1000-1500cc, 2000-3000cc, and public passenger transport), cellular phones and gas oils (other than diesel). Collectively, these commodities contributed 34% (\$42.672Bn/\$126.749Bn) of the revenue. In the prior year, they accounted for 18% (\$20.726Bn/\$115.463Bn). Refer to table 4 in the Appendix for the details.

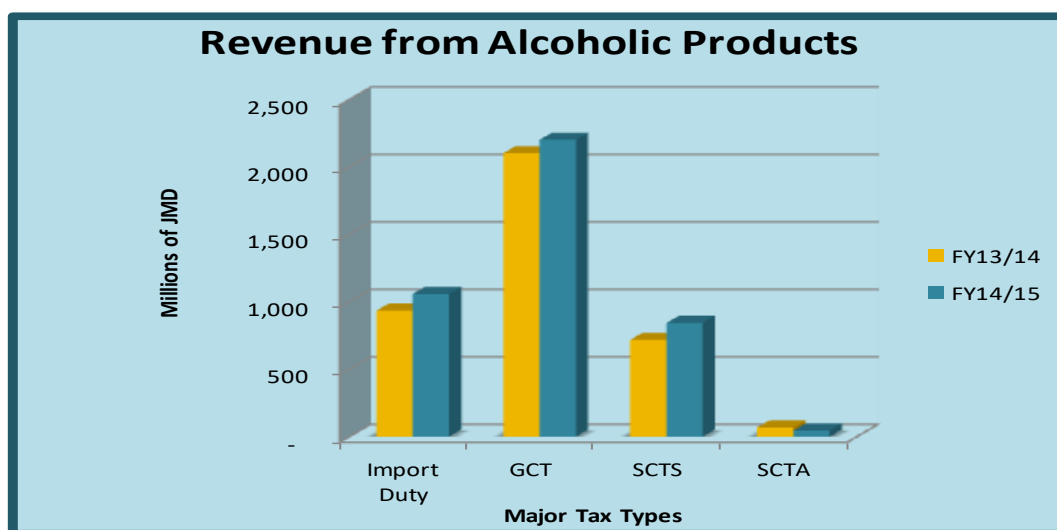
Performance of Traditional Revenue Drivers

Alcohol

While the revenue from alcohol grew by 7% in FY14/15, from \$4.753Bn in FY13/14 to \$5.073Bn in FY14/15, the revenue contribution of alcohol to total collections remained constant at 3% over the last two fiscal years. The leaders in this category were sparkling wines⁶, bioethanol fuel and whiskies in bottles of a strength not exceeding 46% alcohol.

⁶NESQI, 2 litres of less and of fresh grapes

Figure RC5 –Revenue from Alcohol



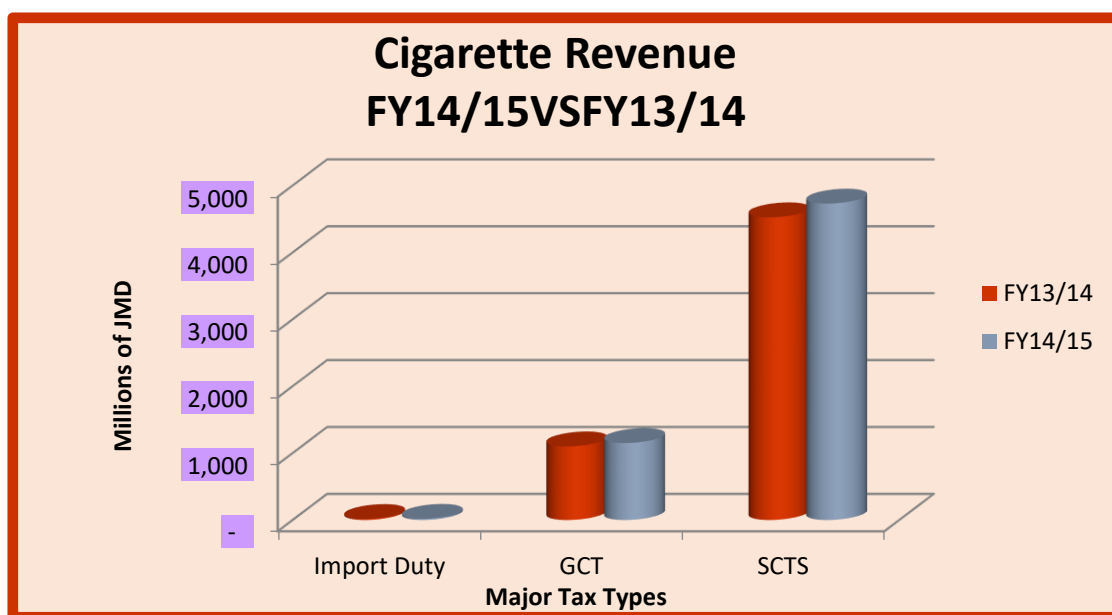
As is evident from figure 5, all major tax types performed positively with the exception of SCTA in respect of ethanol fuel. Despite a significant increase in the CIF value of 55% or \$2.028Bn to \$5.718Bn, the SCTA declined by 34% or \$22.910Mn, due to an increase in the tax expenditures for this commodity to the tune of \$151.974Mn or 55%, from \$277.657Mn in FY13/14 to \$429.632Mn in FY14/15.

Cigarettes

Despite the ban on smoking in public spaces, the number of cigarettes imported increased by 5% or 24.816Mn sticks, from 455.717Mn sticks in FY13/14 to 480.533Mn sticks in FY14/15. Further, consequent on the increased volume and rate of exchange, the CIF value of imports increased by 18% or \$111.809Mn, from \$633.902Mn in FY13/14 to \$745.712Mn in FY14/15. The revenue collected from cigarettes increased by 4% or \$238.877Mn, from \$5.746Bn in FY13/14 to \$5.985Bn in FY14/15⁷. Cigarettes, as a single commodity, accounted for 4% of the total revenue collection in both FY14/15 and FY13/14.

⁷Refer to Figure RC6

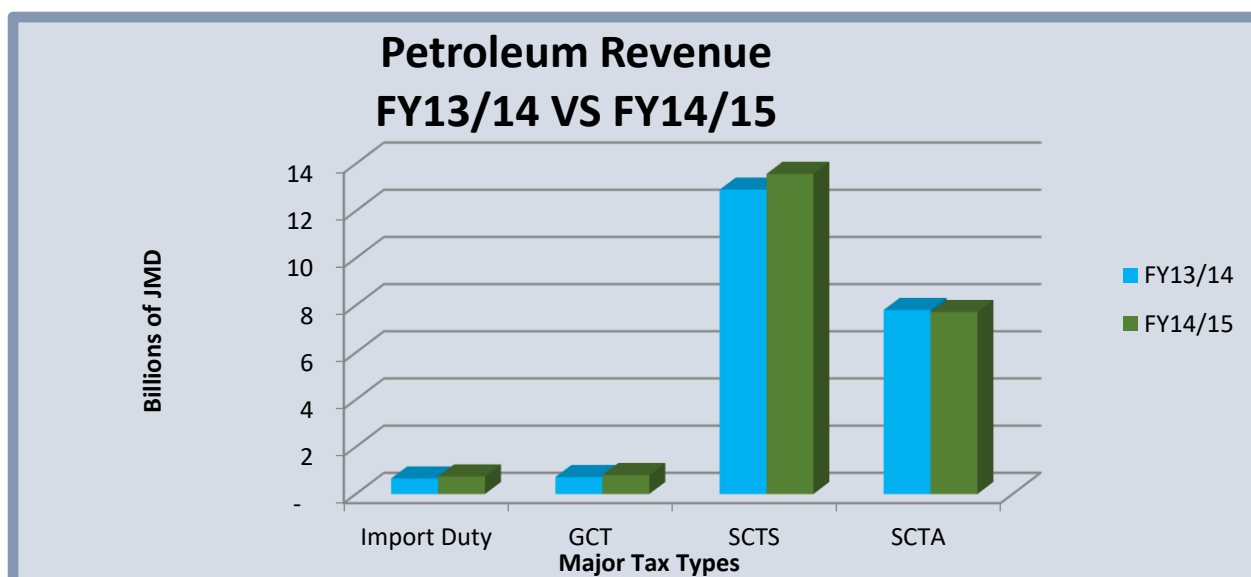
Figure RC6 – Cigarette Revenue



Petroleum

Overall, the revenue from petroleum products increased by 5% YoY, or \$1.352Bn, from \$27.591Bn in FY13/14 to \$28.944Bn in FY14/15⁸. Its contribution to the total collections declined by a two percentage point from 20% (\$27.591Bn/138.528Bn) in FY13/14 to 18% (\$28.944Bn/\$158.743) in FY14/15.

Figure RC7 – Petroleum Revenue



Motor Vehicles

In FY14/15, 13,899 motor vehicles were duty paid, 2209 fewer than in FY13/14. As shown in figure 7, pick-ups and SUVs recorded a decline of 15% or 145 units from 940 in FY13/14 to 795 in FY14/15. Similarly, motor vehicles with a CC rate of 1800-2000CC experienced a

⁸Refer to Figure RC7

decline to the tune of 7% or 312 units, from 4,741 units in FY13/14 to 4,429 units in FY14/15. Conversely, marginal increases were recorded by the categories 1500-1800CC and 2000-3000CC of 1% (from 2514 to 2529) and 2% (from 1875 to 1910) respectively.

Prior to the tariff reductions⁹ by a 10 percentage point on motor vehicles above 2000CC, 2562 such units were imported while subsequent to the tariff adjustment, 2,618 units were imported. In the case of vehicles exceeding 3500CC and hybrid vehicles, it recorded an increase of 14% or 16 units from 112 units in FY13/14 to 128 units in FY14/15. Though not significant, the policy change achieved its objective of stimulating increased demand for these categories of motor vehicles.

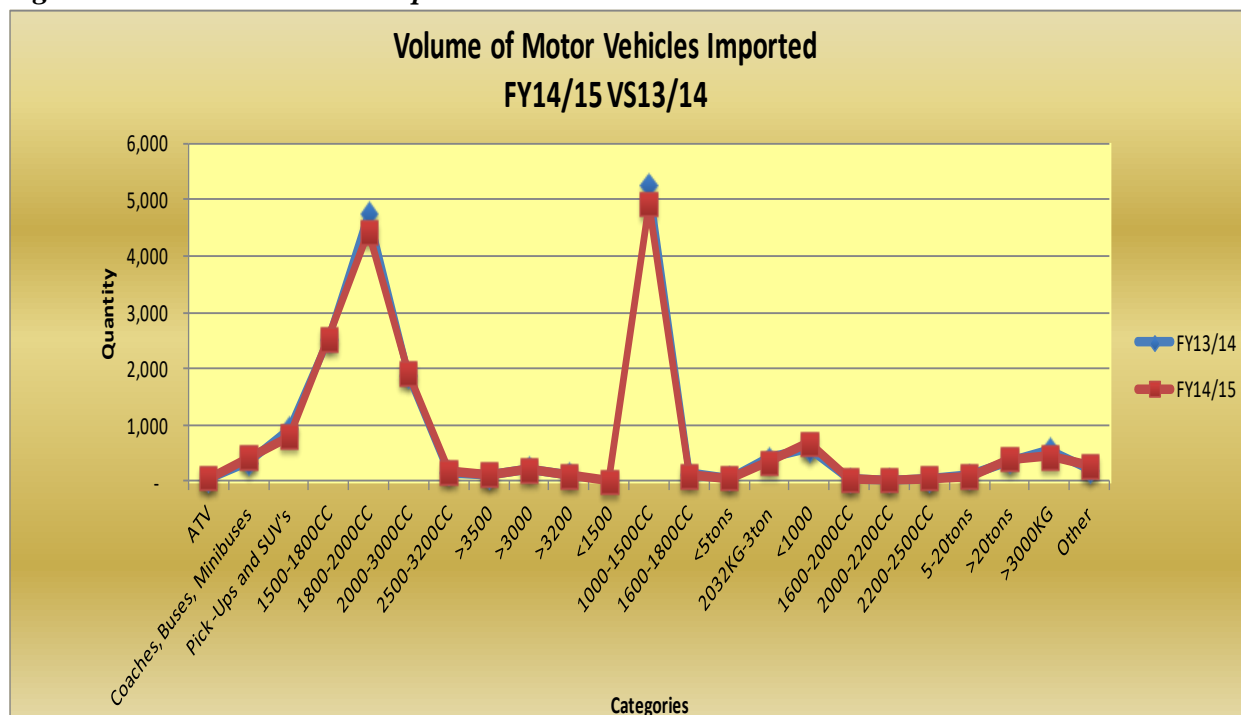
Despite the overall decline in motor vehicle imports, the CIF value increased by 15% or \$3.790Bn, from \$25.645Bn in FY13/14 to \$29.435Bn in FY14/15. Resultantly, the total revenue from motor vehicle transactions increased by 11% or \$1.620Bn, from \$14.450Bn in FY13/14 to \$16.071Bn in FY14/15. Thus, the average return on motor vehicles was \$1.156Mn (\$16.071Bn/13,899) in FY14/15, up from \$0.897Mn (\$14.450Bn/16,108) in FY13/14.

In respect of motor vehicles above 2000CC, the Import Duty declined by 19% or 281.021Mn, from \$1.455Bn in FY13/14 to \$1.174Bn in FY14/15. This may have been due to the lower duty rate as the CIF value increased by 8% or \$533,587Mn, from \$6.303Bn in FY13/14 to \$6.837Bn in FY14/15. Likewise, the SCT revenue from motor vehicles exceeding 3500CC declined by 10% or \$12.952Mn, from \$129.241Mn in FY13/14 to \$116.289Mn in FY14/15. However, the higher CIF value and the cascading effect of GCT led to an increase in the overall revenue collection from these categories of motor vehicles by \$33.745Mn. However, this was \$216.254Mn less than the projected revenue gain¹⁰ from this policy change.

⁹in the CET and SCT rates

¹⁰MOF&P projected a gain of \$250Mn.

Figure RC8 -Motor Vehicle Imports



Station Performance

Approximately ninety-five percent (95%) of the revenue for FY14/15 and the comparative period was generated by Customs House Kingston, Customs House Montego Bay and the Motor Vehicle Unit. The marginal increase in contribution to the revenue, by less than 2%, was recorded by Customs House Kingston, ST. Ann’s Bay, Adolf Levy, Montego Bay Seaboard and Kingston Logistics Center. No change in revenue contribution relative to the base year was recorded by Post and Telecom, Montego Bay Passenger Control and Port Esquivel. All other stations recorded a decline of under 1% each.

Of the twenty-three stations, 15 recorded a positive performance relative to their respective targets while the performance of 8 stations was negative. The stations with negative collection variance were Kingston Wharves, Mandeville, Montego Bay Air Cargo, Montego Bay Queens, Passenger Terminal NMIA, Post and Telecom, Queens Warehouse 230 and Universal Freight. Except for Kingston Wharves, these stations' collections were also less than the previous year’s collection¹¹.

The data revealed a significant change in Mandeville’s collection. Further, historical data revealed that the performance of Universal Freight has consistently declined since

FY11/12 from a positive variance of 31%. Additionally, Passenger Terminal’s collection has also declined from a positive 53% variance in FY11/12.

¹¹Refer to Table B2 in the Appendix

Top Importers

The Agency's large revenue streams were Petrojam Ltd, Rubis Energy Jamaica Ltd, and Carreras Ltd. Collectively, these three entities have contributed 21% (\$33.759Bn/\$158.743Bn) of the Agency's collection, down from 23% (\$31.520Bn/\$138.528Bn) in FY13/14¹². In the case of Petrojam Ltd, its return on imports improved from \$0.13(\$21.023Bn/\$160.385Bn) per every dollar in FY13/14 to \$0.15 (\$24.870Bn/\$166.042Bn per every dollar in FY14/15. Likewise, for every dollar of import by Rubis Energy Jamaica Ltd in FY14/15, the JCA earned \$0.36 (\$2.559Bn/\$7.082Bn), up from \$0.34 (\$4.196Bn/\$12.423Bn) in FY13/14. However, the returns on imports by Carreras Ltd declined to \$11.72 (\$6.329Bn/\$0.540Bn) per every dollar of imports in FY14/15, from \$12.43 (\$6.099Bn/\$0.490Bn) in FY13/14 due to the significantly higher rate of growth in the divisor/ denominator, CIF value of imports relative to the growth rate in the revenue yield.

Table RC1

Large Revenue Streams

Importer	FY 14/15	FY13/14	Variance	Variance %
Petrojam Ltd	\$ 24,870,115,452	\$ 21,023,691,449	\$ 3,846,424,003	18%
Carreras Ltd	\$ 6,329,577,920	\$ 6,099,018,774	\$ 230,559,146	4%
Rubis Energy Jamaica Ltd	\$ 2,559,842,267	\$ 4,397,651,986	\$ (1,837,809,719)	-42%
Total	\$ 33,759,535,638.41	\$ 31,520,362,209	\$ 2,239,173,429	7%

It was observed that there was a significant decline in the revenue generated from Rubis Energy Jamaica Ltd. The data revealed that the CIF value of this entity's imports declined by 43% or 5.340Bn, from \$12.423Bn in FY13/14 to \$7.082Bn in FY14/15 due to the reduction in imports of motor spirit unleaded 87 (by 52% or \$3.904Bn, from \$7.458Bn in

FY13/14 to \$3.553Bn in FY14/15; automotive diesel oil (by 53% or \$1.932Bn, from \$3.620Bn in FY13/14 to \$1.688Bn in FY14/15); lubricating oils (by 100% from \$167.799Mn in FY13/14).

In addition to the large revenue streams, other significant contributors to the revenue performance were Tank Weld Metal Ltd, Facey Commodity Ltd, Stewarts Auto Sales, Caribbean Producers Ltd and Ministry of Transport and Works. In relative terms, the contribution of Tank Weld Metals increased by 38% while the revenue contribution of Caribbean Producers grew by 15% and Digicel Jamaica by 58%. The importers whose revenue contribution declined relative to the base year were ATL Automotive Ltd, declining by 17%, Cremo Ltd by 12%, Courts Jamaica Ltd by 5% and Facey Commodities by 5%. Except for Facey Commodity Ltd which reported a higher CIF value relative to the previous period, the fall in the revenue contribution by the other importers may be attributable to the lower CIF value of imports.

¹²Refer to Table RC1

Partnership

The JCA's AEO program is a flagship trusted trader program that formalises the partnership between Customs and businesses (C-B) in keeping with the WCO's guidelines for modern Customs in the 21st Century. This program is intended to share the responsibility of securing the supply chain with the participants from the private sector with the key reward being trade facilitation benefits. The AEO program now has 175 participants (of which 26 have been validated) from which 30,941 entries were processed for the period reviewed. Revenue totalling \$39.506Bn was generated, 11% or \$3.757Bn more than the previous fiscal year¹³.

Table RC2 Revenue for AEO Importers

STATION	Duties Collected YTD 14/15	Duties Collected YTD 13/14
KINGSTON	35,970,891,843	32,646,735,111
MONTEGO BAY	2,426,717,481	2,070,450,596
ST. ANN'S BAY	1,109,334,483	1,032,570,100
TOTAL	\$ 39,506,943,808	\$ 35,749,755,807

The collection from AEO entries for FY14/15, accounted for approximately 25% (\$39.506Bn/\$158.743Bn) of total gross revenue. Comparatively, AEO collection for the previous period was 26% (\$35.749Bn/\$138.528Bn) of the gross revenue.

Revenue Enhancement Strategies

For the year in review, 11,803 secondary examinations were conducted, the outturn of which was \$17.298Mn. Comparatively, in the previous fiscal period, \$13.338Mn was generated from 9,541 secondary examinations. Thus, the average yield from secondary examinations was \$1,465 in FY14/15, up from \$1,398 in FY13/14.

Whilst the number of referrals increased by 21%, the revenue intake declined by 22%. The average yield from referrals to the Valuation Branch declined by 35% or \$6,402, from \$18,204 in FY13/14 to \$11,801 in FY14/15. In other words, \$197.059Mn was generated from 16,698 referrals in FY14/15 while in FY13/14, \$251.654Mn was generated from 13,824 referrals.

Scrutiny of the entries resulted in adjustments of 604 entries for the FY14/15, up from 497 in FY13/14. However, the additional revenue from this activity declined from \$21.911Mn in FY13/14 to \$6.694Mn in FY14/15.

The number of breach detection¹⁴ declined by 14% or 46 to 283 in FY14/15 from 329 in FY13/14. Nevertheless, the additional revenue from breach detection increased by 10% or \$2.285Mn, from \$22.488Mn in FY13/14 to \$24.773Mn in FY14/15.

Post Clearance Audit activities yielded 12% less revenue than the base year, from \$230.615mn in FY13/14 to \$202.858Mn in FY14/15. Consequently, this unit's contribution to the revenue also declined from 0.17% (\$230.615Mn/\$138.528Mn) in FY13/14 to 0.13% (\$202.858Mn/\$158.743Mn) in FY14/15.

Similarly, enforcement activities, through the Contraband Enforcement Team (CET), resulted in additional revenue of \$2.788Mn in FY14/15. This was a significant reduction of 78.3% or

¹³Refer to table RC2

¹⁴This excludes permit breaches detected by EPU Kingston as this information was not supplied in time for the report.

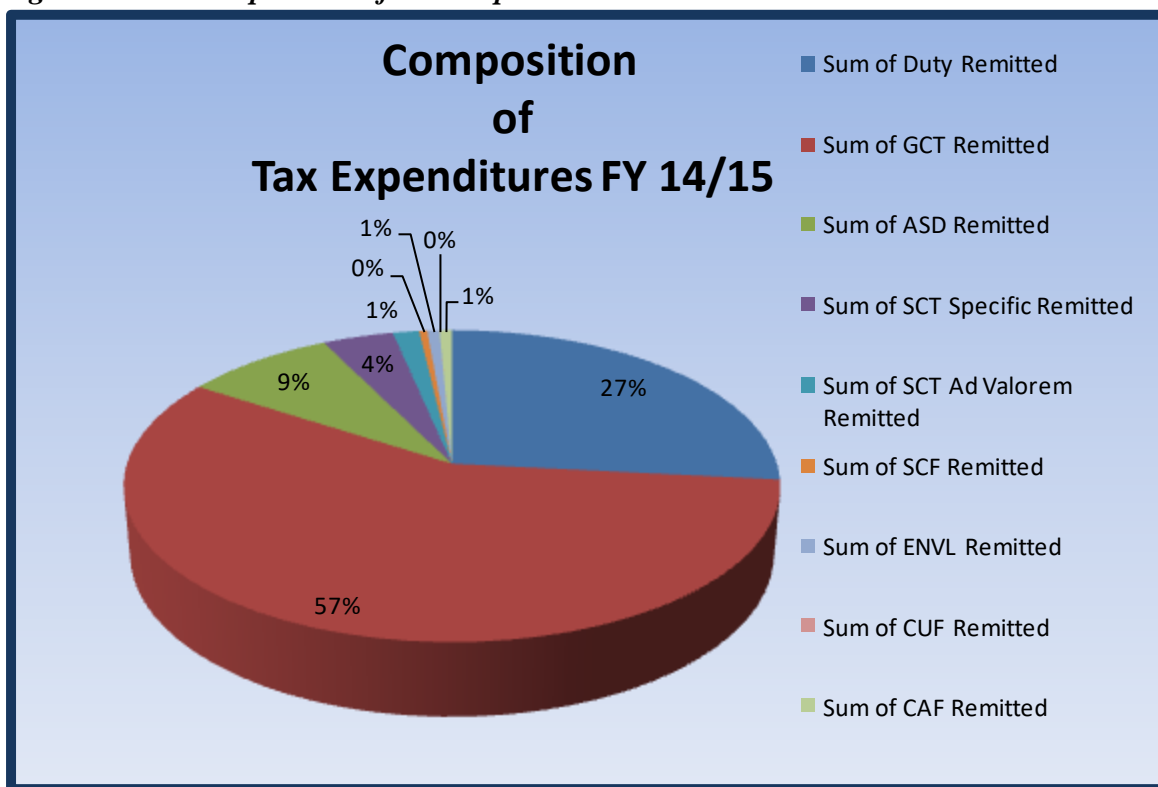
\$10.047Mn, from \$12.835Mn in FY13/14¹⁵. CET’s contribution to the revenue declined from 0.009% in FY13/14 to 0.002% in FY14/15. Though there is every likelihood that the enforcement activities of the Cargo Imaging Unit and The Risk Management Unit have resulted in additional revenue, the respective reports did not reflect this as it may have been incorporated in the reports of the Valuation Branch and the other units where these activities were conducted.

Waivers and Incentives/Tax Expenditures

Although a significant portion of potential revenue is foregone annually, if done by a transparent and coherent regime, it can have an expansionary effect on the economy. For the period reviewed, tax expenditures totalled \$115.814Bn in FY14/15, increasing by 6% or \$7.030Bn, from \$108.783Bn in FY13/14. Total tax expenditure as a percentage of actual revenue was 81% (\$115.814Bn/\$143.28Bn) in FY14/15, down from 84% (\$108.783Bn/128.822Bn) in FY13/14. General Consumption Tax, Import Duty and

Additional Stamp Duty accounted for 57% (\$66.574Bn/\$115.814Bn), 27% (\$30.844Bn/\$115.814Bn) and 9% (\$9.872Bn/115.814) respectively¹⁶.

Figure RC9 – Composition of Tax Expenditures



Overall, deferment pursuant to the GCT Act accounted for the largest share of total waivers and incentives granted. It accounted for 18% (\$20.830Bn/\$115.897) of total waivers and incentives and also recorded a growth of 14% or \$2.562Bn, from \$18.268Bn in FY13/14 to

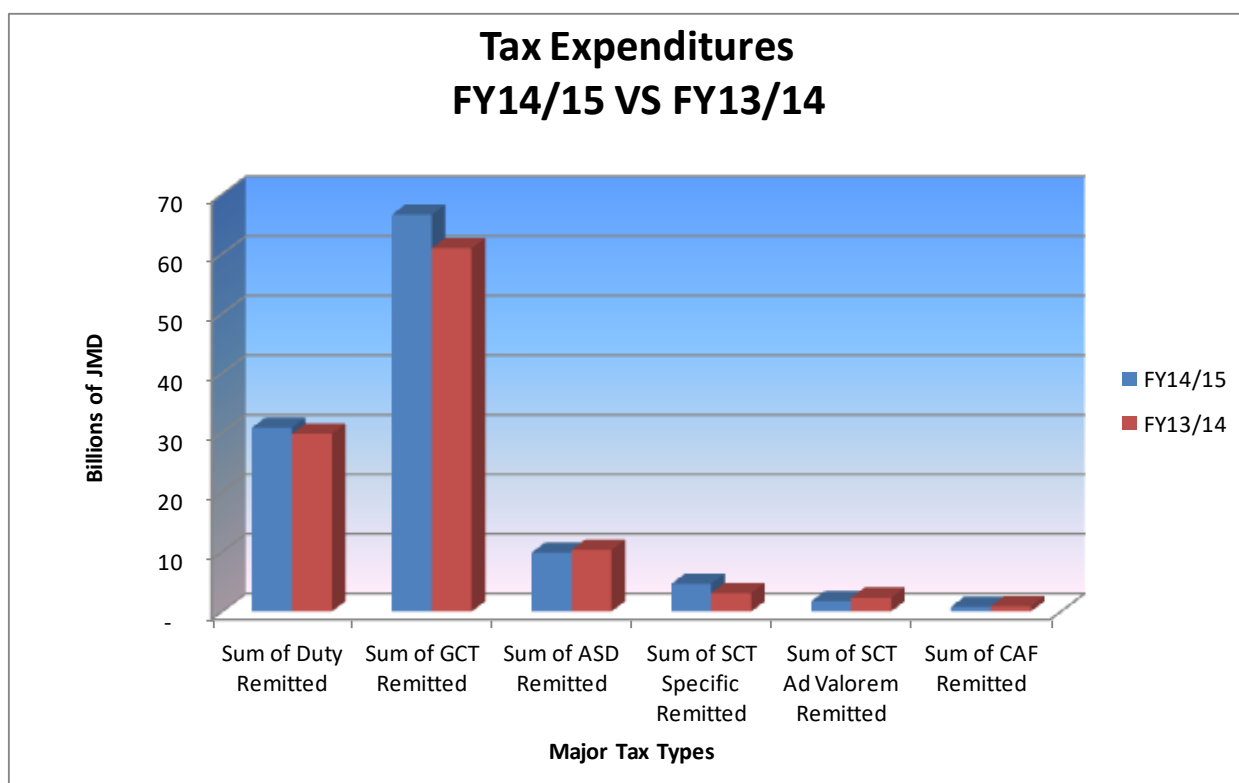
¹⁵In FY14/15, \$2.635Mn was in respect of penalties while \$0.152 was in respect of additional revenue. In FY13/14, \$9.579Mn was in respect of penalties while \$3.255Mn was in respect of additional revenue.

¹⁶Refer to Figure RC9 and RC10

\$20.830Bn in FY14/15. Encouragement (other), accounted for 13% (\$15.268Bn/\$115.814Bn) of the total waivers and incentives granted. However, the rate of growth in this category was -14% or \$-2.506, from \$17.775Bn in FY13/14 to \$15.268Bn in FY14/15.

Waivers and incentives in respect of the Bauxite and Alumina Industry, relative to the base year, remained constant at 8% (\$9.174Bn/\$115.814Bn). The incentivization of this industry was to the tune of \$9.028Bn in FY13/14 and \$9.174Bn in FY14/15. This resulted in a marginal increase of 2% or \$146.224Mn.

Figure RC10 – Tax Expenditures



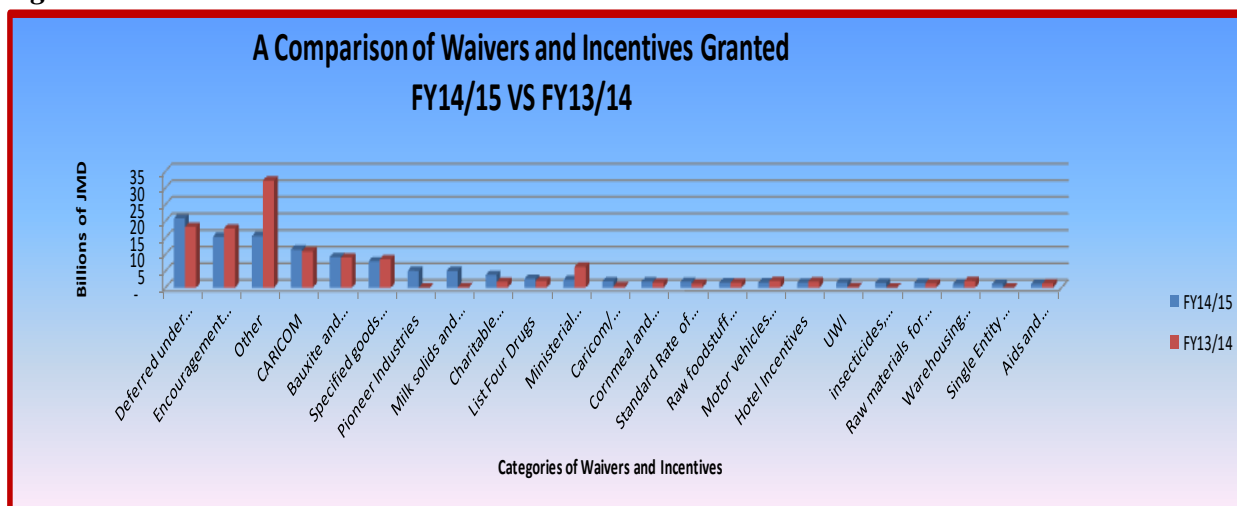
Waivers and incentives in respect of goods that originated within CARICOM accounted for 10% of the waivers and incentives granted. Relative to FY13/14, it increased by 5% or \$549.717Mn from \$10.876Bn to \$11.426 in FY14/15.

Significant changes were recorded by charitable organizations and ministerial remission. The waivers and incentives granted to charitable organizations accounted for 3% (\$3.747Bn/\$115.814Bn) of the total waivers and incentives granted during FY14/15, up from 2% (\$1.727Bn/108.783Bn) in FY13/14. This category, therefore, recorded growth of 117% or \$2.020Bn.

Notable, remission by the Minister of Finance accounted for 2% (\$2.325Bn/\$115.814Bn) of total waivers and incentives, down from 6% (\$6.261Bn/\$108.783Bn) in FY13/14. Thus, it declined by 63% or \$3.935Bn.

Productive Input Relief¹⁷ in respect of manufacturing recorded an increase of 22% or \$326.028Mn, from \$1.463Bn in FY13/14 to \$1.789Bn in FY14/15. Of the total waivers and incentives for manufacturing \$1.403Bn was in respect of raw materials while \$322.115Mn was in respect of packaging materials. This category accounted for 2% (\$1.789Bn/115.801Bn) of the total waivers and incentives for FY14/15.

Figure RC11- Waivers and Incentives Granted



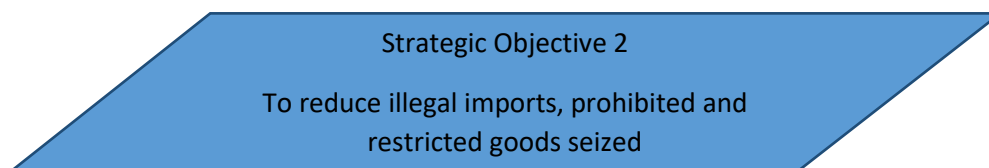
Economic Outlook –FY15/16

The preliminary revenue target for FY15/16 is \$149.805Bn, increasing by 5% over the previous fiscal period. The implementation of trade facilitation initiatives, improved voluntary compliance and intensified enforcement activities, underpinned by robust risk management, will continue to yield resounding success for the Agency in FY15/16.

Further, while, the World Trade Organization has predicted growth in the global trade of 5.3% with developing economies accounting for 3.3%, the Bank of Jamaica has projected an overall decline in total imports by 2.5%, although the importation of core consumer goods is projected to grow by 3.9% and fuel by -10.8%. Thus, declining imports, amendments to the Customs Administration Fee (CAF), Import Duty Rates may negatively affect revenue collection. However, modification of the SCT regime, broadening of the tax base, that is the application of the Environmental Levy to more goods inclusive of those of CARICOM origination and improved efficiencies due to the implementation of ASYCUDA World and the full transition of staff to the Agency are likely to positively impact the Agency’s revenue performance in FY15/16.

¹⁷ Free Codes - 35.01, 35.02, 35.03 and 35.04

Border Protection



The Agency continued to battle with the continuous frequent contravention of the Customs Laws, particularly sections 209, 210 and 211, false declarations, evading of customs laws and concealment of goods respectively. Across the operational areas, there were 869 breaches cited during the year in comparison to 684 in the previous year. Hence, a moderate increase of 185 breaches cited or 27%. However, the additional revenue yielded from breaches was \$0.067Bn, a decrease of \$0.125Bn or 65% down from \$0.192Bn in the previous fiscal year.

As a means of verifying compliance, the Agency executed 15,118 secondary examinations over the fiscal year when compared to 16,272 in FY13/14. The additional revenue detected and collected from secondary examinations for FY14/15 was \$0.015Bn, reflecting a decrease of \$0.001Bn or approximately 11% over \$0.016Bn in the previous fiscal year.

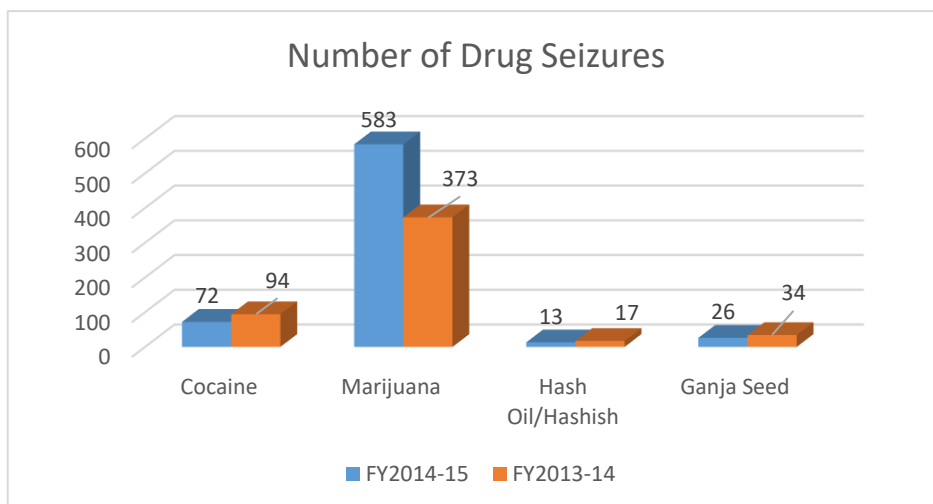
Enforcement Activities

Rummage operations conducted decreased by 12 or 8% year on year from 152 operations to 140 operations. In addition, the special or planned operations executed also registered a significant decline of 59 or 41%, from 143 to 86 operations. The number of search warrants executed declined from 114 to 38, noting a negative variance of 76 or 67%.

The year saw 72 persons arrested for suspected or engaging in illegal activities, an increase of 21 persons or 41% over the previous year of 51 persons arrested. In relation to the Proceeds of Crime Act (POCA) cases, 26 cases were initiated for the fiscal year in comparison to 37 cases for the previous fiscal year. However, 16 cases were finalized in FY14/15 compared to 19 cases in FY13/14, hence a declining variance of 3 cases or 16% was noted for the year ended. The finalized cases resulted in USD\$293,788.00 compared to USD\$683,743 and €4,355.00 compared to €0.00 lodged to the consolidated fund for the fiscal year when compared to the previous fiscal year.

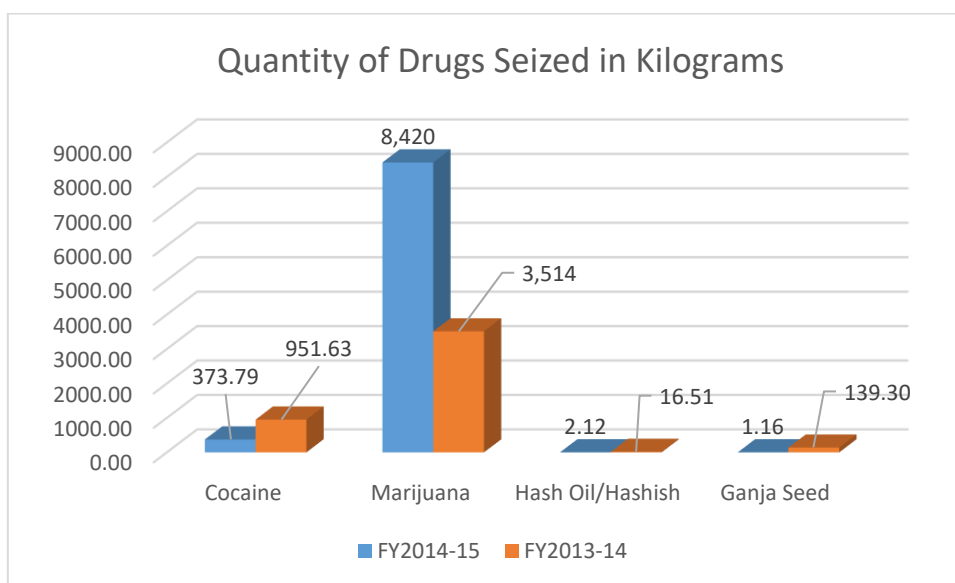
Overall, the year ended with the number of seizures increasing by 27%, from 1,025 seizures in FY13/14 to 1,297 seizures in FY14/15. Noticeably, drug seizures had an upward performance from 518 seizures in the previous year to 694 seizures in the fiscal year ended, an increase of 176 seizures or 34%.

Figure BP1:



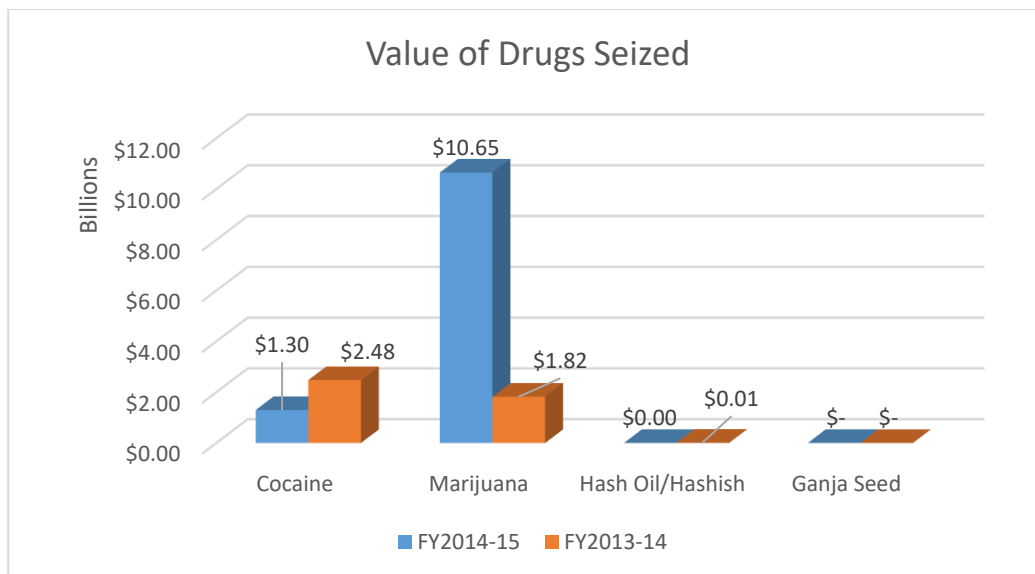
Further, the total weight of drugs seized increased significantly by 4,175.91Kgs or 90%, from 4,621.16Kgs to 8,797.07Kgs. Marijuana seized weight climbed considerably by 4,906Kgs or 140%, from 3,514Kgs to 8,420Kgs. On the other hand, cocaine seized weight significantly decreased by 577.84Kgs or 61%, from 951.63Kgs to 373.79Kgs.

Figure BP2:



The total value of goods seized increased by \$7.624Bn or 176%, from \$4.330Bn in FY13/14 to \$11.953Bn in FY14/15. Drug seizures accounted for \$11.951Bn or 99.9% of the total value with cocaine and marijuana seizures accounting for 11% and 89% respectively.

Figure BP3:



Drugs' seizures value increased from \$4.308Bn in the previous fiscal year to \$11.951Bn in the reported fiscal year, a growth of \$7.643Bn or 177%.

Other contraband seized included 370 ammunitions, 3 magazines and 9 firearms for the fiscal year compared to 192 ammunition, 5 magazines and 8 firearms in the previous fiscal year.

Additionally, the number of cigarette sticks seized declined by 549,026 sticks or 88%, a downward movement from 625,541sticks to 76,515 sticks in the reporting fiscal year. Similarly, the attributed value also decreased by \$0.019Bn or 88%, from \$0.022Bn previously to \$0.003 in the ending fiscal year. Other general contraband seized recorded 221 seizures over 302 seizures in the previous year, a decrease of 81 seizures or 27%.

Trade Facilitation

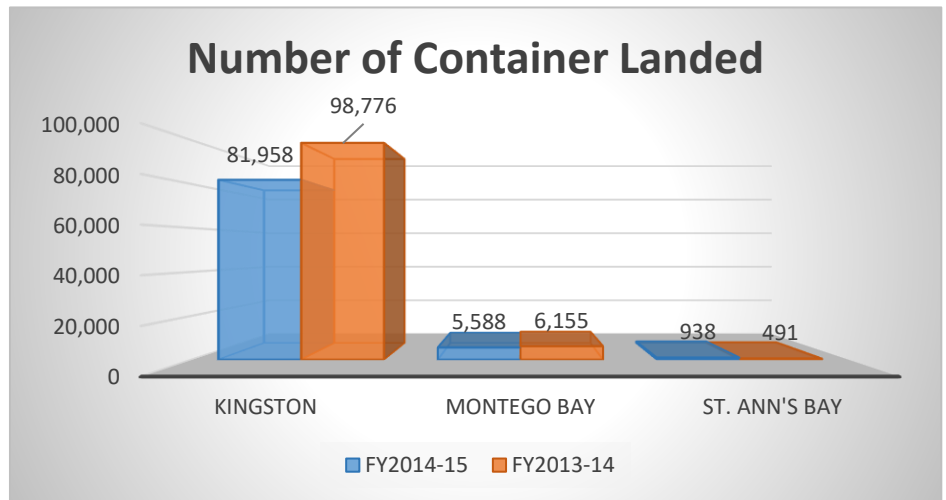
Strategic Objective 3
To facilitate the movement of legitimate goods and persons across Jamaica's borders

Containers Imported and Exported

The JCA endeavours to ensure that efficiency is embedded in its import and export processes to ensure timely service to clients and stakeholders. Year on year there was a decrease of 13,443 or 6% containers scanned (domestic landed and loaded), from 210,343 containers in FY13/14 to 196,900 containers in FY14/15.

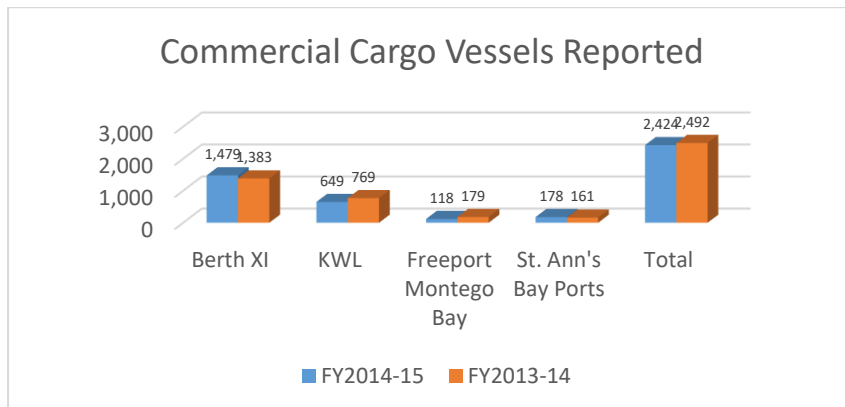
Figure TF1:

The total number of domestic containers landed declined by 16,938 containers or 16%, from 105,522 containers in the previous fiscal year to 88,484 containers reported for the fiscal year. The relatively marginal decline could be attributed to the decline in commercial cargo



vessels reported, from 2,492 vessels in FY13/14 to 2,424 vessels in FY14/15, a negative variance of 68 vessels or 3%. In addition, domestic exported containers also declined by 30,970 containers or 47%, downward performance from 65,525 containers (FY13/14) to 34,555 containers (FY14/15).

Figure TF2:



See Appendix C; Figure C1 for Reported Vessels at Sufferance Wharves

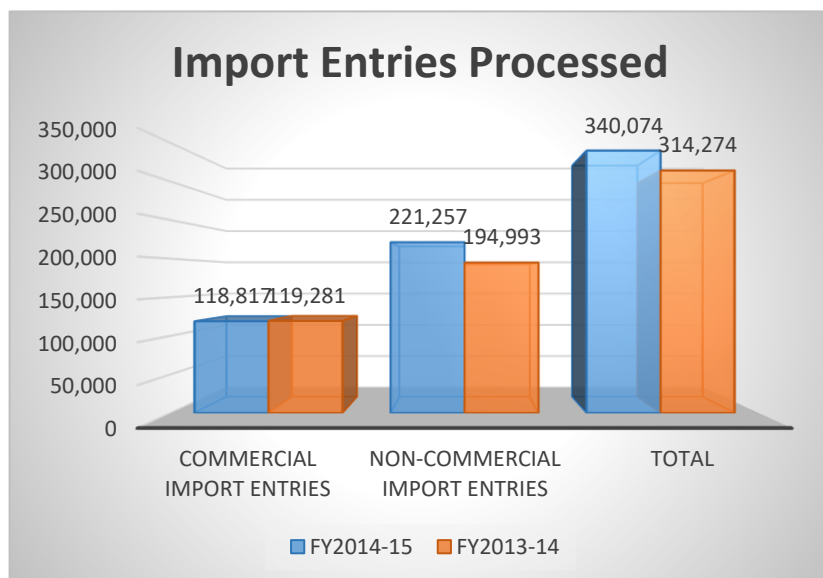
Tonnage of Shipments

The volume for goods in Metric Tonne imported relatively increased by 499,018MT or 8%, from 6,430,595MT to 6,929,613MT year-over-year. However, on the export side, the volume of goods exported declined from 1,664,885,989MT (FY13/14) to 12,464,191MT (FY14/15), a decline of 1,664,885,989MT or 99% particularly due to the downturn in bauxite exports.

Entries Processed

Despite the relative decline in commercial import entries processed and an uptick in the non-commercial import entries processed irrespective of the downturn in international trade, the Agency maintained its focus on improving trade facilitation through efficiency and processed **323,070** or **95%** of the combined import entries within **24 hours** of submission for commercial entries and post-inspection of shipment for non-commercial entries.

Figure TF3:



Overall import entries processed increased by 25,800 entries or 8%. Commercial import entries processed had a downward performance of 464 entries or 0.4%, while non-commercial import entries relatively increased by 26,264 entries or 13.5%.

See Appendix C, Table C1 and C2 for details

The number of export entries processed also decreased from 42,619 entries in FY13/14 to 41,274 entries in FY14/15, netting a downward variance of 1,345 entries or 3%. Additionally, the value of exports for the fiscal year under review slumped in comparison to the previous fiscal year declining by \$6.663Bn or 8%, from \$85.396Bn (FY13/14) to \$78.732Bn (FY14/15).

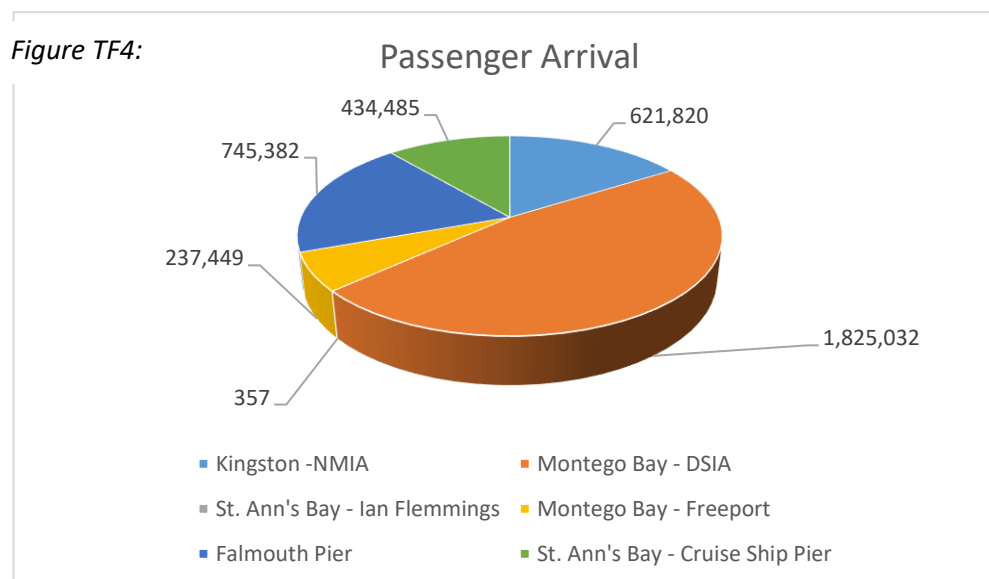
Table TF1: Export Entries Processed Comparison

Locations	Export Entries Processed FY14/15	Export Entries Processed FY13/14	Variance	% Variance
Air Cargo SIA	5,971	5,202	769	15%
Air Cargo NMIA	22,967	23,669	-702	-3%
Marine Operations KGN	10,596	10,614	-18	0%
Marine Operations MBJ	1,581	2,994	-1,413	-47%
St. Ann's Bay	159	140	19	14%
Total	41,274	42,619	-1,345	-3%

See Appendix C; Table C3 for Corresponding Value of Exports

Passengers Processed

Contributing to the Tourism sector with the increase in aircraft arrival of 1,569 aircraft or 7% and also the increase in cruise ship arrival by 68 cruise ships or 20% (see Appendix C: Figure C2 and C3), the JCA processed a total of 3,864,525 passengers landed in FY14/15 compared to 3,577,150 passengers landed in FY13/14, an increase of 287,375 passengers or 8%.



Passengers arriving by air accounted for a similar 63% of the total passengers processed as that of the previous fiscal year and grew from 2,402,344 passengers (FY13/14) to 2,447,209 passengers in (FY14/15), an increase of 44,865 passengers or 2%. Cruise ship passengers contributed 37% to the total passenger arrival. Relative growth of 242,510 passengers or 21% was recorded, increasing from 1,174,806 passengers (FY13/14) to 1,417,316 passengers (FY14/15) arriving by cruise ships were observed.

With the increase in passengers arriving by air, the Agency increased both the number of passengers processed through the green/nothing-to-declare channel and the number of passengers processed

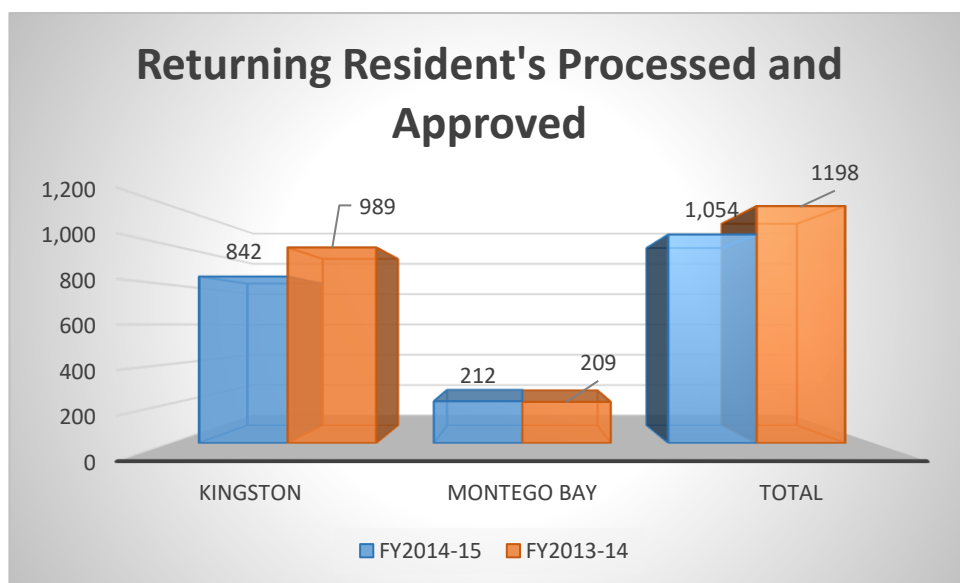
through the red/physical inspection channel. Passengers processed through the green channel increase by 72,544 passengers or 4%, from 1,952,077 passengers (FY13/14) to 2,024,621 passengers (FY14/15). On the other hand, the increase for the red channel saw upward movements of 53,738 passengers or 12%, from 436,865 passengers (FY13/14) to 490,603 passengers (FY14/15).

Returning Residents

The Agency continued to extend a welcoming hand to Jamaica residents returning home categorized or qualified as returning residents in accordance with the second schedule of the Customs Act. Throughout the fiscal year returning residents, educational packages were

distributed to stakeholders at the Returning Resident's Units and Passenger Terminals at the airports. The fiscal year ended with the Agency processing and approving 1,054 returning residents mainly from the United States of America, the United Kingdom, and Canada. This was a decrease of 144 returning

Figure TF5:



residents or 12% over FY13/14 performance of 1,198 returning residents processed and approved (see Appendix C: Table C5 for other documents processed and approved by the Returning Resident's Unit).

Strategic Objective 4

To encourage voluntary compliance, through the simplification and standardization of systems and procedures and implementation of effective deterrents

Authorised Economic Operator (AEO) Programme

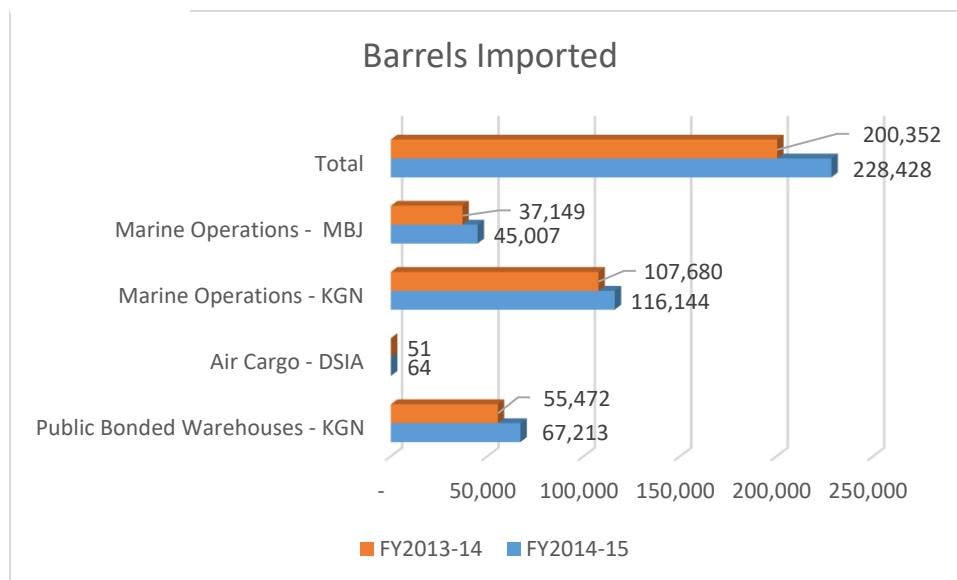
Table TF2: Import Entries Processed and Duties Collection for AEO

Location	Entries Processed FY14/15	Entries Processed FY13/14	Duties Collected in \$Bn FY14/15	Duties Collected in \$Bn FY13/14
Kingston	29,232	31,802	35.970	32.646
Montego Bay	1,236	1,286	2.426	2.070
St. Ann’s Bay	123	124	1.109	1.032
Total	30,591	33,212	39.506	35.749

The aforementioned downward performance in international trade would have also likely affected the number of AEO entries processed. Comparatively, there was a reduction in the percentage of AEO entries processed in terms of the total commercial import entries of 28% in FY13/14 in relation to 27% in FY14/15. The programme had a positive yield in terms of revenue collected suggesting improvements in compliance from such category of traders. The revenue intake had an upward movement from \$35.749Bn in FY13/14 to \$39.506Bn in FY14/15, realizing the growth of \$3.757Bn or 11% in revenue collection.

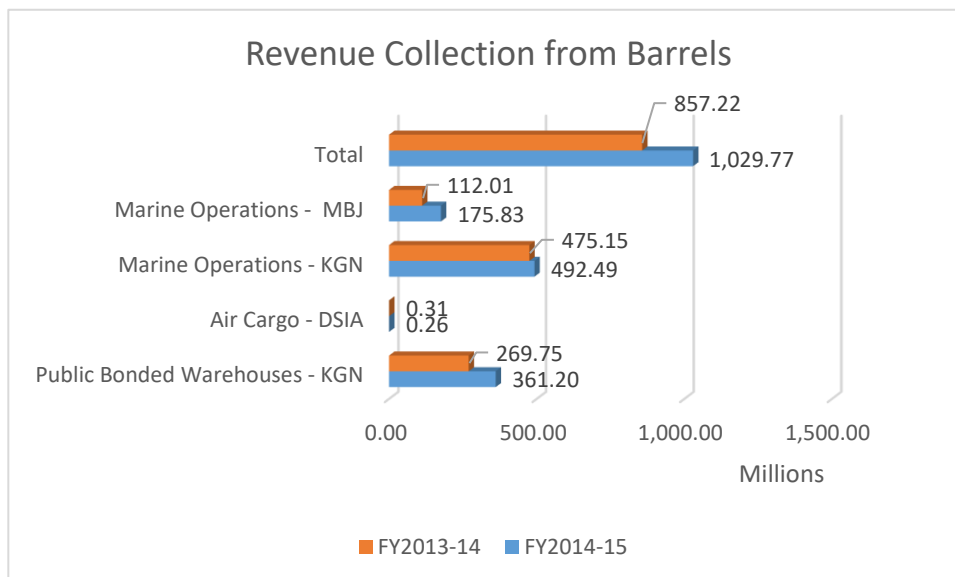
Barrel Import Stimulus Package

Figure TF6:



The continued incentivized barrel standardized duty programme has improved transparency for the non-commercial importer. This has resulted in the Agency collecting more revenues from barrels

imported for the fiscal year. The 28,076 barrels or 14% increase in barrels imported (200,352 barrels in FY13/14 to 228,428 barrels in FY14/15) occasioned a \$0.172Bn or 20% growth in revenue collected from barrels, from \$0.857Bn in the previous fiscal year to \$1.029Bn in the fiscal year ended.



Stakeholder Engagements

The Agency participated in several outreach activities such as Expositions, Trade Shows and Career Seminars.

To improve awareness among internal and external stakeholders three (3) media fora were held. In addition, media launches were also done for the revamped of the Authorized Economic Operator (AEO) Programme (July 2014) and the *ASYCUDA World* project (August 2014), both events received extensive media coverage. The JCA continued to build its business partnerships through a collaborated press conference with the Port Operators in November 2014 to announce operational plans for the busy Christmas season.

Media Programmes

The Agency utilized both print & electronic media to highlight new developments and to improve the image of the Agency. The *“Customs House”* Radio series continued, through the medium of the Jamaica Information Service (JIS). The programmes were aired on 29 radio stations once per week in the time allotted for government broadcast and received an average of 116 hits per month.

Time signals were also used to highlight and share information; these scripts were aired on Power 106 within the specified contracted period.

Table TF3: Information Coverage by Various Media

Media	Total Hits
Print	97
Electronic	751
Advertisements	36
Time Signals	144
Press Releases	15
Tweets	10
Presentation	6
Total	1058

Customer Service

The Agency advanced in measuring the satisfaction level of its clients and stakeholders towards improving and/or maintaining quality customer service and standards. The annual Customer Satisfaction Survey was conducted, and the Agency attained a satisfaction level score of 80% overall for the reviewing period. *The table below highlights the number of customers served through the various Customer Service Channels:*

Table TF4: Number of Customers by Customer Service Channels

Details	Total Customers
Walk-in	108
NMIA – Information Desk	13674
SIA- Information Desk	4976
Live Help - Chat Line	89
Calls	1485
Emails	306
Total	20,549

Customs Week 2015

“Coordinated Border Management: An Inclusive Approach for Connecting Stakeholders”

Each year the Jamaica Customs Agency along with countries around the world recognizes January 26 as *International Customs Day* as stipulated by the World Customs Organization (WCO). The theme celebrated this year focused on the importance of coordinated border management.

As is customary, a week of activities (January 25-30, 2015) was planned by the JCA to commemorate International Customs Day. The year’s activities commenced with an annual Church Service which was held on January 25, the selected choice for Kingston was the Emanuel Apostolic Church, for Montego Bay St. Paul’s United, and for St Ann, Family Church on the Rock. All services were supported by staff and stakeholders. The featured newspaper supplement was published on January 26, which featured messages, the achievements of the Agency and overall highlights for the year 2014.

On January 28, our Montego Bay operations had their Stakeholders’ Appreciation Day which was held at SIA – Customs Hall and Seaboard. Customers were served refreshments and treated to tokens.



Dr. Peter Phillips, Minister of Finance & Planning and Members of the Jamaica Customs Agency

The flagship event for Kingston was our Bi-annual Information Exposition and Appreciation Day (January 29). The event was held in the courtyard, Customs House. Stakeholders, staff and guests were invited to the opening ceremony. Minister Peter Phillips brought greetings and opened the Exposition, and Minister Anthony Hylton was our guest speaker. Our Portfolio Minister, Horace Dalley, participated in the event.

The Exposition consisted of 23 exhibitors which shared information with patrons and some also offered specialized services. Students from the Kingston Technical High school were in attendance and received information on a variety of areas including tertiary education, and Customs operations and administration.



Ret'd Major Richard Reese, Commissioner/CEO of Customs doing an outside broadcast

Customers were served refreshments and were



Ms. Dania Beckford, Director Public Relations & Customs Service shares a jovial moment with Miss Kitty

given tokens throughout the day. The event received extensive media coverage from the JIS. Also, two Outside Broadcasts were done via Power 106 – *Both Sides of the Story*, and

Nationwide News – *Miss Kitty Live*.

The flagship event for Montego Bay was the *Customs Kiddies Treat* and an Outside Broadcast (January 30) which was held at the Old Hospital Park, Gloucester Avenue. Several schools were invited, and the students were treated to face painting, rides and other attractions. The event was covered by *Mello FM - The 'Barry G' show*.

The week ended with a *Vibes Day* in Kingston (January 30) where staff and stakeholders interacted by playing football and dominoes games. Attendees were served refreshments and treated to music selections from our resident DJ Flabba Dabba and Peter Coombs. The overall week was a success.

Strategic Objective 4
 To streamline core business processes through the effective use of technology

Real Time Gross Settlement (RTGS)

Improving the collection process the Agency embarked on utilizing electronic funds transfer via RTGS for both payments of monies over the BOJ threshold as well as to facilitate the acceptance of payment of customs duties from Importers or Customs Brokers affording cost savings for transactions that fall above the BOJ threshold.

Discussions were initiated with UNCTAD in relation to incorporating RTGS (Direct Transfer)/Inter Bank payment options inclusive of Advance Deposit features within ASYCUDA World. Additionally, the emphasis was placed on alternate payment options to reduce merchant fees. To facilitate such transactions through National Commercial Bank and or Bank of Nova Scotia, eGov Jamaica Limited was engaged regarding options for use of the PAYGATE.

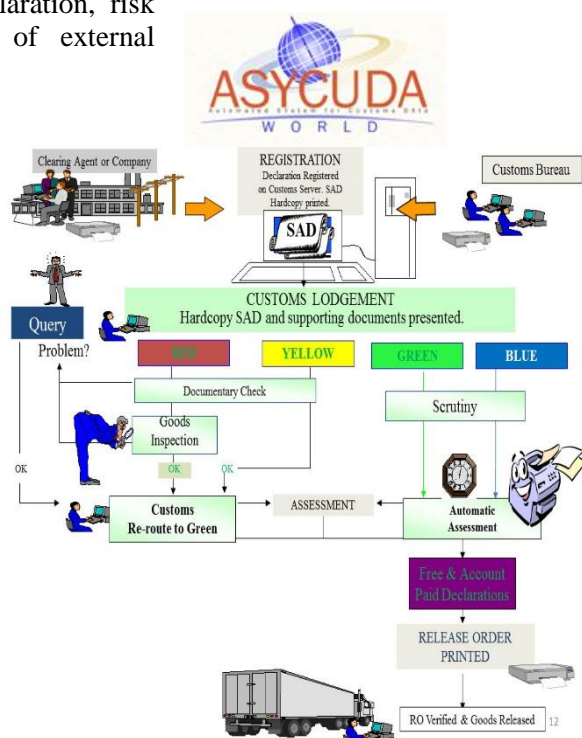
Automated System for Customs Data (ASYCUDA) World

Contractual arrangements for both the functional and technical teams were finalized by July 2014.

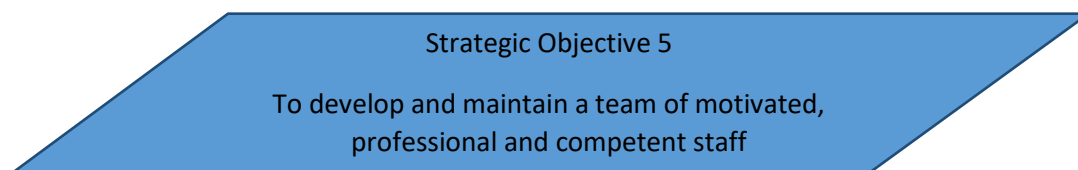
Training completed for Stakeholders and Staff for declaration, risk management, and processing. Specifically, in terms of external stakeholders, 184 Customs Brokers/Exporters were trained.

Detail requirements were shared between the eGOV and ASYCUDA project team for the integration of both the eTrade system and ASYCUDA World. The integration facilitates receiving of licences, permits, certificates, incentives approval by Customs from OGAs.

In December 2014, the Agency commenced or went live with the processing of direct export declarations or transactions using the ASYCUDA World System.



Resource Management



Training and Development

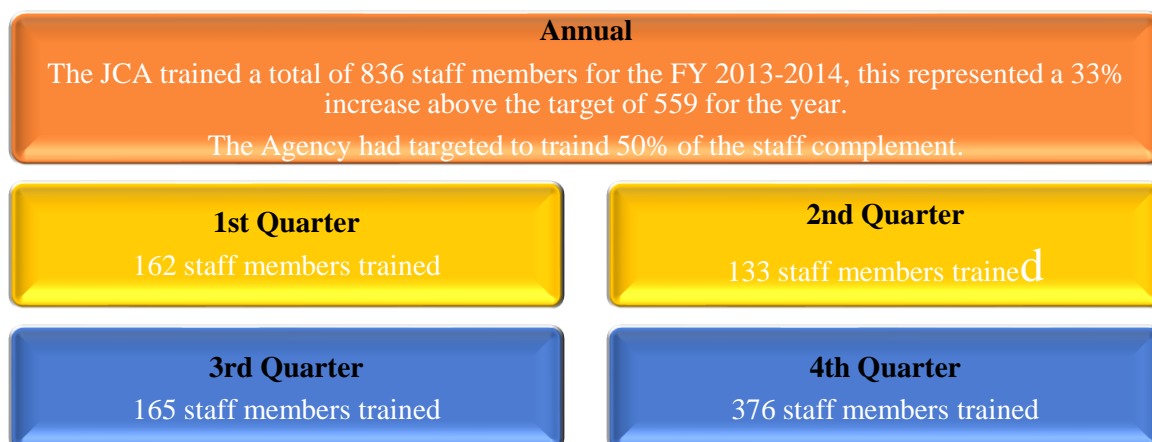
In December 2013, the Agency completed 1,298 job descriptions related to the Executive Agency staffing profile. The Agency prides itself on having competently trained staff delivering services to the public, and as such recognises that capacity building is quintessential to the professional growth and development of the JCA.

Table 9: Geographical Locations attended for Overseas Training

Countries	Number of Courses	Number of Employees
Caribbean	20	25
Latin America	11	17
Asia	10	15
USA	7	11
Europe	8	12
Canada`	1	1
Dubai	1	2
Total	58	83

See Appendix C: Table C8 for more details of training

For the fiscal year, 83 staff members attended training courses overseas that addressed the core functions of the Customs administration. Having recorded a staff complement of 1,118 which represented 95% of the 1,179 positions within the Agency, the Human Resource Development implemented programmes that facilitated the holistic development of staff.



Demonstrating its commitment to the safety of staff and understanding their importance to the efficient and effective operation of the Agency, with regards to Occupational Health and Safety 93 safety interventions were conducted that raised awareness and provided training.

Strategic Objective 6
To improve the system of internal control within the Agency

Accounting Package (ACCPAC) Implementation

The ACCPAC solution was implemented facilitating the updating of an electronic system to account for the fixed assets of the Agency. In addition, the system enabled the efficient updating of the Agency's financial statements.

Strategic Objective 7
To have attained full Executive Agency status by April 2015

Executive Agency Transition



Members of the Modernization Programme Office (MPO) engaged in a weekly meeting

The MPO team continued to lead the modernization activities of the Agency to facilitate the full transitioning to an Executive Agency.

The following were the focus for the year under review:

- Customs (Amendment) Bill 2015 was submitted to the Joint Select Committee of Parliament for review.
- Strides were made in providing financial assistance to members of staff as the Agency's loan policy was approved by the Ministry of Finance and Planning.

Social Responsibility

The Agency continued to demonstrate its support to the social building of society through the operations of the Sunrise Optimist Club of Newport that operated from its head office. The club functioned under the theme “Help Optimists Help OUR Kids” for the year and embarked on numerous outreach initiatives at the St. Andrew’s Basic School, Holy Family Primary, Tavares Infant and Basic School and Bethlehem Home for Disabled Kids that contributed to improvement in children’s lives. Highlights of the initiatives are depicted below:

1. Tree Planting Project was undertaken at the Holy Family Primary School



Left: President Joycelyn Payne plants a tree at the Holy Family Primary School while children of the school look on.

Below: Optimist Club members, parents, and children pose for a picture commemoration of the tree planted.



2. Members of the Club making donations to the Bethlehem Home for Disabled Kids



Left: President Joycelyn Payne hands over donations from the Sunrise Optimist Club of Newport East to a Representative from the Bethlehem Home for Disabled Kids while other members look on.



Right: A Representative from the Bethlehem Home for Disabled Kids gives the vote of thanks to the Optimist Members on behalf of the children.

Financial Highlights

The Financial Year 2014-15 represented the first year of operations under the new dispensation as an Executive Agency – The Jamaica Customs Agency.

Table 9: Financial Highlights

FINANCIAL HIGHLIGHTS		As At March 31, 2015
		\$ ' 000
EQUITY		570,006.17
WORKING CAPITAL		240,024.61
REVENUES / INCOME		2,207,765.74
	CUSTOMS ADMIN. FEES	1,643,953.00
	SERVICE CHARGES	563,629.79
RETURN ON EQUITY		421%
EXPENDITURE BUDGET (APPROVED)		2,041,251.00
EXPENDITURE BUDGET (REVISED)		1,581,251.00

The Agency's financial position at the end of the year was strong. The Agency was established with

Capital / Equity of

\$570,006,170.00 which

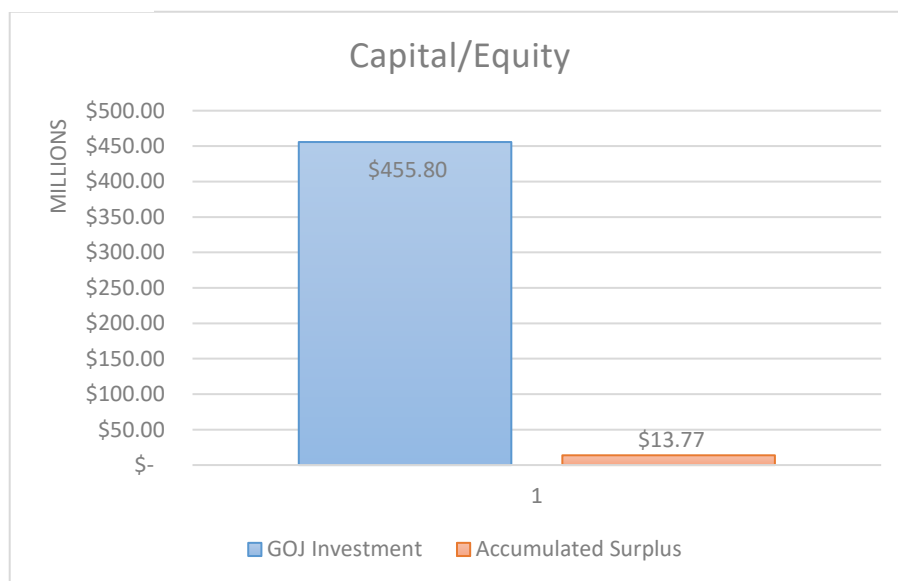
included GOJ Investment of

\$455,797,517.00 and

Accumulated Surplus of

\$13,772,728.00.

Figure 14:



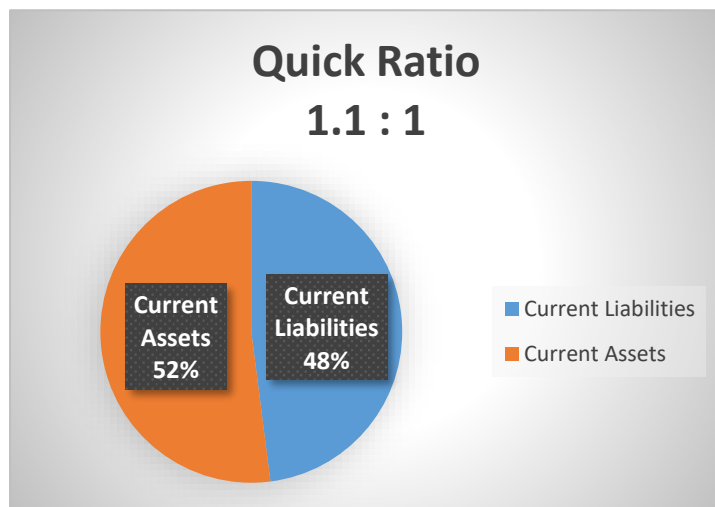
The Agency's Non-Current asset base for the FY increased from **\$268.76m** as at April 1, 2014, to **\$329.98m** as at March 31, 2015 (an increase of **22.8%**). The Agency saw additions of fixed assets totalling **\$68.8m** during the financial year. Depreciation during the financial year stood at **\$37.98m** or **12.6%** of the total fixed assets.

A significant increase in the Agency's intangible assets (computer software) was noted in the 2014/15 FY, moving from approx. **\$4.33m** as at March 31, 2014, to **\$17.87m** as at March 31, 2015 (an increase of approx. **313%**).

At the end of the financial year, Accounts Receivables stood at **\$367.09m**. These receivables include receipts from Airlines and Shipping companies for Private Overtime compensation. The Agency will actively pursue strategies to reduce these outstanding amounts, having seen an increase in the

receivables over the prior year by approximately 23%. This increase is however not to be regarded as alarming, as the activities of the entity and service to the consumers increased comparatively.

Figure 15:



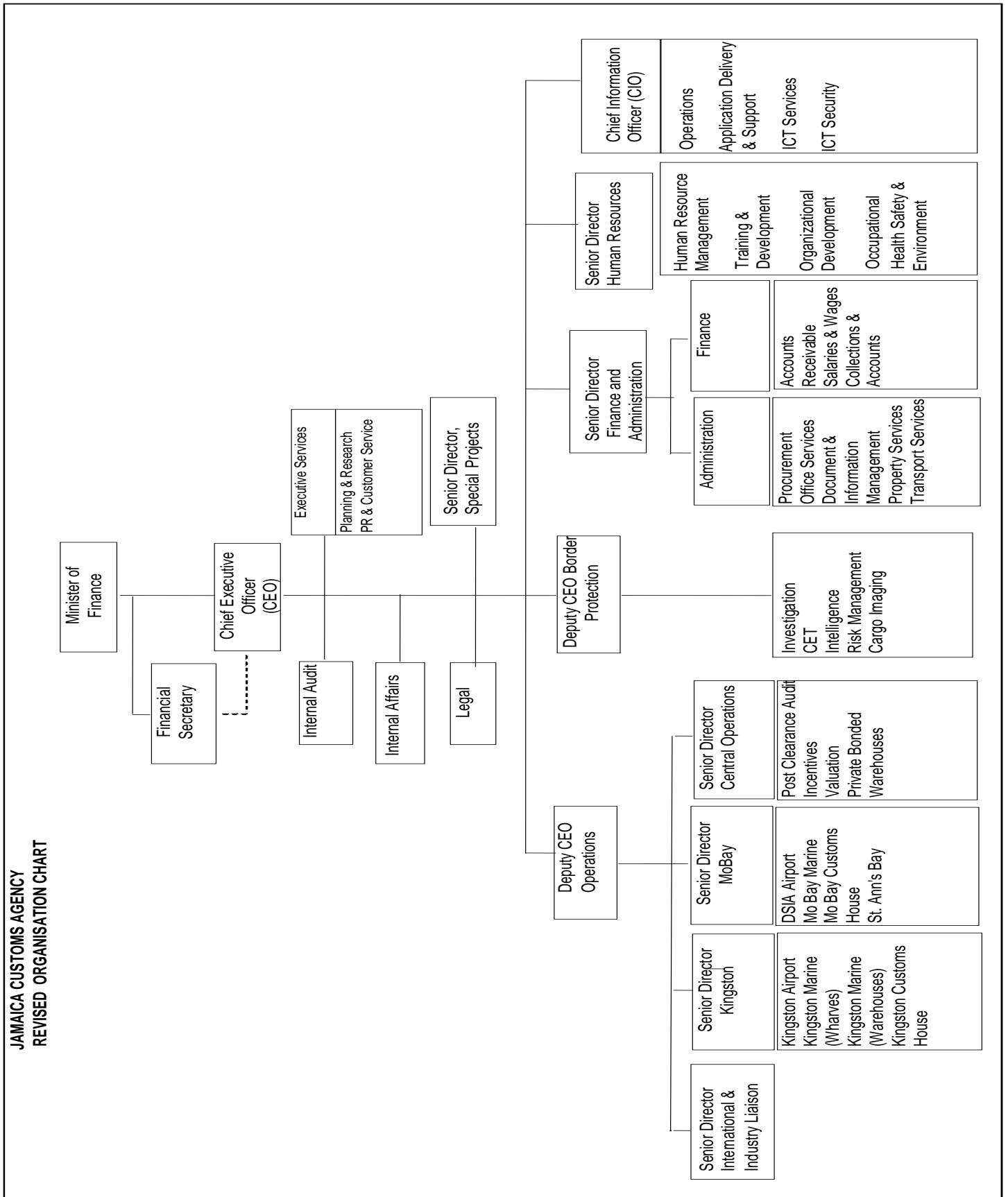
The Current Assets of the Agency as at the end of the financial year stood at approximately **\$3.079B** versus a Current Liability of **\$2.839B**. The Agency’s Quick Ratio, therefore, stands at **1.1:1** at the end of the period. This means the Agency would be able to cover its current obligations with its current asset base if so-called on to do.

This is an indication of the positive financial health of the Agency. This should however not be looked at in isolation. As the Agency continues to expand its operations into the next

financial periods and beyond, it is estimated that the Current Assets of the Agency will significantly increase, along with the Agency’s revenues relative to expenditures.

The JCA received **\$1.696B** in financing from the GoJ Consolidated Fund within the financial year. The Agency ended the financial period with a Net Surplus of **\$27.5M**, of which **50%** or **\$13.77M** was transferrable to the GoJ as required by the Executive Agencies Act under which the entity operates.

Appendix A: Revised Organisation Structure



Appendix B: Revenue Collection Performance

Table B1: Tax & Non-Tax Net Revenue Comparison FY2014/15 vs FY2013/14

ITEMS	MOF& P TARGET APR 14 TO MAR 15 \$	COLLECTIONS APR 14 TO MAR 15 \$	TARGET VS COLLECTIONS VARIANCE	COLLECTIONS APR 13 TO MAR 14 \$	APR 14-MAR 15 VS APR 13 -MAR 14 VARIANCE	APR 14 - MAR15 VS APR 13 - MAR 14 VARIANCE PER.
Tax Revenue						
IMPORT DUTY						
	28,463,305,456	26,544,187,208	(1,919,118,248)	25,551,973,527	992,213,681	4%
WAREHOUSE FEES						
	13,096,821	8,603,445	(4,493,377)	7,459,121	1,144,324	15%
GENERAL CONSUMPTION TAX						
	60,091,920,079	58,449,782,105	(1,642,137,974)	51,161,616,527	7,288,165,578	14%
SPECIAL CONSUMPTION TAX						
	28,273,589,128	30,631,554,054	2,357,964,926	25,962,536,986	4,669,017,068	18%
ENVIRONMENTAL LEVY						
	2,333,454,753	2,364,041,952	30,587,199	2,084,238,754	279,803,198	13%
STAMP DUTY*						
	2,130,400,361	1,884,772,135	(245,628,225)	1,945,519,803	(60,747,668)	-3%
TRAVEL TAX						
	5,428,815,556	4,914,438,473	(514,377,083)	5,158,740,579	(244,302,106)	-4.7%
PASSENGER LEVY						
	4,091,922,808	4,777,642,842	685,720,034	4,028,737,845	748,904,997	18.6%
Total Tax Revenue						
	130,826,504,960	129,575,022,214	(1,251,482,746)	115,900,823,142	13,674,199,072	12%
Non- Tax Revenue						
EXCISE TAX						
	-	523,307	523,307	-	523,307	100%
CUSTOMS BROKER EXAM FEE						
	-	-	-	-	-	-
CUSTOMS BROKER LICENSES						
	3,651,358	4,675,000	1,023,642	3,341,800	4,675,000	140%
TOURIST SHOP LICENSES						
	12,427,934	14,198,242	1,770,308	11,066,046	10,856,442	84%
TOURIST SHOP OPERATING						
	20,733,069	20,391,129	(341,940)	19,283,608	9,325,084	-95%
DEPT. & MISC. REVENUE						
	1,200,000	910,500	(289,500)	2,568,487	(18,373,108)	-95%
FINES & FORFEITURES						
	102,000,000	86,943,488	(15,056,512)	91,706,367	84,375,001	92%
PROCEEDS OF SALE						
	200,000,000	200,850,628	850,628	194,468,343	109,144,261	119%
PROCESSING FEES						
	-	-	-	-	-	-
STANDARDS COMPLIANCE FEE						
	22,000,000	869,709,363	847,709,363	745,644,673	124,064,690	17%
IRREVOCABLE STANDING ORDER						
	170,000	153,500	(16,500)	179,000	(25,500)	-14%
CARRIER NET SERVICE CHARGE						
	-	63,002,383	63,002,383	67,571,843	(4,569,460)	-6.8%
MISCELLANEOUS REV (EXP)						
	72,000,000	1,491,378	(70,508,622)	7,793,564	(6,302,186)	-81%
DAIRY CESS						
	-	56,036,409	56,036,409	54,480,236	1,556,173	3%
CUSTOMS USER FEE						
	-	6,253,625	6,253,625	48,011,949	(41,758,325)	-87%
CUSTOMS ADMINISTRATION FEE						
	11,516,843,347	12,233,014,644	716,171,297	11,152,153,389	1,080,861,255	10%
Non-Tax Revenue						
	11,951,025,708	13,558,153,595	1,607,127,887	12,398,269,305	1,159,884,291	9%
NET REVENUE						
	142,777,530,668	157,645,832,914	14,868,302,246	128,299,092,446	29,346,740,468	23%
Revenue Deposit Received						
RDP						
		14,512,657,106		5,954,852,492		
		(14,365,378,681)		(5,431,521,132)	(8,933,857,548)	164%
NET COLLECTIONS						
	142,777,530,668	143,280,454,234	502,923,565	128,822,423,806	14,458,030,427	11%

Table B2: Gross Collections by Stations Comparison FY2014/15 vs FY2013/14

LOCATION	APR 14 - MAR 15 Projections	APR 14 - MAR 15 Collections	APR 14 - MAR 15 Collections vs Projections Variance		APR 13 - MAR 14 Collections	APR 14 - MAR 15 vs APR 13 - FEB 14 Variance	
ADOLPH LEVY	485,439,501	576,265,989	90,826,488	19%	481,817,919	94,448,070	20%
AIR CARGO - NMIA	676,148,954	716,951,774	40,802,820	6%	670,854,667	46,097,107	7%
BERTH XI	181,331,708	259,106,360	77,774,651	43%	203,411,324	55,695,035	27%
CUSTOMS HOUSE - KGN	110,367,898,772	117,760,758,089	7,392,859,317	7%	102,306,947,928	15,453,810,160	15%
EXPENDITURE CASHIER	45,486,610	64,647,261	19,160,651	42%	75,544,407	(10,897,146)	-14%
JAMAICA DISPATCH	579,967,228	704,447,977	124,480,749	21%	626,192,391	78,255,587	12%
KINGSTON WHARVES	1,034,303,754	942,834,533	(91,469,221)	-9%	927,908,749	14,925,784	2%
MANDEVILLE	11,670,730	4,571,732	(7,098,998)	-61%	9,896,467	(5,324,735)	-54%
MONTEGO BAY - AIR CARGO	250,121,061	218,899,732	(31,221,329)	-12%	240,332,148	(21,432,415)	-8.9%
MONTEGO BAY - CUSTOMS HOUSE	16,169,876,625	16,682,157,555	512,280,930	3.2%	15,013,208,254	1,668,949,301	11.1%
MONTEGO BAY - PASSENGER CONTROL	57,658,129	65,006,407	7,348,278	13%	57,508,706	7,497,702	13%
MONTEGO BAY - PORT HANDLERS (FreePort)	339,976,819	369,834,594	29,857,775	9%	329,818,776	40,015,818	12%
MONTEGO BAY - QUEENS	25,491,866	19,063,261	(6,428,605)	-25%	24,974,402	(5,911,142)	-24%
MONTEGO BAY - SEABOARD (Freezone)	255,051,652	314,898,184	59,846,532	23%	259,861,061	55,037,123	21%
MOTOR VEHICLE UNIT	12,522,331,085	16,636,698,490	4,114,367,405	33%	14,461,547,429	2,175,151,062	15%
PASSENGER TERMINAL - NMIA	235,959,590	189,064,023	(46,895,567)	-20%	207,728,818	(18,664,795)	-9%
PORT ESQUIVEL	1,426,649	3,220,035	1,793,386	126%	2,878,015	342,020	12%
KINGSTON LOGISTICS CENTRE	195,279,482	266,700,762	71,421,280	37%	214,876,479	51,824,283	24%
POST & TELECOM	148,261,625	137,529,264	(10,732,361)	-7%	123,390,273	14,138,991	11%
QUEEN'S WAREHOUSE - NMIA	74,119,796	77,293,820	3,174,025	4%	78,547,065	(1,253,245)	-2%
QUEEN'S Whse 230	203,866,169	181,993,093	(21,873,076)	-11%	170,302,211	11,690,882	7%
ST. ANN'S BAY	1,911,418,780	2,013,999,662	102,580,882	5%	1,489,027,245	524,972,417	35.3%
UNIVERSAL FREIGHT	576,932,343	537,742,177	(39,190,167)	-7%	551,783,610	(14,041,433)	-3%
GROSS COLLECTIONS	146,350,018,930	158,743,684,774	12,393,665,844	8%	138,528,358,343	20,215,326,431	15%
Less Revenue Deposits Paid (RDP)		(14,365,378,681)			(5,431,521,132)	(8,933,857,548)	164%
Refunds		(1,097,851,860)			(4,274,413,405)	3,176,561,545	-74%
NET COLLECTIONS	146,350,018,930	143,280,454,234	(3,069,564,696)	-2%	128,822,423,806	14,458,030,428	11%

Appendix C: Associated Operation Performance

Figure C1: Graph Showing Vessels Reported at Sufferance Wharves

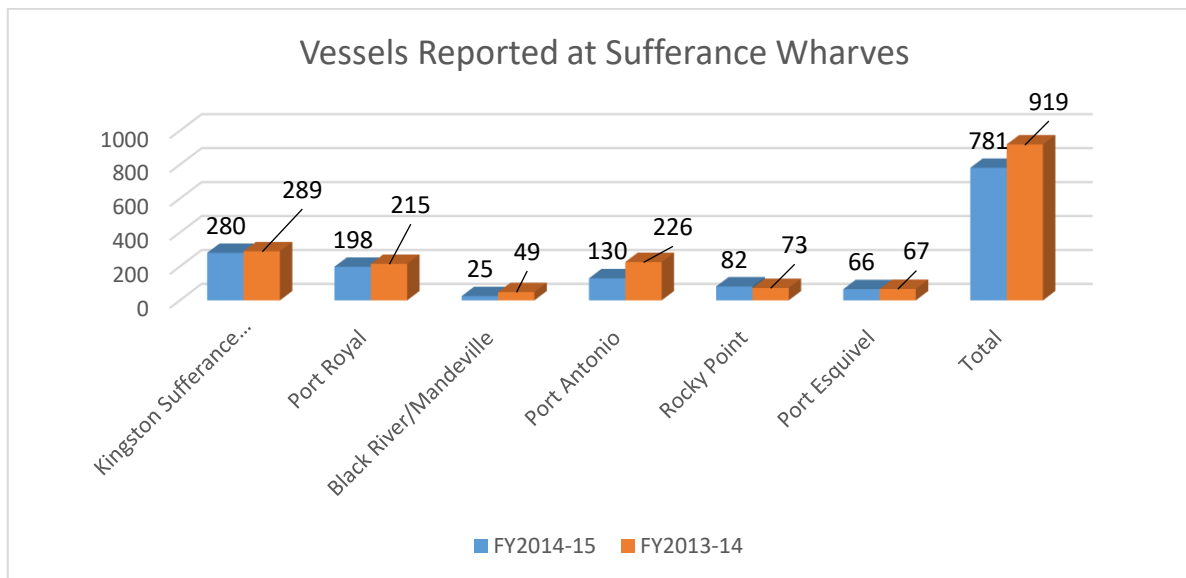


Table C1: Commercial Import Entries Processed by the Jamaica Customs Agency

Commercial Import Entries Processed (C87)			
Ports	FY14/15	FY13/14	Variance %
Kingston	59,342	52,106	14%
Motor Vehicle Unit	11,019	18,062	-39%
Montego Bay	14,645	14,055	4%
St. Ann's Bay	1,777	1,766	1%
AEO	32,034	33,292	-4%
Total	118,817	119,281	-0.4%

Table C2: Non-commercial Import Entries Processed by the Jamaica Customs Agency

NONE COMMERCIAL IMPORTS PROCESSED (C78X)

PORTS	FY14/15	FY13/14	Variance %
ADOLPH LEVY	26,172	20,144	30%
UNIVERSAL FREIGHT	20643	19,883	4%
CAR PARKS	3	10	-70%
BERTH 11	10,674	9,817	9%
KINGSTON WHARVES	46,271	45,989	1%
NMIA PASSENGER	2,373.00	2,929	-19%
NMIA AIR CARGO	53,000	53,000	0%
NMIA QUEENS	2,474	2,465	0%
MONTEGO BAY FREEPORT	29,405	23,158	27%
SEABOARD	20,047	14,319	40%
DSIA PASSENGER	854	909	-6%
DSIA AIR CARGO	9,341.00	2,370	294%
TOTAL	221,257	194,993	13.5%

Table C3: Total Value of Goods Exported by Location Comparison

Locations	Value of Exports in \$Bn FY14/15	Value of Exports in \$Bn FY13/14	Variance	% Variance
Air Cargo SIA	1.590	1.834	0.244	-13%
Air Cargo NMIA	4.418	5.994	(1.575)	-26%
Marine Operations KGN	50.108	32.991	17.116	52%
Marine Operations MBJ	0.054	0.763	0.709	-93%
St. Ann's Bay	22.561	43.811	21.250	-49%
Total	78.732	85.396	6.663	8%

Figure C2: Commercial Passenger Aircraft Arrival by Location

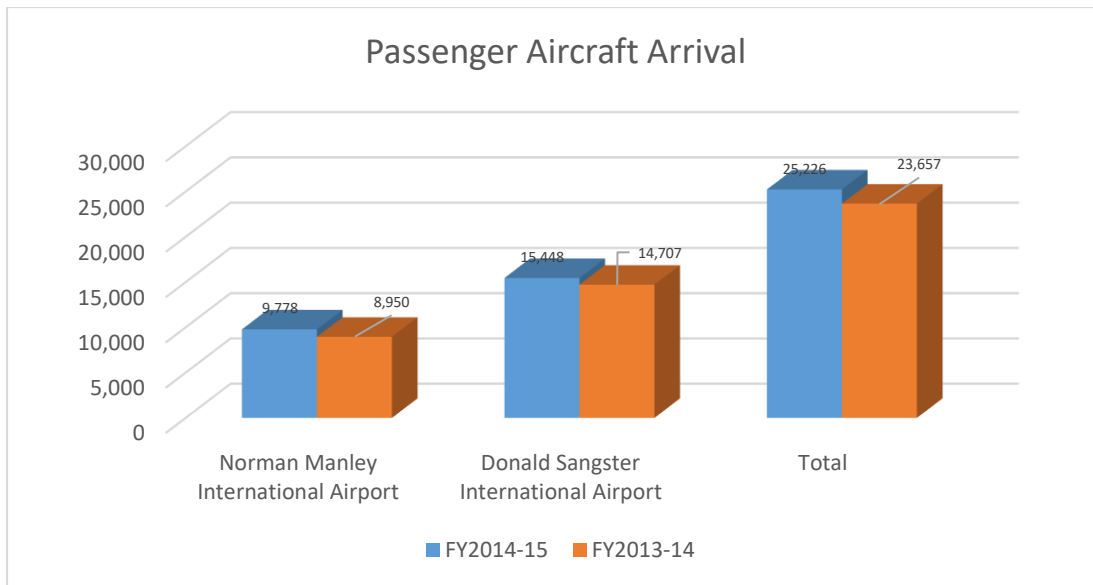


Figure C3: Cruise Ship Arrivals by Location

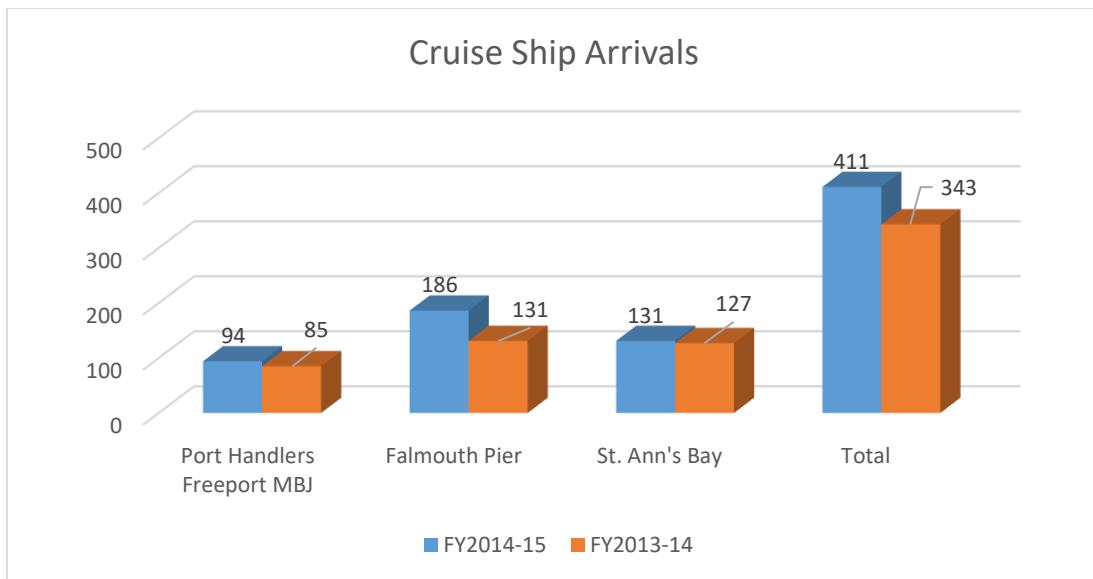


Table C4: Passengers Processed by the Jamaica Customs Agency

Passengers Processed						
	FY14/15		FY13/14		% Variance	
Ports	Air	Cruise	Air	Cruise	Air	Cruise
Kingston	621,820	NA	674,484	NA	-8%	NA
Montego Bay	1,825,032	237,449	1,727,707	226,994	6%	5%
Falmouth Pier	NA	745,382	NA	567,588	NA	31%
St. Ann's Bay	357	434,485	153	380,224	133%	14%
Total	2,447,209	1,417,316	2,402,344	1,174,806	2%	21%

Table C5: Documents Processed & Approved by the Returning Residents Unit

Number of Documents Processed and Approved				
Documents	FY14/15	FY13/14	Variance	% Variance
Firearm Permits	216	203	13	6%
Diplomatic Letters	844	765	79	10%
Hotel Incentives	139	141	-2	-1%

Table C6: Public Relations & Customer Service Activities Undertaken

Activities	Number Completed for FY14/15
Conducted Customer Awareness Sessions/ Site Visits at the various Customs Locations	• 84 sessions and site visits were conducted.
Managed Customer Service Desk at Modernization Building (Customs House), Norman Manley International Airport, and Sangster International Airport	<ul style="list-style-type: none"> • 20,677 Persons were assisted by Information Officers at the Customer Service Office. • 31,331 Persons were assisted at the Norman Manley International Airport (NMIA) Customer Service Desk. • 1,176 persons were assisted by the “Live Help” chat line • 34 persons assisted via Quick Response • 12,737 Persons were assisted (SIA) at the desk. • 145 Persons were assisted at Customs House.
Customs Media Forum	• 3 Media Forum Held
“ <i>Customs House</i> ” Radio Series	• 48 Radio Series Completed
Organize participation in presentations to select target groups (schools, stakeholder groups)	• 6 Presentations were made

Table C7: Summary of Training Operational Performance

Training Courses			
	FY14/15	FY13/14	Variance %
5 Days Training	357	200	79%
4 Days Training	26	26	0%
3 Days Training	274	55	398%
2 Days Training	60	91	-34%
1 Day Training	240	358	-33%
No. of Local Courses	97	60	62%
No. of Overseas Courses	32	58	-45%
Total No. of Staff Trained Internally	321	304	6%
Total No. of Staff Trained Externally	170	113	50%

Appendix D: Audited Financial Statements



AUDITOR GENERAL'S DEPARTMENT

Jamaica Customs Agency
Financial Statements
March 31, 2015

VISION STATEMENT

*"A Better Country Through Effective
Audit Scrutiny"*

JAMAICA CUSTOMS AGENCY
FINANCIAL STATEMENTS
PERIOD APRIL 1, 2014 – MARCH 31, 2015

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ANY REPLY OR SUBSEQUENT REFERENCE TO THIS COMMUNICATION SHOULD BE ADDRESSED TO THE AUDITOR GENERAL AND NOT TO ANY OFFICER BY NAME AND THE FOLLOWING REFERENCE QUOTED:-

AUDITOR GENERAL'S DEPARTMENT
40 KNUTSFORD BOULEVARD
P.O. BOX 455
KINGSTON 5
JAMAICA

Tel. No.: 926-8309/926-5963/926-5846
Fax Number: 968-4690
audgen@auditorgeneral.gov.jm

INDEPENDENT AUDITOR'S REPORT

Mrs. Velma Ricketts Walker
Chief Executive Officer/Commissioner of Customs
Jamaica Customs Agency
Myers' Wharf
Newport East
Kingston 15
Jamaica, W.I.

Opinion

I have audited the accompanying Financial Statements of the Jamaica Customs Agency, set out on pages 1 to 18, which comprise the Statement of Financial Position, as at March 31, 2015, Statement of Financial Performance, Statement of Changes in Equity, Statement of Cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

In my opinion, except for the effects of the matters described in the Basis for Qualified Opinion section, the Financial Statements give a true and fair view of the financial position of the Jamaica Customs Agency as at March 31, 2015, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS).

Basis for Qualified Opinion

I was unable to obtain sufficient appropriate audit evidence about the carrying amount of the following:

Unsupported fair value measurement of property, plant and equipment

The Agency did not provide reliable measureable data to support the fair value for property, plant and equipment amounting to \$233,576,800 in the statement of financial position and note 5 of the financial statements. Although, the Agency indicated that the fair value was internally determined, the Agency did not present for review the process undertaken to arrive at the final carrying amount and the determinant of the remaining useful life of those assets. Consequently, it is likely that the property, plant and equipment and depreciation charges may be materially misstated and have impacted other components of the financial statements.

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of this report. We are independent of the Agency in accordance with the International Ethics Standards Board

Auditor's Responsibility for the audit of the Financial Statements

My responsibility is to express an opinion on these financial statements based on the audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, I exercised professional judgment and maintained professional scepticism throughout the audit.

I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, designed and performed audit procedures responsive to those risks, and obtained audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtained an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control.
- Evaluated the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluded on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. The conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the Agency to cease to continue as a going concern.
- Evaluated the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

I have communicated with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that was identified during the audit.

Report on Additional Requirements from the Executive Agencies' Act

I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the financial statements are in agreement therewith and give the information in a manner so required.



.....
Auditor General of Jamaica



.....
Date



JAMAICA CUSTOMS AGENCY
STATEMENT OF FINANCIAL POSITION
As at March 31, 2015

	Note	2015 \$	2014 \$
ASSETS			
Non-current assets			
Property, plant and equipment	5	312,112,955	264,430,267
Intangible Assets (Computer Software)	6	17,868,609	4,325,586
		<u>329,981,564</u>	<u>268,755,853</u>
Current Assets			
Cash and cash equivalents	7	309,412,083	136,755,915
Accounts receivable	8	367,086,969	298,178,983
Inventories	9	94,313,909	62,751,610
Prepayments and Advances	10	30,636,258	14,146,798
Held for GOJ	11	2,277,176,113	2,140,187,569
Total Current Assets		<u>3,078,625,332</u>	<u>2,652,020,875</u>
LIABILITIES			
Accounts Payable	12	119,039,781	126,861,585
Employee Benefits	13 (a)	442,384,832	119,288,386
Payable - Consolidated Fund	11	2,277,176,113	2,140,187,569
Total Current Liabilities		<u>2,838,600,726</u>	<u>2,386,337,540</u>
Net Current Assets		240,024,606	265,683,335
Total Net Assets		<u>570,006,170</u>	<u>534,439,188</u>
Non-Current Liabilities			
Employee Benefits	13 (b)	50,492,431	54,551,422
NET ASSETS/EQUITY			
Capital contribution by:			
Capital GOJ	14	455,797,517	465,597,413
Donated Asset Reserve		35,653,141	-
Accumulated surplus		28,063,081	14,290,353
		<u>519,513,739</u>	<u>479,887,766</u>
TOTAL NET ASSETS / EQUITY		<u>570,006,170</u>	<u>534,439,188</u>

Approved for issue on behalf of the Jamaica Customs Agency on September 6, 2018 and signed on its behalf by:


 Mrs. Velma Ricketts Walker
 CEO/COMMISSIONER CUSTOMS


 Mrs. Kate Bertram
 SEN. DIRECTOR FINANCE AND ADMINISTRATION

The accompanying notes on pages 5 to 18 form an integral part of the Financial Statements



JAMAICA CUSTOMS AGENCY
STATEMENT OF FINANCIAL PERFORMANCE
As at March 31, 2015

	Note	2015 \$	2014 \$
Income			
JCA CAF Revenue		1,643,953,000	1,405,020,000
AIA Recoverable		563,629,790	552,744,976
Other Operating Income		182,952	-
Total income		<u>2,207,765,742</u>	<u>1,957,764,976</u>
Expenses			
Staff costs	15	2,765,371,307	2,595,924,407
Goods and services	16	454,594,330	329,863,874
Premises related expenses	17	131,632,649	121,087,690
Depreciation and amortization	5,6	52,939,167	39,166,235
Bad debt expenses		15,699,571	-
Interest and charges	18	459,430,882	412,843,880
Total operating expenses		<u>3,879,667,906</u>	<u>3,498,886,086</u>
Operating deficit		(1,671,902,164)	(1,541,121,110)
Donated assets reserve amortization		3,875,163	-
Net deficit before GOJ financing		(1,668,027,001)	(1,541,121,110)
GOJ Financing from Consolidated Fund		1,695,572,457	1,569,701,816
Net surplus after GOJ financing		27,545,456	28,580,706
GOJ 50% of Net Profits	19	(13,772,728)	(14,290,353)
Net surplus for the period		<u>13,772,728</u>	<u>14,290,353</u>


The accompanying notes on pages 5 to 18 form an integral part of the Financial Statements



JAMAICA CUSTOMS AGENCY
STATEMENT OF CHANGES IN EQUITY
As at March 31, 2015

	Capital - GoJ Investment	Donated Assets	General Reserve	Total
	\$	\$	\$	\$
Balance as at March 31, 2014	465,597,413	-	14,290,353	479,887,766
Adjustment	(9,799,896)	-	-	(9,799,896)
Donated Assets	-	35,653,141	-	35,653,141
Net Surplus for year	-	-	13,772,728	13,772,728
Balance as at March 31, 2015	455,797,517	35,653,141	28,063,081	519,513,739

The accompanying notes on pages 5 to 18 form an integral part of the Financial Statements


JAMAICA CUSTOMS AGENCY
STATEMENT OF CASH FLOWS
As at March 31, 2015

	2015	2014
	\$	\$
Deficit before GoJ Financing	(1,668,027,001)	(1,541,121,110)
GoJ Financing from the Consolidated Fund	<u>1,695,572,457</u>	<u>1,569,701,816</u>
	27,454,456	28,580,706
50% Payable to GoJ	<u>(13,772,728)</u>	<u>(14,290,353)</u>
	13,772,728	14,290,353
Non-Cash Movements		
Depreciation and amortisation	52,939,167	39,166,235
Increase in Receivables	(85,397,446)	(312,325,781)
Increase in Inventory	(31,562,299)	(62,751,610)
(Decrease) / Increase in Current Liabilities	(7,821,804)	126,861,585
Increase in Employee Benefits	<u>319,037,458</u>	<u>173,839,809</u>
Net Cash Flow from operating activities	<u>260,967,804</u>	<u>(20,919,409)</u>
Cash Flow from Investing Activities		
Capital Expenditure	<u>(118,040,041)</u>	<u>(307,922,089)</u>
Net Cash Flow from Investing Activities	<u>(118,040,041)</u>	<u>(307,922,089)</u>
Cash Flows from Financing Activities		
GOJ Investment	(9,799,897)	465,597,413
Donated Assets	<u>39,528,302</u>	<u>-</u>
Net Cash Flow from financing activities	<u>29,728,405</u>	<u>465,597,413</u>
Net Increase in cash and cash equivalent	172,656,168	136,755,915
Cash and cash equivalents at beginning of period	<u>136,755,915</u>	<u>-</u>
Cash and cash equivalents at end of period	<u>309,412,083</u>	<u>136,755,915</u>

The accompanying notes on pages 5 to 18 form an integral part of the Financial Statements



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

1. STATUS AND PRINCIPAL ACTIVITY

The Jamaica Customs Agency (JCA) became a “Model B” Executive Agency on April 1 2013. The Agency falls under the Tax Management Programme, of the Ministry of Finance and Planning, which has a mandate to provide advice on Tax Policy and create a tax regime that is equitable, supports economic growth and optimize tax revenue collection. The JCA has diverse responsibilities that span areas such as trade facilitation, border protection and revenue collection. The Agency operates island wide at all port of entry and oversees all importing and exporting of goods subject to customs inspection. The JCA is a principal contributor to the Government funding and is responsible for collecting approximately thirty-five percent (35%) of the national tax revenue annually.

2. STATEMENT OF COMPLIANCE AND BASIS PREPARATION

i. Statement of Compliance

The financial statements have been prepared in accordance with the requirements of the Financial Instructions to Executive Agencies (FIEA). These instructions require the application of Jamaica Generally Accepted Accounting Principles (GAAP), which is based on International Public Sector Accounting Standards (IPSAS). IPSAS's are developed by the International Federation OF Accountants' International Public Sector Accounting Standard Board (IPSASB). The IPSAS Board is an independent board of the International Federation of the Accountants. IPSAS's are based on International Financial Reporting Standards (IFRS).

IPSAS deals with public sector reporting issues that are not addressed by IFRSs. The preparation of the financial statements to conform with IPSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the balance sheet date and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known.

ii. Basis of preparation

The Financial Statements are prepared under the historical cost convention, and are presented in Jamaican Dollars (\$), which is the reporting currency of the Agency.



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

3. Significant accounting policies

i. Cash and cash equivalents

Cash and cash equivalent are carried in the statement of financial position at fair value. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, and deposits.

ii. Receivables

Trade receivables are carried at original invoice amounts less provision made for impairment losses. A provision for impairment is established when there is objective evidence that the Agency will not be able to collect all amounts due according to the original terms of the receivables.

iii. Accounts payable and accrued charges

Accounts payables are carried at cost for the supply of goods and services and accruals are based on fair estimates of liabilities at the end of the financial year. The amounts are payable within one year.

iv. Inventories

This represents stationery, drugs and medication, uniform supplies, warlike stores electrical and construction, auto parts and spares, general stores, computer peripherals and stores. The historical cost of the inventories is accounted for by using the weighted average cost method.

v. Property, Plant and Equipment

Property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or are recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Agency and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to other operating expenses during the financial period in which they are incurred



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

3. Significant accounting policies (Cont'd)

v. Property, Plant and Equipment (cont'd)

Depreciation assets, is calculated on the straight line basis over the period of their expected useful lives. The depreciation rates are as follows:

Furniture, Fixtures and Fittings	10%
Office Equipment	20%
Computer Software	33 1/3 %
Computers Hardware	25%
Motor Vehicles	20%

If there is an indication that there has been a significant change in depreciation rate, useful life or residual value of an asset, the depreciation of that asset is revised prospectively to reflect the new expectations.

Gains and losses on disposal of property and equipment are determined by reference to their carrying amount and are taken into account in determining operating profit. Repairs and renewals are charged to the profit and loss account when the expenditure is incurred.

vi. Employee benefits

Employee benefits that are earned as a result of past or current service are recognized as follows:

a. General benefits

A provision is made for the estimated liability for untaken annual leave entitlements, for employees, that are not taken as at the date of the financial position. The expected cost of vacation leave that accumulates is recognized when the employee has taken the leave.

b. Post-retirement benefits

The Agency is slated to participate in a Defined Contribution Pension Scheme for its employees which are administered by NCB Insurance Company Limited. The fund was established in the financial year ended 2003 and is funded by contributions from employees and employer. The employees contribute at a mandatory rate of 5%; while the Agency makes a matching contribution. The Agency contributes 7.5% for employees who have attained five (5) years but less than ten (10) years enrollment in the scheme and 10% for employees who are enrolled for ten (10) years and over. The Agency's net liability in respect of the defined contribution plan is recognized only if the contribution paid during the year is less than the contribution required.



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

3. Significant accounting policies (Cont'd)

vii. Provisions

Provisions are recognized when the entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

viii. Financial Instruments

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. The Agency's financial instruments at March 31, 2015 were receivables and payables.

ix. Revenue recognition

Revenue is fees earned and is measured at the fair value of the consideration received or receivable. Revenue for JCA is recognized in the income statement when the significant risk and rewards of ownership have been transferred to the importer, recovery of the consideration is probable and the associated costs and possible return of monies collected can be estimated reliably and there is no continuing management involvement with the services. Revenue is derived from Customs Administration Fees.

Deferred income is a liability as at the balance sheet date related to application fees for which revenue has not yet been recognized.

Subvention/GOJ financing is recognized when it is received.


Interest income is recognized in the income statement for all interest bearing instruments on an accrual basis unless collectability is doubtful.

x. Taxation

No provision has been made for taxation as the Agency is tax exempted as per section 12 (b) of the Income Tax Act.

xi. Intangible assets

Intangible assets are purchased computer software that is stated at cost less accumulated depreciation and any accumulated impairment losses. It is amortized over its estimated life of three years using the straight-line method. If there is an indication that there has been a significant change in amortization rate, useful life or residual value of an intangible asset, the amortization is revised prospectively to reflect the new expectations.



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

3. Significant accounting policies (cont'd)

xii. Impairment of assets

At each reporting date, property, plant and equipment and intangible assets are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount and an impairment loss is recovered immediately in the profit and loss account.

Similarly, at each reporting date, inventories are assessed for impairment by comparing the carrying value of each item of inventory or group of similar items with its selling price less cost to complete and sell. If an item of inventory or group of similar items is impaired, its carrying amount is reduced to selling price less costs to complete and sell and an impairment loss is recognized immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset or group of similar items is increased to the revised estimate of its recoverable amount (selling price less costs to complete and sell, in the case of inventories) but not in excess of the amount that would have been determined had no impairment loss been recognized for the asset (group of related assets) in prior years. A reversal of an impairment loss is recognized immediately in profit or loss.

4. FINANCIAL RISK MANAGEMENT

The Agency's activities expose it to a variety of financial risk: market risks (including currency risk and price risk), credit risk, liquidity risk, interest rate risk and operational risk. The Agency's overall risk management policies are established to identify and analyze risk exposure and to set appropriate risk limits and controls and to monitor risk and adherence limits.

The risk management framework is based on guidelines set by management and seeks to minimize potential adverse effects on the Agency's financial performance.

a. Market risk

The Agency takes on exposure to market risks, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in foreign currency exchange rates and interest rates. Market risk exposures are measured using sensitivity analysis. There has been no change to the Agency's exposure to market risks or the manner in which it manages and measures the risk.



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

4. **Financial risk management (cont'd)**
Market risk (cont'd)

i. **Currency risk**

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange. Gains and losses arising from fluctuations in the exchange rates are dealt with in the profit and loss account.

ii. **Interest rate risk**


Interest rate risk is the risk that the interest earned on interest bearing bank account balances will fluctuate due to changes in market interest rate. The Agency's interest rate risk arises from deposits as follows:

iii. **Liquidity risk**

Liquidity risk is the risk that an organization will encounter difficulty in raising funds to meet its commitments associated with financial instruments. The Agency commitments associated with financial instruments are detailed below.

The risk is managed by maintaining sufficient cash and cash equivalent balances.

Financial liabilities	Carrying Amount	2015		
		Contract Amount	Within 3 months	Within 1 Year
Trade and other payable	119,039,781	119,039,781	119,039,781	-
Employee benefits	442,384,832	442,384,832	-	442,384,832
Payables – Consolidated Fund	2,277,176,113	2,277,176,113	2,277,176,113	-
	2,838,600,726	2,838,600,726	2,396,215,894	442,384,832
Employee benefits	50,492,432	50,492,432	-	50,492,432
	2,889,093,158	2,889,093,158	2,396,215,894	492,877,264


JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

4. **Financial risk management (Cont'd)**

	Carrying	<u>2014</u>	Contract	Within 3	Within 1 Year
Financial liabilities	Amount		Amount	months	
Trade and other payable	126,861,585		126,861,585	126,861,585	-
Employee benefits	119,288,386		119,288,386	-	119,288,386
Payables – Consolidated Fund	<u>2,140,187,569</u>		<u>2,140,187,569</u>	<u>30,578,809</u>	<u>2,109,608,760</u>
	2,386,337,540		2,386,337,540	157,440,394	2,228,897,146
Employee benefits	54,551,422		54,551,422	-	54,551,422
	<u>2,440,888,962</u>		<u>2,440,888,962</u>	<u>157,440,394</u>	<u>2,283,448,568</u>

iv. **Credit risk**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Agency has limited concentrations on credit risk. Credit transactions are limited to high credit quality financial institutions and customers with good creditworthiness.



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

5. Property, plant and equipment

	Motor Vehicles \$	Equipment and Furniture \$	Computer Hardware \$	Total \$
<u>At Cost/Valuation</u>				
At Cost/Valuation	94,804,780	154,022,995	53,570,016	302,397,791
Reclassification	-	(14,485,947)	14,501,156	15,209
At Cost/Valuation -April 1, 2014	94,804,780	139,537,048	68,071,172	302,413,000
Additions 2014/2015	11,751,057	50,345,312	660,954	62,757,323
Assets not yet placed in service -April 1, 2014	-	-	(10,417,693)	(10,417,693)
Assets not yet placed in service-2014-2015	4,841,328	1,628,833	-	6,470,161
Donated Assets		20,774,590	17,166,553	37,941,143
	111,397,165	212,285,783	75,480,986	399,163,934
<u>Depreciation</u>				
1-Apr-14	17,328,345	11,966,485	8,687,901	37,982,731
Reclassification	110,254	(1,097,061)	986,809	2
	17,438,599	10,869,424	9,674,710	37,982,733
Additions 2014/2015	20,079,815	16,406,843	8,838,690	45,325,348
Donated Assets	-	577,726	3,165,172	3,742,898
Total Depreciation	37,518,414	27,853,993	21,678,572	87,050,979
Net Book Value -March 31, 2015	73,878,751	184,431,790	53,802,414	312,112,955
Net Book Value -March 31, 2014	77,366,181	128,667,624	58,396,462	264,430,267

6. Intangible Assets

Computer Software

2015
\$

At Cost/Valuation

1-Apr-14	5,509,089
Additions 2014/2015	15,841,993
Donated Assets	1,587,160
	22,938,242

Amortization

1-Apr-14	1,183,503
Additions 2014/2015	3,753,866
Donated Assets	132,264
Total Amortization	5,069,633

Net Book Value -March 31, 2015	17,868,609
Net Book Value -March 31, 2014	4,325,586



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

7. Cash and cash equivalents

	2015	2014
	\$	\$
Cash at Bank :		
Operating Bank Account	286,908,893	107,176,408
Payroll Bank Account	(1,175)	527,349
Deposit Bank Account	1,875,306	1,916,630
AIA Bank Account	20,629,051	27,135,528
Cash	8	-
	<u>309,412,083</u>	<u>136,755,915</u>

8. Accounts receivable

	2015	2014
	\$	\$
Receivables	313,991,410	298,004,484
Other Receivables	68,795,130	174,499
	<u>382,786,540</u>	<u>298,178,983</u>
Provision for Doubtful debt	<u>(15,699,571)</u>	<u>-</u>
	<u>367,086,969</u>	<u>298,178,983</u>

9. Inventories

	2015	2014
	\$	\$
Auto Parts and Spare	1,549,556	98,434
Computer and Peripherals	25,319,531	22,983,445
Drugs and Medication	1,198,855	1,380,216
Electrical and Construction	13,797	194,440
General Stores	12,670,147	4,194,643
Stationery	41,558,213	25,753,588
Uniform Supplies	11,752,262	8,132,608
Warlike Stores	251,548	14,236
	<u>94,313,909</u>	<u>62,751,610</u>



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

10. Prepayments and Advances

	2015	2014
	\$	\$
Deposit	248,285	248,285
Prepayments	30,148,663	13,646,282
Salary advance	64,254	252,231
Staff Overpayment Recovery	175,056	-
	<u>30,636,258</u>	<u>14,146,798</u>

11. Held for GOJ

	2015	2014
	\$	\$
Deposits from Importers	2,162,634,632	2,026,144,394
Deposits from passengers (Airport)	13,900,188	4,721,933
Reversible Miscellaneous Revenue	667,729	-
Stale dated cheques	83,153,764	78,742,433
Warehouse Fees Recoverable (i)	16,819,800	30,578,809
	<u>2,277,176,113</u>	<u>2,140,187,569</u>
This is comprised of:		
Cash at Bank	359,042,090	1,642,527,433
Erroneous Lodgment to JCA's Bank a/c	(7,015)	-
Receivables	1,918,141,038	497,660,136
	<u>2,277,176,113</u>	<u>2,140,187,569</u>

- i. This represents amount receivable from bonded warehouses for salary reimbursement payable to the Accountant General's Department.

12. Accounts payable

	2015	2014
	\$	\$
Accounts payable	90,976,700	112,571,232
Payable - Accountant General	28,063,081	14,290,353
	<u>119,039,781</u>	<u>126,861,585</u>



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

13. Employee benefits

A provision is made for the estimated liability for untaken annual vacation leave and gratuity due as a result of services rendered by employees up to the statement of financial position date.

	2015	2014
	\$	\$
<u>a. Current liabilities</u>		
Staff Related:		
Accrued Crown Overtime	27,651,688	-
Accrued Private Overtime	136,734,799	-
Accrued Travel Expenses	160,857,644	104,548,138
Accrued vacation leave	17,277,334	227,273
Staff Related Provisions (Meal Allowance)	97,636,170	14,512,975
Statutory Payable	2,227,197	-
	<u>442,384,832</u>	<u>119,288,386</u>
<u>b. Non-Current liabilities</u>		
Provision for Gratuity	21,733,663	781,250
Provision for Salary Arrears	28,758,768	53,770,172
	<u>50,492,431</u>	<u>54,551,422</u>

14. GOJ INVESTMENT

This amount represent initial notional loan received from the Government of Jamaica in the form of capital assets retained by the Agency as at April 1, 2013. This was converted into equity as prescribed by the GOJ's Policy.

	2015	2014
	\$	\$
Inventory	67,326,204	67,326,204
Fixed Assets	232,324,508	232,324,508
Accounts payable	(125,534,871)	(125,534,871)
Accounts receivable	245,366,306	245,366,306
Cash and Bank	46,115,266	46,115,266
Inventory write-off	(9,799,896)	-
	<u>455,797,517</u>	<u>465,597,413</u>



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

15. STAFF COSTS


(i) **Staff Cost**

	2015	2014
	\$	\$
Gratuity	22,736,704	781,250
Salaries	1,981,216,501	1,857,920,387
Travelling Expenses	761,418,102	737,222,770
	<u>2,765,371,307</u>	<u>2,595,924,407</u>

(ii) **Salary range**

These details include relevant information relating to employees receiving gross emoluments of over Two Million Dollars per annum. These fall within the following ranges:

<u>Salary Range (\$)</u>	<u>Number of employees</u>
2,000,000.00 – 2,250,000.00	0
2,250,000.00 – 2,500,000.00	0
2,500,000.00 – 2,750,000.00	30
2,750,000.00 – 3,000,000.00	1
3,000,000.00 – 3,250,000.00	0
3,250,000.00 – 3,500,000.00	19
3,500,000.00 – 3,750,000.00	2
3,750,000.00 – 4,000,000.00	0
4,000,000.00 – 5,000,000.00	11
5,000,000.00 – 6,000,000.00	3
6,000,000.00 – 7,000,000.00	0
7,000,000.00 – 8,000,000.00	1
Total	<u>67</u>


JAMAICA CUSTOMS AGENCY
Statements of Receipts and Payments to the Consolidated Fund
For period ended March 31, 2015

15. Staff costs (cont'd)
 (iii) Remuneration of key management personal

Position	Salary	Gratuity (Provisions)	Travelling allowance	Other Allowances	Total 2014
	₹	₹	₹	₹	₹
Chief Executive Officer (CEO)/Commissioner of Customs	7,619,048	1,904,762	-	2,000,000	11,523,810
Deputy CEO – Operations	5,442,177	1,360,544	975,720	-	7,778,441
Deputy CEO – Border Protection	5,291,005	1,322,751	975,720	-	7,589,476
Consultant	5,290,000	1,322,500	975,720	-	7,588,220
Senior Director -Executive Services	4,319,188	1,079,797	975,720	-	6,374,705
Senior Director - Human Resource Management and Development	4,319,188	1,079,797	975,720	-	6,374,705
Senior Director - Legal Affairs	4,319,188	1,079,797	975,720	-	6,374,705
Senior Director - Finance and Administration	4,919,075	1,229,769	975,720	-	7,124,564
Senior Director - Central Operations	4,319,188	1,079,797	975,720	-	6,374,705
Senior Director - Kingston Operations	4,199,211	1,049,803	975,720	-	6,224,734
Senior Director - Western and Montego Bay Operations	4,199,211	1,049,803	975,720	-	6,224,734
Director - Contraband Enforcement Team	4,199,211	1,049,803	975,720	-	6,224,734
Chief Information Officer	4,199,211	1,049,803	975,720	-	6,224,734
Chief Internal Auditor	4,199,211	1,049,803	975,720	-	6,224,734
Senior Director International and Industry Liaison	4,199,211	1,049,803	975,720	-	6,224,734
Total	71,033,323	17,758,332	13,660,080	2,000,000	98,077,030

Key performance indicators (KPI)

At the date of the financial position the KPI for the financial year was not reviewed by the Chief Internal Auditor for inclusion in the financial statements. However, the KPI will be included in the Agency's Annual Report.



JAMAICA CUSTOMS AGENCY
Notes to the Financial Statements
For period ended March 31, 2015

16. Goods and services

	2015	2014
	\$	\$
Computer Supplies and Accessories	14,024,733	11,120,078
Food and Drink	16,177,429	14,829,670
General Consumption Tax	86,287,807	-
Guard and Courier Services	66,043,519	69,766,463
Insurance	4,378,350	354,283
Janitorial and Pest Control	16,829,297	15,023,126
Motor Vehicle Expense	46,635,460	33,019,033
Other Operating Expense	37,811,335	51,574,571
Repairs and Maintenance	58,862,638	39,365,604
Software Maintenance	32,147,071	-
Stationery and Office Supplies	52,716,845	76,828,519
Tuition, Seminar and Training	22,679,846	17,982,527
	<u>454,594,330</u>	<u>329,863,874</u>

17. Premises and related expenses

	2015	2014
	\$	\$
Building	12,886,681	7,207,347
Cellular Telephone	8,394,775	8,943,447
Electricity	81,223,960	84,085,254
Internet	1,993,289	4,528,469
Land Line	13,432,639	9,650,873
Rental of Other Machinery/Equipment/Tools etc.	1,261,888	437,392
Rental of Other Property, Machinery and Equipment	187,500	17,500
Rental of Parking Spaces	2,890,065	1,747,844
Water	9,361,852	4,469,564
	<u>131,632,649</u>	<u>121,087,690</u>

18. Interest and charges

	2015	2014
	\$	\$
Merchant Fees	437,087,296	398,126,770
Bank Charges	22,343,586	14,717,110
	<u>459,430,882</u>	<u>412,843,880</u>

Interest and charges relates to fees and other charges incurred for merchant and commercial bank services.



JAMAICA CUSTOMS AGENCY
Statements of Receipts and Payments to the Consolidated Fund
For period ended March 31, 2015

	2015	2014
	\$	\$
Air Passenger Levy (APL)	4,765,651,487	4,037,608,853
Custom User Fees	9,162,154	221,007,334
Customs Administrative Fees	12,280,803,057	11,382,435,537
Customs Broker License	4,723,500	3,341,800
Diary Development Cess	57,090,854	54,969,672
Environmental Levy	2,386,546,088	2,144,028,037
Excise	520,494	-
General Consumption Tax - Import	58,956,318,727	51,670,377,862
Import Duty	26,842,697,822	26,124,125,920
Miscellaneous receipts	31,569,162	38,436,480
Penalty payments for breach of customs act and regulation	95,606,280	95,912,402
Receipts from sale of seized items	200,957,928	196,637,867
Special Consumption Tax (SCT) - Import	30,685,415,084	28,506,463,310
Stamp Duty	1,914,842,443	1,975,342,059
Standard compliance fees	875,523,634	775,706,145
Tourist shop operational	21,245,649	20,078,473
Tourist shop receipts	13,987,522	11,264,762
Travel Tax	4,925,967,609	5,214,013,693
Warehouse fees	8,624,688	7,464,620
	<u>144,077,254,182</u>	<u>132,479,214,826</u>



JAMAICA CUSTOMS AGENCY
Statements of Receipts and Payments to the Consolidated Fund
For period ended March 31, 2015

	2015	2014
	\$	\$
Total Revenue collected b/f	144,077,254,182	132,479,214,826
Less: Refunds to customers	(1,063,319,678)	(4,220,571,161)
	<u>143,013,934,504</u>	<u>128,258,643,665</u>
Less : Amounts remitted to Government Agencies		
Accountant General CAF	10,589,061,644	9,774,442,785
Accountant General Miscellaneous Revenue	239,208,391	209,385,799
Bureau of Standards - 90% SCF liability	695,835,153	650,951,173
Commissioner of Customs - CAF	1,643,953,000	1,193,020,000
Consolidated Fund liability	129,432,143,945	112,697,600,423
Dairy Development Board	49,183,517	54,501,113
Jamaica National Agency for accreditation - 10% SCF	77,315,017	72,327,908
Ministry of Agriculture	409,561	-
National Health Fund - 5% special consumption tax tobacco	694,010,845	539,990,717
National Health Fund - Special Consumption Tax tobacco	862,905,950	940,953,768
Road Maintenance Fund	142,178,883	1,634,995,291
Total payments to Government Agencies and refunds	144,426,205,906	127,768,168,977
Bank Charges	22,859,055	-
Cashier Shortages	10,394,526	-
Dishonored Cheques	751,863	-
Overpayment	1,412,271,402	(490,474,688)
Net Cash Outflow at the end of the period	1,446,276,846	(490,474,688)
Receivables and Advances	449,816,760	957,556,016
Doubtful Debt	5,220,618	-
Bonded Warehouse Recoverable	16,819,800	30,578,809
Cash at bank	359,042,089	1,642,527,432
Balance held for Customers	2,277,176,113	2,140,187,569



JAMAICA CUSTOMS AGENCY
Statement of Internal Control
For period ended March 31, 2015

In accordance with the Financial Instructions to Executive Agencies, the Jamaica Customs Agency has adopted a system of internal control to embrace:

- **Financial and Operational Control Systems and Procedures.** This includes the physical safeguard of assets, segregation of duties, restricted access, authorization and approval, adherence to policies and procedures and information systems controls.

The Agency utilizes ACCPAC as its Financial Management System and commenced the preparation of its accounts using accrual based accounting on April 1, 2013. Continuous emphasis is placed on a guideline which dictates that each staff member must adhere to the policies and procedures in place as any deviation would result in disciplinary actions being taken. The systems require password access and there exist restricted access to pertinent data. Also, physical access by staff is restricted in areas such as the vaults, cashier areas and other areas of operations.

- **The existence of Management Controls.** This is done through the setting of objectives, effective monitoring of financial and non-financial performance indicators, the assessment of changing circumstances for those that impact on the Agency and the application of measures to correct circumstances that prevent targets from not being achieved.

The Agency's Corporate Planning exercise commences with a set of strategic guidance provided by the Chief Executive Officer. During the exercise the previous year's performance is assessed, the strategic plans and justification for budgetary requirements are presented by the relevant Senior Directors. These are evaluated and where applicable approved.

There exist timely management reports to include comprehensive reporting on all Key Performance Indicators and targets. Additionally, the monitoring of all contracts is done to ensure that value for money is achieved is an ongoing exercise.

The Agency's Human Resource function is audited by the Chief Personnel Officer who conducts review of the Agency's establishment, organization chart, job selection procedures, training and development and also provides human resource advice.

The Executive Agency Monitoring Unit ensures that proper standards and procedures are being followed by the Agency. It supports and ensure that the Agency's financial framework is in place with respect to accountability, transparency, control and improved performance.



JAMAICA CUSTOMS AGENCY
Statement of Internal Control
For period ended March 31, 2015

The existence of Management Controls (Continued).

The Financial Secretary convenes weekly review meetings to assess the Agency's performance and provide feedback on policy issues that arises.

The Agency's Advisory Board is chaired by an external person and includes other external persons who are appointed based on their professional expertise. Meetings are convened quarterly to review the Agency's performance and the board offers advice to the Chief Executive Officer.

- **Internal Audit Review** - The Internal Audit function is an integral part of the management of the Agency that reviews and makes recommendations for implementation. The Chief Internal Auditor at all times remains independent. All internal weaknesses and discrepancies identified are reported and the necessary measures put in place to correct each. Quarterly reports are prepared and submitted to the Chief Executive Officer and the Audit Committee.
- **Audit Committee Review** - The Audit Committee which includes independent members reviews the report submitted by the Internal Auditor and provides independent advice to the Management of the Agency on internal control issues.

Appendix E: Amendment to Remuneration of Key Management Personnel**Table E1: Remuneration of Key Management Personnel Emoluments exceeding \$2Million**

<i>Position</i>	<i>Name</i>	<i>Salary</i>	<i>Gratuity (Provisions)</i>	<i>Travelling allowance</i>	<i>Other Allowances</i>	<i>Total 2014</i>
		<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
<i>Chief Executive Officer (CEO)/Commissioner of Customs</i>	Major (Ret'd) Richard Reese	7,619,048	1,904,762	-	2,000,000	11,523,810
<i>Deputy CEO – Operations</i>	Mrs. Karlene Henry	5,442,177	1,360,544	975,720	-	7,778,441
<i>Deputy CEO – Border Protection Consultant</i>	Mr. Alwyn Nicely	5,291,005	1,322,751	975,720	-	7,589,476
	Mr. Clyde Thompson	5,290,000	1,322,500	975,720	-	7,588,220
<i>Senior Director - Executive Services</i>	Mrs. Patricia Wiggan-Chambers	4,319,188	1,079,797	975,720	-	6,374,705
<i>Senior Director - Human Resource Management and Development</i>	Ms. Jessica Belle	4,319,188	1,079,797	975,720	-	6,374,705
<i>Senior Director - Legal Affairs</i>	Ms. Hazel Edwards	4,319,188	1,079,797	975,720	-	6,374,705
<i>Senior Director - Finance and Administration</i>	Mrs. Kate Bertram	4,919,075	1,229,769	975,720	-	7,124,564
<i>Senior Director - Central Operations</i>	Mr. Marlon Lowe	4,319,188	1,079,797	975,720	-	6,374,705
<i>Senior Director - Kingston Operations</i>	Mrs. Selina Clarke-Graham	4,199,211	1,049,803	975,720	-	6,224,734
<i>Senior Director - Western and Montego Bay Operations</i>	Ms. Claudette Coombs	4,199,211	1,049,803	975,720	-	6,224,734
<i>Director - Contraband Enforcement Team</i>	Mr. Albert Anderson	4,199,211	1,049,803	975,720	-	6,224,734
<i>Chief Information Officer</i>	Mr. Andre Williams	4,199,211	1,049,803	975,720	-	6,224,734
<i>Chief Internal Auditor</i>	Ms. Michelle Chambers	4,199,211	1,049,803	975,720	-	6,224,734
<i>Senior Director International and Industry Liaison</i>	Ms. Shandilayne Davis	4,199,211	1,049,803	975,720	-	6,224,734
Total		71,033,323	17,758,332	13,660,080	2,000,000	98,077,030

Appendix F: Advisory Board Members and Stipend*Table F1: Stipend Paid to Members of the Jamaica Customs Agency Advisory Board 2014-2015*

Name	Position	Number of Meetings Attended	Amount Paid
Mr. Francis Kennedy	Chair	1	-
Mr. Warren McDonald	Chair	2	\$ 24,750.00
Mr. Kim Clark	Member	3	\$ 18,000.00
Mrs. Jacqueline Cole-Ricketts	Member	4	\$ 22,500.00
Mrs. Audrey Sewell	Member	3	\$ 18,000.00
Dr. Eric Deans	Member	4	\$ 18,000.00
Mr. Sandor Pike	Member	6	\$ 31,500.00
Ms. Shauna Trowers	Member	2	\$ 13,500.00
TOTAL			\$ 146,250.00

NB: Mr. Francis Kennedy died in October 2014, hence no stipend reflected in table above.



Jamaica Customs Agency

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Executive Services

Corporate Planning Unit