Students' Loan Bureau

Financing Higher Education

Annual Report

2015-2016

Contents

Mission Statement

To provide affordable financing to eligible students to persue teritary education through a sustainable Revolving Loan Fund thereby contributing to social mobility and nation building.

Annual Report
2015 - 2016

Vision Statement

The Benchmark Institution for Tertiary Education Financing in Jamaica.

Annual Report
2015 - 2016

Chairman's Message

Since 1970, the Students' Loan Bureau has been charged with the mandate of providing financial assistance through loans to students who are most in need and desirous of pursuing tertiary education. Having been a beneficiary of tuition loan funding, I certainly recognize and can attest to the importance and relevance of this institution. Today, 46 years later it is my esteemed pleasure to lead the Council that undertakes this charge. The opportunity to assist with the growth and sustainability of the SLB and to help to spread the organization's message is one that I look forward to.

Having been a beneficiary of tuition loan funding, I certainly recognize and can attest to the importance and relevance of this institution.

The nation continues to benefit from the vision and mission of the SLB. It is the aim of the new SLB Council to not only continue along the well paved path of our predecessors, but also to develop and further strengthen the position of the organization within the educational landscape of Jamaica. It is the Council's aim to see the SLB evolve and maintain its position as the only option for tertiary financing for all. This evolution should see the organization growing from strength to strength with a strong technological and customer service driven base.

The current partnerships between the stakeholders and the Bureau continue to thrive to the benefit of all notwithstanding, there is need for continued strengthening and growth in the existing relationships. The SLB Council is confident that with increased

information sharing and dialogue the commitment to the nation's youth will thrive.

As our society evolves and the need for tertiary level qualifications becomes more evident, the role and position of the SLB is further highlighted. The organization continues to serve as a corner stone to nation building and as such its mandate is of paramount importance to Jamaica.

The SLB Council will continue to place emphasis on the areas for concern such as the access to funding and the reduction of delinquency and work assiduously to achieve desired results. We will remain committed to the organization and the promising youth of Jamaica.

On behalf of the SLB Council, I wish to express confidence in the leadership of the Management of the SLB and the Staff in the execution of the mandate of the Board and the Government of Jamaica.

Dr. St. Aubyn Bartlett
Chairman, SLB Council

Executive Director's Message

The Students' Loan Bureau (SLB) continues to perform the very vital role of providing loans to eligible students to pursue tertiary level studies which enables them to increase their contribution to nation building. The need for providing increased opportunities to our nation's youth has become even more important to accomplishing the national goal of empowering Jamaicans to achieve their fullest potential.

For the 2015/16 fiscal year, the SLB disbursed a total of $3.598bn in loans and $142.875mn in Grant-in-Aid to students pursuing tertiary studies. Each year over 10,000 applicants are approved for loans as the SLB's operations continue to grow. More and more the SLB recognizes the need for students to be guided in their choice of programmes to increase their opportunities for employment and contribution to society.

The delinquency levels have shown a declining trend over the years and it is expected that this will continue as the lower interest cost takes effect.

During the year under review, the SLB's plans were significantly advanced for implementing the 'Reducing Balance Method' (RBM) of interest calculation, which will result in significant savings for loan beneficiaries. The Bureau continues to push the 'Every Dollar Counts' campaign to encourage beneficiaries to repay their loans to avoid delinquency. The delinquency levels have shown a declining trend over the years and it is expected that this will continue as the lower interest cost takes effect. The SLB expanded access to the Pay As You Study (PAYS) loan and this product has certainly gained traction since the recent re-branding

and re-launch which has resulted in increased growth in the number of persons accessing this loan facility.

The SLB focused on improving the service offered to our customers during the review year. The Bureau continued its 'SLB On The Road' service to enable easier access to those applicants outside of Kingston & St Andrew and this service has been well received. The Approved Tertiary Institutions (ATIs), who have signed Memoranda of Understanding with the SLB continue to assist with the document collection process for the students of their respective institutions. The increased on-line access available to applicants and guarantors have increased the level of compliance by applicants however further improvement is needed.

The year 2015/16 saw continued funding to SLB through the Education Tax which was supplemented by the increased loan collections during the fiscal year. The initiatives to encourage beneficiaries to repay their loans yeilded positive results with record levels of collections during the year. We continue to encourage all SLB beneficiaries to repay their loans so that others can benefit from the Revolving Loan Fund.

Efforts continue to upgrade the Information Technology System to ensure adequate support for SLBs expanded operations and improved service to our customers. The Management and Staff of the SLB remain committed to meeting and exceeding the agreed targets to ensure that every Jamaican who is desirous of attaining tertiary education and is in need of assistance by way of a student loan, can access same.

The SLB staff has worked assiduously throughout the year to ensure the fulfillment of the Bureau's mission, despite the challenges. I extend my appreciation to them for the successes recorded during the year with full knowledge that this would not have been possible without their hard work and dedication to the Bureau's mission.

The Bureau continues to partner with all stakeholders in its role of financing the educational development of our people and contributing to achievement of the Strategic Priority of the development of human capital as outlined in the 2030 Vision for Jamaica.

Monica Brown
Executive Director

THE STUDENTS' LOAN BUREAU

CORE VALUES

- INTEGRITY
- TEAMWORK
- CLIENT FOCUS
- EXCELLENCE
- RESPECT

Students' Loan Bureau Council

Dr St. Aubyn Bartlett
Chairman

Ms Monica Brown
Executive Director

Mr Matthew Samuda
Director

Mr Howard Chamberlain
Director

Mrs Norma Kerr- Clarke
Director

Former Directors, SLB Council

Demitted office June 2016

Mr Gladstone 'Tony' Lewars
Chairman

Mr Kasey Bourne
Deputy Chairman

Ms Heather Robinson
Director

Mr Gary Francis
Director

Mrs Dianne Tomlinson-Smith
Director

Mr Deanall Barnes
Director

Dr Lloyd Waller
Director

Mr Dean-Roy Bernard
Director

Dr Carolyn Hayle
Director

Mr Danieto Murray
Director

Mrs Veronica Warmington
Director

Mrs Elaine Foster-Allen
Director

Ms Louis Campbell
Director

Mrs Veronica Warmington
Director

Operational Report
2015-2016

Overview

The Students' Loan Bureau's (SLB) mandate of contributing to the upward social and economic mobility of our nation's youth through funding support for their educational development, was discharged during the 2015/16 review period by providing loans and Grant-in-Aid to eligible students to pursue their studies at the tertiary level.

The total loan portfolio amounted to $17.465bn (net) as at the March 2016 fiscal year, compared to $15.315bn as at March 2015, an increase of $2.150bn or 14.04% (March 2015: 15.59%).

The number of applications submitted during 2015/16 totaled 13,620 and was 1,225 or 8.25% lower than the 14,845 submitted in 2014/15. The dollar value of the loans disbursed during the 2015/16 **academic** year amounted to $3.31bn compared to $3.46bn for 2014/15, resulting in a decrease of $148.4m or 4.29%. A total of 12,928 students were approved for loans in 2015/16, compared to approximately 13,824 for 2014/15. This represents a decrease of 896 applicants or 6.0%. For the **fiscal** year 2015/16, a total of $3.598bn was disbursed.

Grant-in-Aid (GIA) assistance was provided to those students assessed to be most in need of additional financial support to defray other education related expenses, including lunch money, transportation costs and books. For the **academic** year 2015/16, a total 3,029 students (2,966 - 2014/15) received grants amounting to $130.9mn ($126.6mn - 2014/15). For the **fiscal** year 2015/16 SLB disbursed $142.875mn and disbursement of the remaining amounts continued throughout the year. The GIA is funded by the Government of Jamaica (GOJ) through an annual budget allocation.

Loan repayment by beneficiaries is critical to the viability of the Revolving Loan Fund and serves as one of the primary sources of providing loans to new applicants. Over the years the inflows from repayment/collections have been supplemented by loans received from regional and international lending agencies as well as domestic, private and public sector entities. An additional source of funding was provided commencing 2013/2014 when the Education Tax was increased and the proceeds were used to assist with the funding of student loans.

Operational Report
2015-2016

For the fiscal year 2015/16 loan repayments increased by $451.06mn or 25.05% compared to the previous year (2014/2015). However, the delinquency rate remains relatively high and continues to be impacted by the ability of the beneficiaries to find gainful employment upon graduation. The SLB continues to emphasize the need to collect outstanding loan balances so that other eligible students can benefit from the Revolving Loan Fund.

The initiatives to increase collections continued during the review period and include inter alia: sharing data with the Credit Bureaus, effecting more salary deduction orders, providing easier access to loan information/balances via the Inter-active Voice Response (IVR) system, increasing public education and advertising campaigns as well as greater use of Debt Recovery Agents and Attorneys-at Law to assist in further increasing collections.

Plans for implementation of the Reducing Balance method of Interest calculation are at an advanced stage and will become effective early in the new fiscal year. This will result in a switch from the current add on method of calculating interest which will reduce the interest costs to our beneficiaries and make monthly payments more affordable. It is anticipated that the policy change will serve to increase the rate of loan repayment and collections in the medium to long term.

The loans issued by the SLB are provided mainly under the Targeted Loan facility which focuses primarily on those applicants in the lower Quintiles, as assessed by a Means Test. Despite the declining trend recorded over the last four (4) years, the demand for students' loans has remained relatively high and as such requiring the need for increased technological support and staff resources to enhance operational efficiencies and improve customer service.

The SLB recorded another successful year of operations as the organization continued to provide opportunities to thousands of eligible students to access tertiary education and benefit from social and economic mobility.

The SLB Council provided very valuable oversight and policy direction to guide management in discharging their responsibilities during the review year. The Management and Staff remain committed to discharging our responsibilities to the stakeholders, and improving overall efficiencies, including further increasing collections.

Operational Report
2015-2016

Loan Facilities

The SLB provides three (3) types of loans: Targeted, Pay As You Study (PAYS) and Post Graduate loan facilities. The Targeted loan has remained the most popular as there is a moratorium period (the in school years) during which students are not required to start repaying their loans. Repayment is normally scheduled to commence after graduation and a grace period is allowed. Students who pursue specific programmes of studies which require certification/licensing prior to being able to practice in their particular fields, are allowed an extended grace period before the loans become due for repayment. The Targeted facility accounted for approximately 99% of the loans disbursed in 2015/16.

The loans provided by the SLB are unsecured therefore two guarantors are required to undertake the risk of non-payment of the loan, i.e. the credit risk. However, one guarantor may be acceptable in some instances, subject to satisfactory assessment of their financial capability. Guarantors may be eligible individuals or corporate entities. All loans are insured against the risk of death or permanent disability, through the self-administered Insurance Fund.

The SLB continues to encourage beneficiaries and/or their parents/guardians to pay what they can during the moratorium period, to reduce the overall interest costs and the required monthly amounts when the loan enters repayment.

SLB Council

During the period under review, the SLB Council was chaired by Mr. Gladstone 'Tony' Lewars and comprised ten (10) members who provided oversight and policy direction for the SLB's operations. The Council's appointment was for a three (3) year term and ended with the recent change of Administration.

Organization Structure

The SLB Management has the responsibility for the day to day operations of the organization and the Executive Director provides the interface between the SLB Council and Management. The operations of the SLB are discharged through the work carried out in various departments where the policy implementation takes place. The departments are as follows:

Loan Processing Department
Loan Origination & Administration Department
Loan Servicing Department

Operational Report
2015-2016

Legal Department
Accounting Department
MIS Department
Public Relations Department
Human Resource & Administration Department
Internal Audit Department

The Loan Processing Department (LPD) has responsibility for the intake and processing of loan applications and directly interfaces with the students who are applying for loans for tertiary studies.

The Loan Servicing Department (LSD) has as its mandate, the administration and monitoring of the loan portfolio and collection of outstanding loan amounts to enable the Revolving Loan Fund to revolve. The Legal Department is responsible for the recovery of delinquent loans and works in conjunction with the Debt Recovery Agents and external Attorneys in the efforts to reduce delinquency.

The other departments provide critical support to the core functions of the SLB, as the organization seeks to deliver quality service to our customers.

Loan Applications/Processing and Disbursements

The 2015/16 application intake period began on 15 February 2016 and a total of 13,620 applications were submitted. Of the 13,620 applications submitted in 2015/16, a total of 5,717 (42%) represented new applications and the remaining 7,903 (58%) were from returning students who submitted Status Report forms to renew their loan. The outturn for 2015/16 represented a marginal decline of (8.25 %) compared to the 14,845 applications submitted in 2014/15 as shown in Table 1 below.

The marginal decline in loan applications recorded by the SLB can be attributed to

- Decline in the overall enrollment in tertiary institutions;
- Increase in scholarships, bursaries and grants offered to students;
- Payment plans offered by tertiary institutions with more manageable tuition payments;
- Increased opportunity for students to take up part-time job offerings in Call Centres and work study programme on the respective campuses; and
- Returning students who have performed below satisfactory level and are unable to progress to the next year because of low GPA.

Operational Report
2015-2016

Table 1 provides trend data on loan applications received for the 5 year period 2011/12 to 2015/16, as well as the number and dollar value of loans disbursed.

Table 1: Application and Disbursement data for the Academic Years 2011/12-2015/16

	Applications Received		Applications Approved		Disbursements		
Year	No. Received	% Change	No. Approved	% Change	No. Disbursed	$mn.	% Increase/ Decrease
2015/16	13,620	-8.25	12,928	-6.48	10,228	3,311.80	-4.29
2014/15	14,845	-2.95	13,824	-5.39	11,182	3,460.20	-1.76
2013/14	15,297	-7.16	14,612	-8.01	11,512	3,522.14	4.65
2012/13	16,476	21.14	15,885	32.19	11,699	3,365.50	21.81
2011/12	13,600	36.38	12,017	21.41	10,192	2,762.80	35.09

Of the total applications received during the year, 12,928 or 95% were approved for loans; however loans were disbursed to the 10,228 students who completed the application process. The incomplete applications were cancelled for various reasons including: failure of applicants to matriculate to their institution of choice, failure to provide all required supporting documentation to SLB and pay the relevant fees, as well as receipt of scholarships or other forms of financial assistance by some persons.

The value of loan applications disbursed over the 5 year period increased from $2.763bn to $3.31bn, representing an increase of $549m or 19.87% (Refer Table 1b). The average annual increase in the value of loans disbursed by the SLB over the 5 year period was approximately 11.1% with the highest dollar amount recorded in the academic year 2013/2014.

Operational Report
2015-2016

Table 1b: Number of applications received, number of loans disbursed and Dollar ($) value disbursed for academic years 2011/12 - 2015/16

	2015/16	2014/15	2013/14	2012/13	2011/12	Change $ 2011/12 - 2015/16 #/$bn	Change % 2011/12 - 2015/16 %
No. of Applications Received	13,620	14,845	15,297	16,476	13,600	20	0.15
No. of Loans Disbursed	10,228	11,182	11,512	11,699	10,192	36	0.35
Value of Loans Disbursed ($bn)	3,311	3,460	3,522	3,366	2,763	549	19.87

Loan Disbursements 2015/16

For the review year, a total of $3.311bn was disbursed to approved tertiary institutions compared to $3.460bn in 2014/15, representing a decrease of $148.4mn or 4.29%, as outlined in Table 2 below.

Table 2: Disbursement Amount by Institution - Academic Years 2015/16 and 2014/15

Institution	Amount disbursed (2015/16) $mn	Amount disbursed (2014/15) $mn	$mn Change	% Change
UTECH	1,039.40	1076.60	-37.20	-3.46
UWI, Mona & SMRT	1,147.60	1,158.80	-11.20	-0.97
NCU	388.50	448.00	-59.50	-13.28
Teachers' Colleges	241.60	291.30	-49.70	-17.06
Community Colleges	84.60	76.20	8.40	11.02
UWI, Foreign Based	20.80	33.10	-12.30	-37.16
Other	389.30	376.20	13.10	3.48
Total	3,311.80	3,460.20	-148.40	-4.29

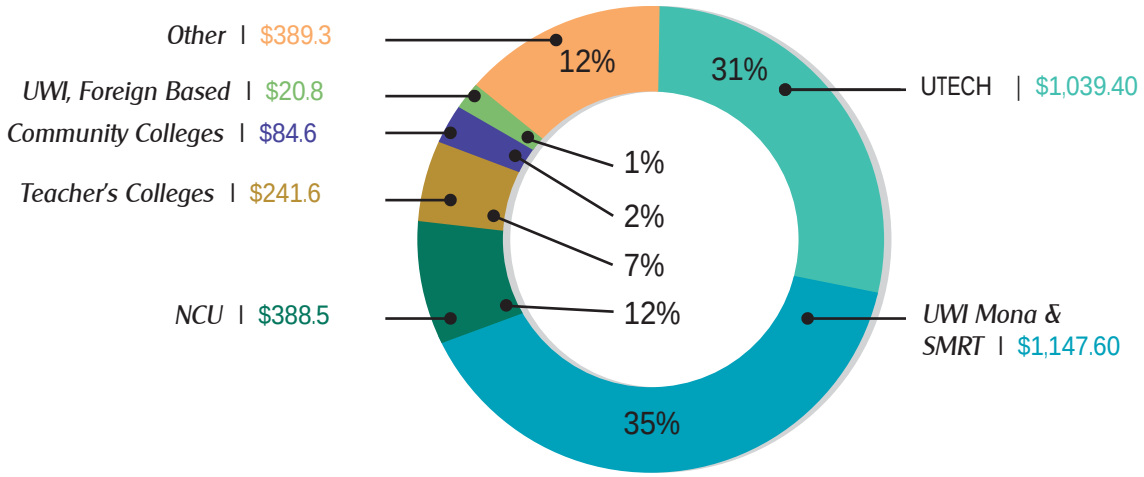
Operational Report
2015-2016

Table 2a: Dollar Value of Loans Disbursed, % Share per Institution and the number of students benefitting - academic year 2015/16

Institution	Loan Disbursed $mn	% Share Disbursement	No. of Students	% Students
UTECH	1,039.40	31.40	3,323	32.49
UWI, Mona & SMRT	1,147.60	34.70	3,244	31.72
NCU	388.50	11.70	988	9.66
Teachers' Colleges	241.60	7.30	551	5.39
Community Colleges	84.60	2.50	743	7.26
UWI, Foreign Based	20.80	0.60	47	0.46
Other	389.30	11.80	1,332	13.02
Total	3,311.80	100	10,228	100

Diagram 1 below gives a pictorial presentation of the loans disbursed to the 3 largest institutions, UWI, UTECH and NCU, as well as to the Teachers' Colleges and the Community Colleges for the review period.

Diagram 1: Percentage Share of Value ($mn) of loans Disbursed to Institutions - 2015/16



Operational Report
2015-2016

When the amount disbursed to each institution for 2015/16, compared to 2014/15, is disaggregated on the basis of the number of students benefitting from loans, the result is shown in Table 2b below:

Table 2b: The number of students receiving loans based on Institutions (2015/16 and 2014/15)

	# of Students Receiving SLB Loans		Change	
Institution	**2015/16**	**2014/15**	**#**	**%**
UTECH	3,323	3,595	-272	-7.57
UWI, Mona & SMRT	3,244	3,557	-313	-8.8
NCU	988	1,133	-145	-12.8
Teachers' Colleges	551	1,377	-826	-59.99
Community Colleges	743	293	450	153.58
UWI, Foreign Based	47	74	-27	-36.49
Other	1,332	1,153	179	15.52
TOTAL	10,228	11,182	-954	-8.53

Table 2b above shows a decline in the number of UTECH students receiving loans (272 students or 7.57%). There was also a decline for NCU (by 145 students or 12.80%). UWI Mona students receiving loans during the year decreased by 313 students or 8.80%. Teachers' Colleges experienced the largest decline in the number of students receiving loans during 2015/16 compared to 2014/15 (decline by 826 students or 60%). Community Colleges and 'Other' institutions increased by 153.58% (450 students) and 15.52 % (179 students), respectively.

Loan Applications by Programmes/Courses – 2015/16

The 13,620 applications received during the 2015/16 application period are distributed across the various programmes of study, as outlined in Table 3 below and Diagram 2 overleaf. The top 4 programmes were Business Administration and Social Sciences (23.71%), Sciences (12.69%), Education (12.47%), and Nursing (10.93%), and accounted for approximately 59.79% of demand for the academic year.

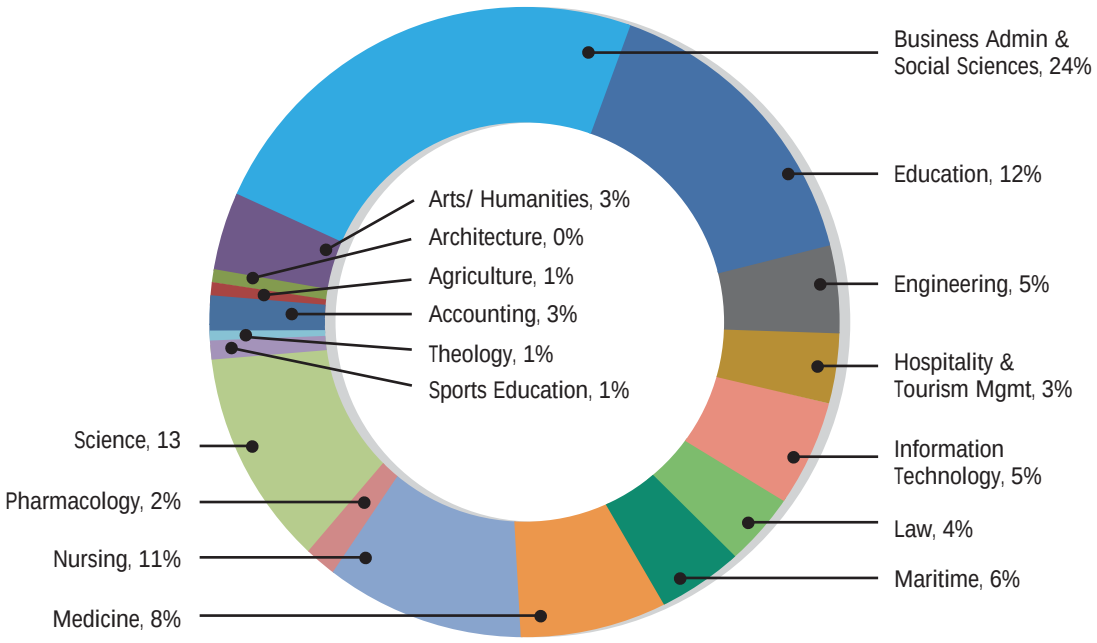
Operational Report
2015-2016

Table 3 – Loan Applications by Programmes/Courses 2015/16 and 2014/15

	2015/16 Applicants		2014/15 Applicants		Change	
Courses	Total #	% Share	Total #	% Share	#	%
Accounting	349	2.56	257	1.73	92	35.8
Agriculture	92	0.68	114	0.77	-22	-19.3
Architecture	57	0.42	51	0.34	6	11.76
Arts/Humanities	424	3.11	573	3.86	-149	-26
Bus Admin & Social Sciences	3,229	23.71	3,539	23.84	-310	-8.76
Education	1698	12.47	2,274	15.32	-576	-25.33
Engineering	683	5.01	694	4.67	-11	-1.59
Hospitality & Tourism Mgmt	468	3.44	463	3.12	5	1.08
Information Technology	690	5.07	718	4.84	-28	-3.9
Law	491	3.60	572	3.85	-81	-14.16
Maritime	755	5.54	620	4.18	135	21.77
Medicine	1,042	7.65	1,106	7.45	-64	-5.79
Nursing	1,489	10.93	1,541	10.38	-52	-3.37
Pharmacology	246	1.81	296	1.99	-50	-16.89
Sciences	1,728	12.69	1,825	12.29	-97	-5.32
Sports Education	101	0.74	105	0.71	-4	-3.81
Theology	78	0.57	97	0.65	-19	-19.59
Total	13,620	100	14,845	100	-1,225	-8.25

Operational Report
2015-2016

Diagram 2: Loan Applications by Program/Courses 2015/16



Disaggregation of the 13,620 applications by parish revealed that a total of 3,434 or 25% emanated from the Kingston Metropolitan Area (Kingston - 2,000 and St Andrew - 1,434). This was followed by St. Catherine, which accounted for 3,157 or 23%. The parishes of Clarendon and Manchester accounted for 1,471 (11%) and 1,133 (8%) respectively. (Refer to Table 4 and Diagram 3 below).

The demand for student loans continues to reveal a higher ratio of female applicants to males. As illustrated in Table 4 overleaf, during the 2015/16 period, more females continued to access student loans for their tertiary education, relative to their male counterpart. The statistics show that the number of loan applications submitted by females totaled 9,458 and accounted for 69% of the overall applications in 2015/16, relative to the 10,782 or 73% recorded in 2014/15. Applications from male students accounted for 31% of the overall total during the 2015/16 review year (27% - 2014/15).

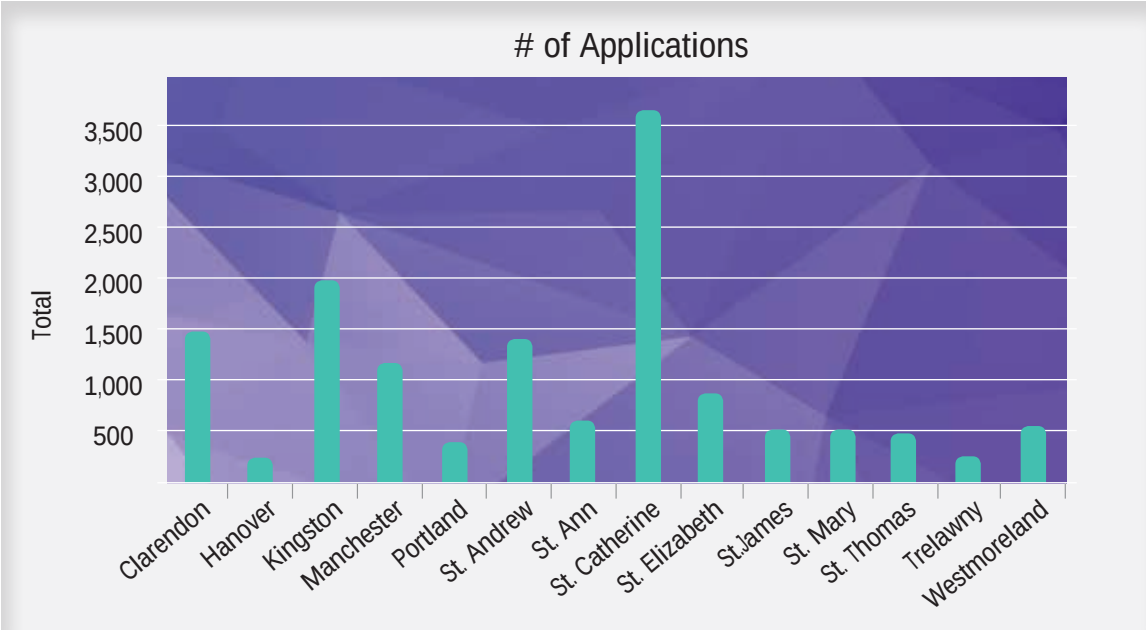
Operational Report
2015-2016

Table 4: Total Loan Applications Received by Parish and Gender (Comparison between 2015/16- 2014/15)

	2015/16			2014/15			% change		
Parish	Female	Male	Total	Female	Male	Total	Female	Male	Total
Clarendon	1,067	404	1,471	1,124	351	1,475	-5.07	15.1	-4
Hanover	171	61	232	179	60	239	-4.47	1.67	-7
Kingston	1,371	629	2000	2,124	854	2,978	-35.45	-26.35	-978
Manchester	780	353	1133	808	329	1,137	-3.47	7.29	-4
Portland	276	111	387	316	94	410	-12.66	18.09	-23
St. Andrew	936	498	1434	815	389	1,204	14.85	28.02	230
St. Ann	471	173	644	542	186	728	-13.1	-6.99	-84
St. Catherine	2,110	1047	3157	2,357	967	3,324	-10.48	8.27	-167
St. Elizabeth	609	214	823	619	187	806	-1.62	14.44	17
St. James	379	154	533	458	168	626	-17.25	-8.33	-93
St. Mary	378	147	525	389	119	508	-2.83	23.53	17
St. Thomas	336	139	475	368	124	492	-8.7	12.1	-17
Trelawny	196	73	269	222	84	306	-11.71	-13.1	-37
Westmoreland	378	159	537	461	151	612	-18	5.3	-75
Total	9,458	4,162	13,620	10,782	4,063	14,845	-12.28	2.44	-1,225

Operational Report
2015-2016

Diagram 3: Graph showing Loan Applications by Parish 2015/16



Funding of Loan Disbursements

During the academic year 2015/16, the SLB disbursed a total of $3.31bn representing loans provided to 10,228 students. The major sources of funding for the academic year were: the Education Tax - $2.88bn, and Loan Repayments/Collections - $2.25bn.

The total funds disbursed by the SLB during 2015/16 decreased by 4.29% compared to the amount disbursed in 2014/15. The funds garnered by SLB during the review period totaled $5.13bn and were adequate to cover the loan disbursements of $3.31bn for the academic year (Refer Table 5 below).

Operational Report
2015-2016

Table 5: Funding Sources for the 2015/2016 & 2014/15

	Funding Sources	2015/2016 $'mn	2014/2015 $'mn
1.	Collections from Loan Repayments	2,255	1,803
2.	Education Tax/ GOJ Subvention	2,880	1,821
3.	HEART Trust NTA Grant	-	250
	TOTAL	5,135	3,874

In previous years the SLB incurred foreign currency liabilities totaling US$52mn, arising from borrowings from the Caribbean Development Bank (US$40mn) and the Petro Caribe Development Fund (US$12mn) to assist with disbursement of loans.

Two (2) loans of US$20mn each were received from the CDB, both of which are guaranteed by the GOJ. However whereas the guarantee for the CDB Loan 1 covers credit and foreign exchange risks, the Guarantee for the CDB Loan 2, does not cover foreign exchange risks. Consequently any loss resulting from depreciation of the rate of the J$ to the US$, has to be expensed by the SLB.

The Bureau started the quarterly amortization of CDB Loan 1, with US$384,615.38 repaid in January 2016. The balance in US dollar denominated loans was US$51.62mn at the end of March 2016.

The loan from the PetroCaribe Development Fund was not guaranteed by the Government therefore SLB bears both the credit and foreign exchange risks. The foreign exchange losses recorded on the above loan facilities totaled $1.037bn as at March 2016, of which $690mn (2015: $530mn) is covered under the GOJ guarantee for CDB Loan 1. The remaining amount was expensed by the SLB.

The foreign exchange losses being incurred on the US$ liabilities continue to negatively impact the Bureau's bottom line. The SLB is taking steps to mitigate the impact of the movement of the foreign exchange rate.

Operational Report
2015-2016

SLB PAYS and Post Graduate Loan Facilities

In addition to the Targeted loan facility, the SLB also offers the Pay As You Study (PAYS) loan (previously known as Parent Plus) and the Post Graduate (PG) loan to persons seeking to further their education at the undergraduate and post graduate levels respectively.

The PAYS loan facility caters to undergraduate students who are employed and can be accessed by parents/ guardians who may wish to apply for the loans on behalf of their children or other relatives to pay their tuition fees. Repayment of the PAYS loan commences the month following disbursement and payments are salary deducted. The policy governing the PAYS loan has been revised to allow for more affordable monthly payments. In that regard the loan tenure was extended to 60 months, (previously 36 months), and the loan ceiling was increased from $620,000 to $680,000. In October 2015, the method of interest calculation for the PAYS loan was changed from the 'Add-on' to the Reducing Balance Method (RBM). The current interest rate is 9.5% on the RBM.

The Postgraduate loan facility enables Masters and Doctoral students who are employed to obtain loans to pay their tuition fees. This loan can also be accessed by parents and other relatives who may wish to apply for the loan on behalf of their children or other relatives. Repayment of the Postgraduate loan is also salary deducted and there is no moratorium period so payment commences the month following disbursement.
The current interest rate on the Post Graduate loans is 13% RBM.

The PAYS and Post Grad Loan facilities continue to be accessed by a number of persons as efforts are continuing to grow these loan portfolios. The demand for the PAYS loan has increased as more and more applicants find this facility to be more attractive in comparison to the education loan products offered by other financial institutions.

Grant-in-Aid (GIA) Disbursements

During the review period the SLB continued to provide Grant-in-Aid (GIA) to students assessed as being most in need of additional financial assistance to defray the costs of their education related expenses. Beneficiaries are able to access grants as follows: automatic qualification through the application of the Means Test, recommendations from the tertiary institutions, requests from loan beneficiaries for consideration via letters to the SLB and referrals by the Appeals Committee of SLB.

Operational Report
2015-2016

For the 2015/16 fiscal year, the SLB received $150mn from the Ministry of Finance to fund the Grant-in-Aid programme. The SLB disbursed approximately $130.9mn in Grants to 3,029 students for the academic year. The GIA disbursement represented an increase of $4.3mn or 3.39% more than the $126.6mn disbursed to 2,966 students, in the 2014/15 academic year. (Refer to Table 6 below).

Table 6: # of Students receiving Grants and the $ Value Disbursed for Academic Years 2011/12 to 2015/16

	# Loan Applicants received Grants	# of Applicants change	% Change	$ Value of Grant Disbursed ($mn)	$mn Change	% Change
2015/16	3,029	63	2.12	130.9	4.3	3.39
2014/15	2,966	106	3.70	126.6	3.0	2.42
2013/14	2,860	(772)	(21.26)	123.6	(34.6)	(21.87)
2012/13	3,632	629	20.95	158.2	28.41	21.88
2011/12	3,003	599	24.92	129.8	23.65	22.28

Table 6a overleaf provides a further breakdown of disbursements of GIA on an institution basis for the 2015/16 academic year, compared to 2014/15. The table also shows the dollar value and the number of beneficiaries awarded Grant-in-Aid.

Operational Report
2015-2016

Table 6a: Grant-In-Aid Disbursed: Institution basis during the Period 2015/16 - 2014/15, # of Beneficiaries and $ Value

	2015/2016		2014/2015		Difference		
Instiution	**$ mn**	**# Students**	**$mn**	**# Students**	**$mn**	**# Students**	**% Change (per $ value)**
UTECH	48.2	987	47.2	974	1.0	13	2.12
UWI, Mona & SMART	46.6	940	44.1	925	2.5	15	5.67
NCU	17.2	347	16.9	347	0.3	0	1.78
Teachers' Colleges	7.6	306	8.3	369	(0.7)	(63)	(8.43)
Community Colleges	2.1	88	1.65	70	0.5	18	27.27
UWI, Foreign Based	0.5	10	0.57	14	(0.1)	(4)	(12.28)
Other	8.7	351	7.9	267	0.8	84	10.13
Total	**130.9**	**3,029**	**126.62**	**2,966**	**4.3**	**63**	**3.39**

Initiatives to Improve Customer Service during the Loan Application Period

During the review period SLB continued its initiatives to improve the service provided to our customers particularly during the application period. Applicants were able to utilize the facilities/options below which served to reduce the need for them and their guarantors to visit the SLB's office to complete the application process. These included:

- The document "Drop-off Facility" which was instituted to facilitate submission of documents to support SLB loan applications without having to wait in line for the application to be processed. The documents are subsequently updated to the system. The document "Drop-off Facility" was utilized by hundreds of persons during the 2015/16 period.
- Returning SLB beneficiaries are required to complete and submit their Status Report/ update forms online and pay the requisite fees at any Bill Express or PayMaster location islandwide.
- The SLB 'On the Road' facility continues to take the services of the SLB to strategic locations across the island for the convenience of our applicants/beneficiaries. This is normally done in conjunction with the tertiary institutions and has proven to be

quite successful over the years.

- The "Online Guarantor Facility" enables guarantors to download the relevant documents from the SLB's website - www.slbja.com, have them completed, witnessed and certified by authorized persons and submitted to the SLB. Certification of guarantor documents is done by authorized persons viz: an Attorney-at-Law, a Justice of the Peace or a Medical Doctor.
- Memoranda of Understanding (MOU) with the major tertiary institutions have served to improve information sharing and provide assistance in the collection of required documents to support applications from their students and timely submission to SLB.

The above measures have served to improve the processing of applications especially during the peak period and have also helped with the crowd containment at the SLB's office.

Financial Position 2015/16

SLB recorded total assets of a $21.404bn as at March 2016 compared to $17.792bn at the end of March 2015, which represents an increase of $3.612bn or 20.31%. A surplus of $245.396mn was recorded for the 2015/16 fiscal year (2014/15: $148.47mn), after accounting for foreign exchange loss of $208.25mn (2014/15: $158.76mn), which was incurred mainly on the non GOJ-guaranteed portion of the US$ denominated debt.

Loan Portfolio

Of the total assets of $21.404bn as at March 31, 2016, loans issued to students amounted to $17.465bn, (after provision for impairment), and accounted for 81.60% of total assets. This represents an increase of $2.150bn or 14.04% over the $15.315bn (net) as at March 31, 2015. The current portion of the Loan portfolio (due within 12 months), as at March 2016 was $3.162bn or 18.10% of total loans ($2.893bn or 18.89% as at March 2015). The Long Term portion was $14.304bn or 81.90% ($12.422bn or 81.11% March 2015).

Loans in Moratorium as at March 2016 amounted to $8.883bn or 43.67% of loans (net of write-offs) in the portfolio totaling $$20.339bn. This compares with $8.800bn or 49.50% of the net portfolio balance as at March 2015, which amounted to $17.777bn. Loans in Repayment as at March 2016 totaled $11.456bn or 56.33% of the net portfolio balance, of which $3.162bn represented the current portion due in the fiscal year 2015/16. As at March 2015, the balance for Repayment Loans was $8.976bn or 50.49% of the net portfolio balance.

Operational Report
2015-2016

Loan Repayments/Collections

During the year ended March 31, 2016, beneficiaries repaid $2.255bn compared to $1.803bn collected during the year ended March 31, 2015 and represented an increase of $452mn or 25.1% over the previous year. The amount collected for financial year 2015/16 accounted for 71.3% of the current portion of the loan portfolio as at March 2016, compared to 62.3% as at March 2015.

The average monthly amount collected during the fiscal year 2015/16, was approximately $187.9mn compared to $150mn for the previous year. The average monthly loan repayments have increased over the years, moving from a monthly average of $76mn as at March 2011 to $187.9mn for year ended March 31, 2016, as highlighted in Diagram 4 below.

Diagram 4: Average monthly Collections ($mn) for the period March 2012 - March 2016

Collections continue to increase and the Bureau has noted an increasing trend in the number of SLB beneficiaries seeking to restructure or reschedule their loans and defer loan repayments until they become employed or are in a position to make payments. In an effort to improve collections and reduce delinquency the SLB has embarked on several initiatives including:

- Increased implementation of Salary Deduction Orders for beneficiaries employed in the Public Sector.

- Encouraging beneficiaries and/or their parents to exercise the option to commence repayment during the moratorium period (in school years), so as to reduce interest cost and ultimately the monthly payment upon the loan entering repayment.
- Sharing of loan balances with the licensed Credit Bureaus on SLB beneficiaries. This measure is expected to provide an incentive for beneficiaries to repay their loans in order to get a good credit report.
- Encouraging early closure of loans by offering incentives such as waivers of charges and fees.
- Periodic publication of the names and faces of delinquent beneficiaries in the media.
- Proposed amendments to the SLB Fund Act to enable inter alia, garnishing of wages.
- Increased use of TRNs to track beneficiaries and their place of employment to enable salary deductions.
- Partnering with relevant Public and Private Sector Stakeholders with a view to strengthen the SLB's ability to collect.
- Increased restructuring of loans to facilitate more manageable monthly amounts by beneficiaries.
- Consultations with various stakeholder groups with a view towards gaining support for the SLBs collection efforts.
- Increasing the use of Debt Collectors/Bailiffs and ultimately litigation, to collect on outstanding loans and curtail delinquency.
- Continue to work with the developers of the new Loan Management System (eGov) towards full implementation of the System to enable improved loan monitoring and collections.

The above initiatives are at various stages of implementation and have contributed to the increased collections recorded for the review year 2015/16. It is anticipated that the increasing trend will continue as the SLB seeks to increase its public education and advertising campaign, to encourage beneficiaries to take responsibility for repayment of their student loans and reduce delinquency.

Loan Delinquency

Delinquency continued to be a challenge throughout the year and the measures outlined above to increase collections are intended to positively impact delinquency over the medium to long term.

The loans balance net of write-offs was $20.339bn as at March 31, 2016. Of that amount,

Operational Report
2015-2016

$5.127bn or $25.21% was assessed as delinquent, i.e. amounts past due for 90 days or more. The $5.127bn also represents 44.76% of Loans in Repayment, which was $11.456bn (gross) as at the end of March 2016. Diagrams 4a and 4b show a reducing trend in delinquency rate over the last 4 years.

Diagram 4a: Delinquent Loans as a Percentage of Total Loans: March 2012 - March 2016

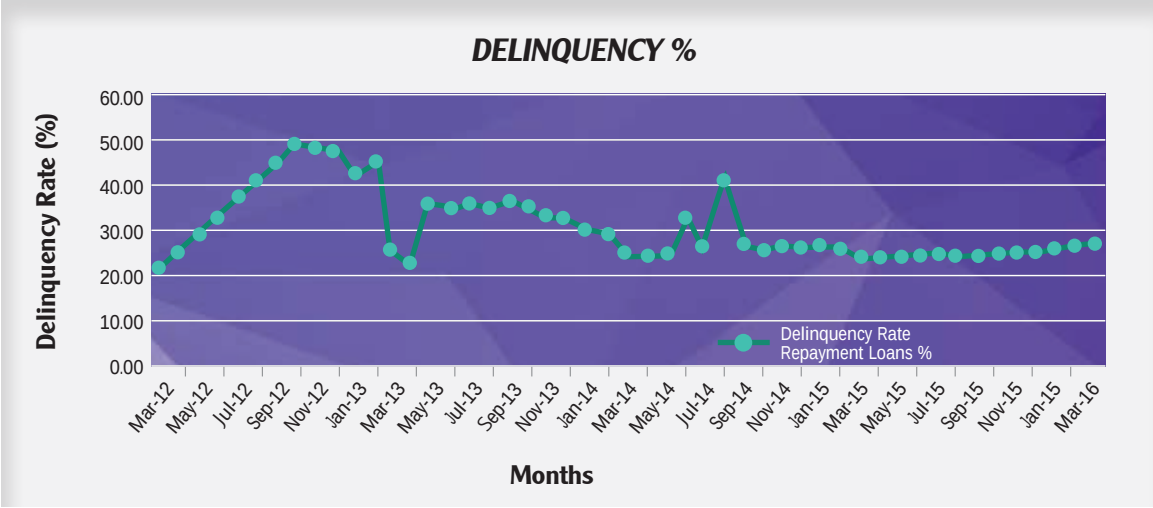
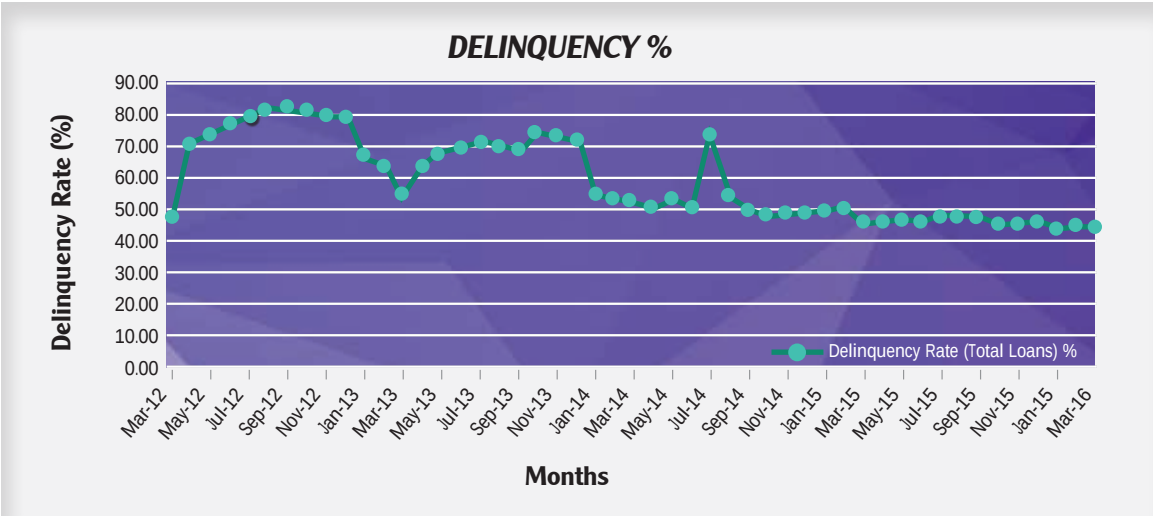


Diagram 4b: Delinquent Loans as a Percentage of Loans in Repayment: March 2012 - March 2016



Operational Report
2015-2016

Loans Management System

Work continues with the developers eGov Limited to finalize the protracted Loans Management System (LMS) project. During the financial year 2015/16 a number of development initiatives were embarked on to improve the LMS and provide more efficient support to SLB's operations.

The SLB has commenced the process towards the acquisition a suitable IT system.

Public Education and Customer Focused Initiatives

For the academic year 2015/2016, the SLB's public education campaign included visits to 97 institutions inclusive of high schools, tertiary institutions, social development/ community organizations (Social Development Commission, Service Clubs, etc.) and several public fora. There was an increase in the number of public education visits conducted during the 2015/16 period (97), compared to the 85 visits conducted in the 2014/15 academic year as outlined in Table 7 below.

Table 7 – Number of Institution Visits - 2011/2012 to 2015/16

Year	# Institutions Visited	Nos.	% Increase
2015/16	97	12	14.11
2014/15	85	15	21.42
2013/14	70	6	9.37
2012/13	64	1	1.58
2011/12	63	-	-

The major institutions UWI, UTECH and NCU held a number of activities in which the SLB participated to provide information not only to existing students but to their respective incoming cohorts.

The organization continued to reach out to students outside of the Kingston Metropolitan Area through its "SLB On the Road" (SLB OTR) initiative. In 2015, the SLB OTR Team assisted hundreds of persons outside of Kingston with the loan Application process (submission of documents and payment of fees) without them having to journey to the SLB office.

Operational Report
2015-2016

The SLB continued to maintain a presence in the media through the weekly information sharing radio segments - "The SLB & You" which is aired each Wednesday on Nationwide News Network and a similar programme aired on FAME 95 FM - "Inside the SLB" which is aired every Thursday. Each medium seeks to inform and educate the general public on the SLB and to drive repayment. The results have been positive as the general public has an opportunity to not only voice their concerns but to also have their queries responded to.

With the launch of the SLB 'Pay As You Study' loan in August 2015, the organization increased its presence in the audio/visual and print media with prime time television and radio advertisements, magazines and newspaper columns.

As the Bureau moved towards the implementation of the Reducing Balance Method (RBM) of interest calculation, a Fact Sheet was released (February 2016) to educate the public on the steps that the SLB had taken to make the provision of loans more accessible as well as a Press release (March 2016) was also disseminated through the media to sensitize the general public on the benefits of the RBM.

The SLB has continued on its rigorous loan repayment campaign by way of the "Every Dollar Counts", which focused on the reduction of delinquency and increased loan collections.

Staff Training & Development

The Human Resource and Administration function continued its activities through the programmes and initiatives in recruitment, training, performance management, employee welfare and procurement.

The Bureau's Establishment was increased to 104 through 13 approved positions spreading over five departments. The addition of the positions is expected to improve the operations of the departments as well as to provide the opportunity for succession planning in the respective areas. The positions included a Deputy Executive Director, Risk Manager, Corporate Planner and various other administrative positions.

The Performance Management Process continued to show improvement. The process resulted in the development of a training plan and implementation of programmes conducted in areas relevant for staff improvement.

Operational Report
2015-2016

The acquisition of additional office space for the Bureau improved the work environment and, enhanced the staff amenities. Camaraderie through several initiatives for social interaction planned and implemented by the Social Committee served to enhance the team spirit and staff morale. The Safety Committee continued to be effective in influencing improvement for the focus on a healthy, safe and secure environment.

Conclusion

The initiatives to increase collections and reduce delinquency continue to yield positive results as evidenced by the significant increased collections and the re-flows to the Revolving Loan Fund during the year. The collections measures implemented during the review period will yield even greater results in future years as borrowers become more sensitized to their student loan obligations. There is also a greater recognition of their responsibility to repay their loans so that other students can benefit from tertiary education through the Revolving Loan Fund.

For the upcoming fiscal year (2016/2017), the SLB will implement the RBM interest calculation on the Targeted loan portfolio whereas interest was charged on the Add-on basis up to 31 March 2016. The implementation RBM interest will result in a reduction in the monthly amounts payable by beneficiaries and is expected to positively impact the collections rate for the SLB and the reflows to the Revolving Loan Fund for on-lending.

The capitalization of the Revolving Loan Fund improved during the 2015/16 fiscal year therefore the organization was in a better position to meet its commitments to approved applicants for payment of their tuition fees. The proceeds of the Education Tax were used to supplement the increased inflows from loan repayments by beneficiaries.

Going forward, the SLB will seek to incorporate more social and new media in its activities so as to increase public awareness and accessibility by our customers.

Whilst the SLB experienced some improvements in it functionality, the organization encountered some challenges during the review period. The Bureau will continue on the path of improving the operational efficiencies through upgrading and strengthening of the Information Technology system, which is critical to productivity and the quality service provided to our customers. The increase in staff complement has aided in the improvement of overall efficiencies and customer experience.

Operational Report
2015-2016

The SLB Council, Management and Staff remain committed in our efforts to enable increased educational opportunities to our nation's youth. As a team we will continue to capitalize on the successes recorded during the year and remain focused as the orginasation continues to make its contribution towards nation building by way of financing the educational development of our people.

Audited Financials

March 31, 2016

Building a better working world

Chartered Accountants

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INDEPENDENT AUDITOR'S REPORT

To the Council Members of the Students' Loan Bureau

We have audited the accompanying financial statements of the Students' Loan Bureau (the "Bureau"), which comprise the statement of financial position as at 31 March 2016 and the statements of comprehensive income, changes in accumulated fund and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

To the Council Members of the Students' Loan Bureau (Continued)

Opinion

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Bureau as at 31 March 2016, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

Chartered Accountants
Kingston, Jamaica

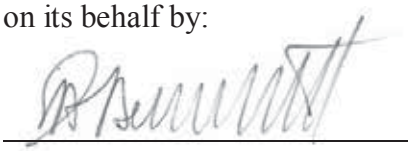
19 December 2016

STUDENTS' LOAN BUREAU

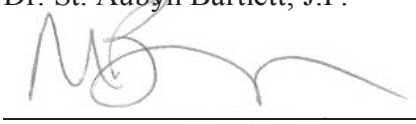
Statement of Financial Position
As at 31 March 2016
(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	2016 $'000	2015 $'000
ASSETS			
Cash and short term investments	6	2,289,471	1,142,157
Insurance fund investments	7	839,655	686,863
Loans, accrued interest and fee receivable	8	17,465,107	15,314,846
Other receivables	9	14,697	9,281
Due from Government of Jamaica	10	669,536	529,983
Property and equipment	11	123,850	107,930
Intangible assets	12	2,066	601
Total Assets		21,404,382	17,791,661
LIABILITIES AND ACCUMULATED FUND			
Liabilities			
Other payables and accrued charges	13	116,360	102,589
Long term loans	14	6,299,250	5,982,262
Insurance fund	7	600,000	1,986,863
Total Liabilities		7,015,610	8,071,714
Accumulated Fund			
Government contribution	15	6,344,234	3,464,234
Accumulated surplus		8,044,538	6,255,713
Total Accumulated Fund		14,388,772	9,719,947
Total Liabilities and Accumulated Fund		21,404,382	17,791,661

The financial statements were approved for issue by the Council on 6 December 2016 and signed on its behalf by:



Chairman
Dr. St. Aubyn Bartlett, J.P.



Executive Director
Ms. Monica Brown

The accompanying notes form an integral part of these financial statements.

STUDENTS' LOAN BUREAU

Statement of Comprehensive Income
Year ended 31 March 2016
(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	2016 $'000	2015 $'000
Interest on student advances		1,520,631	1,257,426
Interest on short term deposits and monetary instruments		121,332	58,706
Total interest income	5(n)	1,641,963	1,316,132
Net finance cost	18	(382,904)	(331,024)
Net interest income		1,259,059	985,108
Grant income	19	142,875	103,343
Other income	20	374,083	323,880
Total operating surplus		1,776,017	1,412,331
Loan loss expenses	8	(1,069,395)	(861,913)
Net operating surplus		706,622	550,418
Administration expenses	21	(461,226)	(401,952)
Surplus for year		245,396	148,466
Other Comprehensive Income:			
Item that will not be reclassified to (deficit)surplus			
Remeasurement of pension obligation loss/(gain)		1,079	(413)
Total comprehensive income for the year		246,475	148,053

The accompanying notes form an integral part of these financial statements.

STUDENTS' LOAN BUREAU

Statement of Changes in Accumulated Fund
Year ended 31 March 2016
(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	Capital contribution	Accumulated surplus	Total
		$'000	$'000	$'000
Balance at 31 March 2014		1,393,286	6,107,660	7,500,946
Capital contribution	15	2,070,948	-	2,070,948
Other comprehensive loss for the year		-	(413)	(413)
Surplus for the year		-	148,466	148,466
Balance at 31 March 2015		3,464,234	6,255,713	9,719,947
Capital contribution	15	2,880,000	-	2,880,000
Insurance fund loan converted to equity	7 (c)	-	1,300,000	1,300,000
Transfer of insurance fund surplus to equity	7 (c)	-	242,350	242,350
Other comprehensive income for the year	17	-	1,079	1,079
Surplus for the year		-	245,396	245,396
Balance at 31 March 2016		6,344,234	8,044,538	14,388,772

The accompanying notes form an integral part of these financial statements.

STUDENTS' LOAN BUREAU

Statement of Cash Flows
Year ended 31 March 2016
(Expressed in Jamaican dollars unless otherwise indicated)

	Notes	2016 $'000	2015 $'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the year		245,396	148,466
Adjustments for:			
Interest income		(1,641,963)	(1,316,132)
Interest expense	18	171,853	169,616
Depreciation and amortization	11,12	7,629	17,597
Remeasurement of pension obligation		1,079	(413)
Loan loss expense	8	1,069,395	861,913
Foreign exchange loss		208,252	158,755
Loss on disposal of property and equipment		778	14
		62,419	39,816
Other accounts receivable		(928)	3,587
Other payables and accrued charges		15,327	6,739
Cash provided by operating activities		76,818	50,142
Interest received		744,938	589,898
Interest paid		(173,409)	(219,407)
Net cash provided by operating activities		648,347	420,633
CASH FLOWS FROM INVESTING ACTIVITIES			
Loans disbursed, net of repayments		(2,327,119)	(2,205,468)
Increase in short term deposit		(437,481)	(237,197)
Insurance fund investments		(152,791)	(145,667)
Additions to intangible assets and property and equipment		(25,792)	(8,923)
Net cash used in investing activities		(2,943,183)	(2,597,255)
CASH FLOWS FROM FINANCING ACTIVITIES			
Contribution received	15	2,880,000	2,070,948
Loan repayments		(46,521)	-
Insurance fund		152,791	145,667
Net cash provided by financing activities		2,986,270	2,216,615
Net increase in cash and cash equivalents		691,434	39,993
Effect of exchange rates changes on cash and cash equivalents		15,704	16,256
Cash and cash equivalents at beginning of year		904,960	848,711
Cash and cash equivalents at end of year	6	1,612,098	904,960

Note 23 details the non-cash transactions which impacted the statement of cash flows.

The accompanying notes form an integral part of these financial statements.

1. Corporate information

The Students' Loan Bureau (the "Bureau"), which is incorporated under the Students' Loan Fund Act, is the administrator of the Students' Loan Fund. The Bureau is domiciled in Jamaica and its registered office is located at 63 – 67 Knutsford Boulevard, Kingston 5.

The main activity of the Bureau is the provision of loans to students to assist with the furtherance of their education at the tertiary level. Audited financial statements are required to be submitted to the Ministry of Finance and the Public Service within four (4) months of the reporting date of March 31.

2. Basis of preparation

The financial statements are prepared using the historical cost basis. The financial statements are presented in Jamaican dollars ($), which is the functional currency of the Bureau.

Statement of compliance:

The financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and the requirements of the Student Loan Fund Act.

Presentation of financial statements:

The Bureau presents its statement of financial position in order of liquidity. An analysis regarding recovery or settlement within 12 months after the reporting date (current) and more than 12 months after the reporting date (non-current) is presented in Notes 8 and 14.

3. Significant accounting judgements, estimates and assumptions

The preparation of the financial statements to conform to IFRS requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, contingent assets and contingent liabilities at the financial position date, and the income and expense for the year then ended. Actual amounts could differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

3. Significant accounting judgements, estimates and assumptions (Continued)

Judgements made by management in the application of IFRS that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next financial year are discussed below:

a) Allowance for impairment losses on receivables:

In determining amounts recorded for impairment losses in the financial statements, management makes judgements regarding indicators of impairment, that is, whether there are indicators that suggest there may be a measurable decrease in the estimated future cash flows from receivables, for example, based on default and adverse economic conditions. Management makes estimates of the likely estimated future cash flows from impaired receivables as well as the timing of such cash flows. (Note 8).

b) Pension and other post-employment benefits:

The amounts recognised in the statement of financial position and income statement for post-employment benefits are determined actuarially using several assumptions. The primary assumptions used in determining the amounts recognised include the discount rate used to determine the present value of estimated future cash flows required to settle the post-employment obligations and the expected rate of increase in medical costs for post-employment medical benefits.

The estimate of expected rate of increase in medical costs is determined based on inflationary factors. Any changes in these assumptions will affect the amounts recorded in the financial statements. (Note 17)

4. Changes in accounting policies and disclosures and future changes in accounting standards

a) Changes in accounting policies and disclosures

The accounting policies adopted are consistent with those of the previous financial year for the preparation of the company's annual financial statements for the year ended 31 March 2015.

The were no new or amended standards and International Financial Reporting Interpretations Committee (IFRIC) interpretations that became effective in the current year that had an effect on the financial position or performance of the company:

4. Changes in accounting policies and disclosures and future changes in accounting standards (Continued)

b) Future changes in accounting standards and interpretations

The Bureau has not adopted early the following new and revised IFRS's and IFRIC interpretations that have been issued but are not yet effective:

- Amendments to IAS 1 *Disclosure Initiative* - Effective for annual periods beginning on or after 1 January 2016
- IAS 7 Disclosure Initiative – Amendments to IAS 7- Effective for annual periods beginning on or after 1 January 2017
- IAS 12 Recognition of Deferred Tax Assets for Unrealised Losses – Amendments to IAS 12 - Effective for annual periods beginning on or after 1 January 2017
- Amendments to IAS 16 and IAS 38: *Clarification of Acceptable Methods of Depreciation and Amortisation* - Effective for annual periods beginning on or after 1 January 2016
- Amendments to IAS 16 and IAS 41 *Agriculture: Bearer Plants* - Effective for annual periods beginning on or after 1 January 2016
- Amendments to IAS 27: *Equity Method in Separate Financial Statements* - Effective for annual periods beginning on or after 1 January 2016 Amendments
- Amendments to IFRS 2: IFRS 2 Classification and Measurement of Share-based Payment Transactions - Effective for annual periods beginning on or after 1 January 2018
- Amendments to IFRS 9 *Financial Instruments:* Effective for annual periods beginning on or after 1 January 2018
- Amendments to IFRS 10 and IAS 28: IFRS 10 and IAS 28 Sale or Contribution of Assets between an Investor and its Associate or Joint venture - Effective for annual periods beginning on or after 1 January 2016
- Amendments to IFRS 10, IFRS 12 and IAS 28 *Investment Entities: Applying the Consolidation Exception* - Effective for annual periods beginning on or after 1 January 2016
- Amendments to IFRS 11 *Joint Arrangements: Accounting for Acquisitions of Interests* - Effective for annual periods beginning on or after 1 January 2016
- IFRS 14 *Regulatory Deferral Accounts* - Effective for annual periods beginning on or after 1 January 2016
- IFRS 15 *Revenue from Contracts with Customers* - Effective for annual periods beginning on or after 1 January 2018
- IFRS 16 *Leases* - Effective for annual periods beginning on or after 1 January 2019
- Annual Improvements *2012-2014 Cycle* - Effective for annual periods beginning on or after 1 January 2016

4. Changes in accounting policies and disclosures and future changes in accounting standards (Continued)

b) Future changes in accounting standards and interpretations (Continued)

Management is still evaluating the impact that these new and amended standards and interpretations may have on the financial performance of the Bureau.

5. Summary of significant accounting policies

(a) Cash and cash equivalents

Cash and cash equivalents comprise cash and bank balances and include short-term deposits and other monetary investments maturing within three months of the reporting date.

(b) Insurance fund

The Bureau operates a self-administered insurance fund (the "Fund") which was established to settle outstanding debts in the event of permanent disability (both mental and physical), or death of beneficiaries. Insurance is charged to students at 0.06% (2015: 0.06%) on initial disbursement and at 0.06% (2015: 0.06%) on amounts capitalized at the end of the moratorium period. Interest earned on insurance fund investments increases the value of the Fund. Insurance charged but not received is not included in the value of the Fund.

(c) Investments

Securities purchased under repurchase agreements ('reverse repo') are short-term transactions whereby an entity buys securities and simultaneously agrees to resell the securities on a specified date and at a specified price. Title to the security is not actually transferred unless the counterparty fails to comply with the terms of the contract.

Reverse repos are accounted for as short-term collateralised lending, classified as loans and receivables and measured at amortised cost.

The difference between the sale and repurchase considerations is recognised on an accrual basis over the period of the transaction and is included in interest income.

5. Summary of significant accounting policies (Continued)

(c) Investments (Continued)

Government of Jamaica ('GOJ') securities with fixed or determinable payment and fixed maturity dates that the entity has the positive intent and ability to hold to maturity are classified as held-to-maturity and are initially measured at cost and subsequently at amortised cost, using the effective interest rate method, less impairment losses (Note 5(m)).

Other investments are recognised or derecognised on the day they are transferred to/by the entity.

(d) Loans and accrued interest receivable

Advances originated by the Bureau are classified as loans and receivables. Loans and accrued interest are stated at cost less provision for any doubtful balances. Accrued interest represents unpaid accumulated interest computed based on the rates and methods specified in (Note 5(n)).

(e) Other receivables

Other receivables are stated at costs less impairment losses (Note 5(m)).

(f) Accounts payable

Other payables are stated at cost representing the consideration for goods or services received by the statement of financial position date, whether or not billed.

(g) Property and equipment and depreciation

(i) Property and equipment

Property and equipment are stated at cost less accumulated depreciation (see (ii) below) and impairment losses (Note 5(m)). The cost of replacing part of an item of property and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Bureau and its cost can be measured reliably. The costs of day-to-day servicing of property and equipment are recognised in profit or loss as incurred.

5. Summary of significant accounting policies (Continued)

(g) Property and equipment and depreciation (Continued)

(ii) Depreciation

Property and equipment are depreciated on a straight line basis at annual rates estimated to write off the assets to their estimated residual value at the end of their expected useful lives. The depreciation rates are as follows:

Leasehold improvement	10%
Office furniture, fittings and equipment	10 – 33⅓%
Motor vehicles	20%
Building	2%

No depreciation is charged on work in progress and land.

Depreciation methods, useful lives and residual values are reassessed annually.

(h) Intangible asset

This represents computer software and software under development and is stated at cost less accumulated amortisation and impairment losses. Amortisation is charged to profit or loss on a straight line basis over the estimated useful life of the intangible asset. Software under development is not amortised. The estimated useful life for computer software is 3 years.

(i) Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value, less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost with any difference between cost and redemption value being recognised in profit or loss over the period of the borrowings on an effective interest basis.

5. Summary of significant accounting policies (Continued)

(j) Related parties

A related party is a person or entity that is related to the entity that is preparing its financial statements (referred to in IAS 24 *Related Party Disclosures* as the "reporting entity").

(a) A person or a close member of that person's family is related to a reporting entity if that person:

(i) has control or joint control over the reporting entity;

(ii) has significant influence over the reporting entity; or

(iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

(b) An entity is related to a reporting entity if any of the following conditions applies:

(i) The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

(ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

(iii) Both entities are joint ventures of the same third party.

(iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

(v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.

(vi) The entity is controlled, or jointly controlled by a person identified in (a).

(vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

5. Summary of significant accounting policies (Continued)

(j) Related parties (Continued)

A reporting entity is exempt from the disclosure requirements of IAS 24.18 in relation to related party transactions and outstanding balances, including commitments, with:

a) a government that has control, joint control or significant influence over the reporting entity; and

b) another entity that is a related party because the same government has control, joint control or significant influence over both the reporting entity and the other entity.

A related party transaction is a transfer of resources, services or obligations between related parties, regardless of whether a price is charged.

(k) Provisions

A provision is recognised in the statement of financial position when the Bureau has a legal and constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the obligation.

(l) Employee benefits

The Bureau operates a defined benefit pension plan for employees meeting certain minimum service requirements.

Employee benefits comprising pensions and other post-employment assets and obligations included in these financial statements have been actuarially determined by a qualified independent actuary, appointed by management. The appointed actuary's report outlines the scope of the valuation and the actuary's opinion.

The actuarial valuations were conducted in accordance with IAS 19, and the financial statements reflect the Bureau's post-employment benefit assets and obligations as computed by the actuary. The valuation report is done annually at 31 January and updated to 31 March for any material changes.

5. Summary of significant accounting policies (Continued)

(l) Employee benefits (Continued)

The Bureau is the sponsoring employer in a defined benefit pension plan administered by trustees, the assets of which are held separately from those of the Bureau. The adoption of IAS 19 does not affect the pension scheme, which continues to be governed by the approved trust deeds and rules, and remains under the full control of the appointed trustees.

The calculation is performed by a qualified independent actuary using the Projected Unit Credit Method. Re-measurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding net interest and the return on plan assets (excluding net interest), are recognised immediately in the statement of financial position with a corresponding debit or credit to accumulated surplus through other comprehensive income in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent period

The Bureau's net obligation in respect of the defined benefit pension scheme is calculated by estimating the amount of future benefit that participating employees have earned in return for their service in the current and prior periods; that value is discounted to determine the present value, and the fair value of any scheme assets is deducted. To the extent that the obligation is less than the fair value of scheme assets, the asset recognised is restricted to the discounted value of future benefits available to the Bureau. The discount rate applied is the yield at the reporting date on long-term government instruments that have maturity dates approximating the terms of the Bureau's obligation. The calculation is performed using the projected unit credit method.

(m) Impairment

The carrying amounts of the Bureau's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated at each reporting date. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

(i) Calculation of recoverable amount:

The recoverable amount of the Bureau's receivables is calculated as the present value of expected future cash flows, discounted at the original effective interest rate inherent in the asset. Receivables with a short duration are not discounted.

5. Summary of significant accounting policies (Continued)

(m) Impairment (Continued)

(i) Calculation of recoverable amount (continued):

Loans and advances are presented net of specific allowances for uncollectability. Specific allowances are made against the carrying amount of loans and advances that are identified as being impaired based on regular reviews of outstanding balances to reduce these loans and advances to their recoverable amounts. The expected cash flows for portfolios of similar assets are estimated based on previous experience and considering the credit rating of the underlying customers and late payments of interest or penalties. Increases in the allowance account are recognised in profit or loss. When a loan is known to be uncollectible, all the necessary legal procedures have been completed, and the final loss has been determined, the loan is written off directly.

If in a subsequent period the amount of impairment loss decreases and the decrease can be linked objectively to an event occurring after the write-down, the write-down or allowance is reversed through profit or loss.

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs. An impairment loss is recognised whenever the carrying amount of an asset or its cash generating unit exceeds its recoverable amount. Impairment losses are recognized in profit or loss. Intangible assets are tested annually for impairment.

(ii) Reversals of impairment:

An impairment loss in respect of receivables is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised. In respect of other assets, an impairment loss is reversed if there has been a change in the estimate used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognized accordingly.

5. Summary of significant accounting policies (Continued)

(n) Revenue recognition

(i) Interest on student advances:

Interest income is recognized on the accrual basis using the effective interest rate method, except when collectability is considered doubtful. Where payment of interest income is outstanding for more than 90 days, collectability is deemed to be doubtful, interest will be taken into account on the cash basis.

Interest is charged to students as follows:

Principal and interest become due for repayment after a maximum grace period of six months following the end of the prescribed duration of the study program, which is usually three to four years. Beginning the first working day of January after the end of the study program, all interest accrued in the period of study is capitalized and interest is charged on the amended loan balance at an agreed rate. The applicable rate for the year is 9% (2015: 9%) add-on basis. The standard loan tenure is 15 years, inclusive of the prescribed period of study. However, the loan tenure may be extended to 20 years for persons who are in study programs that exceed the general 3-4 year duration and attract higher tuition costs.

(ii) Interest on short-term deposit and monetary instrument:

Interest income is recognised in profit or loss for all interest-bearing instruments on the accrual basis using the effective yield method based on the actual purchase price. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset (or, where appropriate, a shorter period) to the carrying amount of the financial asset. Interest income includes coupons earned on fixed income investments.

(o) Grant-in-aid income

Grant-in-aid income allocated from amounts received from the Government of Jamaica is recognized as income in the period in which the grant is made to the qualifying students.

5. Summary of significant accounting policies (Continued)

(p) Penalty charge:

Penalty of $750 (2015: $500) per month is charged on accounts in arrears in respect of the Student Revolving Loan Scheme.

(q) Foreign currencies

(i) Balances denominated in foreign currencies are translated at the rates of exchange ruling at the reporting date. Transactions in foreign currencies are converted at the rates of exchange ruling on the transaction dates. Gains or losses arising from fluctuations in exchange rates are included in profit or loss.

Non-monetary assets and liabilities denominated in foreign currencies are stated at fair value and are translated to Jamaica dollars at foreign exchange rates ruling at the dates the values were determined.

For the purpose of the statement of cash flows, all foreign currency gains and losses recognized in profit or loss are treated as cash items and included in cash flows from operating or financing activities along with movements in the relevant balances.

(ii) That portion of the Bureau's loan advances which is repayable in United States dollars has been adjusted to reflect the increased cost of repayment of such advances caused by devaluations of the Jamaica dollar. The increased cost of repayment on the CDB Loans is recoverable from the Government of Jamaica (Refer to Note 10).

(r) Net finance costs

Net finance costs comprise interest payable on borrowings calculated using the effective interest method, interest receivable on funds invested, material bank charges and foreign exchange gains and loss recognized in profit or loss. Borrowing costs are capitalized and amortised to profit and loss using the effective interest method.

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

5. Summary of significant accounting policies (Continued)

(s) Financial instruments

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. For the purpose of these financial statements, financial assets have been determined to include cash and cash equivalents, short-term investments, other accounts receivable and advances and accrued interest. Similarly, financial liabilities include other payables and accrued charges, cess payable and loans payable.

(t) Grants

The Bureau receives funding from international lending institutions and the Government of Jamaica for special projects and on-lending.

(i) Special projects:

Grants that are governed by donor-imposed stipulations, which stipulations must be complied with to the satisfaction of the donor for the project expenditure to be approved, are credited to capital grants.

When funds are spent in accordance with the donor's stipulations, the amount is charged off as special project expenses. An equivalent amount is then transferred from capital grants to the project expenditure account.

(ii) On-lending:

Grants may be obtained from non-shareholders from time to time to assist with the Bureau's funding needs. These grants are recognized in the statement of comprehensive income as revenue when received except those received directly from the GOJ which are recognized in the accumulated fund as contributions.

(u) Determination of fair values:

Fair value is the price that would be received to sell an asset or paid to transfer a liability between market participants at the measurement date. The fair value is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

5. Summary of significant accounting policies (Continued)

(u) Determination of fair values: (continued)

A fair value measurement of non-financial assets takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are classified within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 – Valuation technique for which the lowest level input that is significant to the fair value measurement is unobservable.

(v) Comparative information

Where necessary, comparative figures have been reclassified to conform with changes in presentation in the current year.

6. Cash and short term investments

Cash in interest-bearing accounts consist of:

	2016 $'000	2015 $'000
Cash	103,507	155,530
Short- term investments	2,185,964	986,627
	2,289,471	1,142,157

Cash in interest bearing accounts earns interest at a floating rate of 5.60% (2015: 5.33%) based on daily bank deposits.

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following:

	2016 $'000	2015 $'000
Cash and short term investments	2,289,471	1,142,157
Less balance with maturity dates over 90 days	(677,373)	(237,197)
	1,612,098	904,960

7. Insurance fund

	2016 $'000	2015 $'000
Investments including withholding tax:		
Government of Jamaica (GOJ) Bonds (Note 7 (a))	52,800	52,800
Resale agreements (Note 7 (b))	774,868	622,076
Withholding tax recoverable	11,987	11,987
	839,655	686,863
Other	2,695	-
Due from the Bureau (Note 7(c))	-	1,300,000
Transfer of surplus to the Bureau - Insurance Fund	(242,350)	-
	600,000	1,986,863

The Fund is maintained out of insurance premiums collected from borrowers.

(a) During 2013, the Bureau participated in the National Debt Exchange which resulted in certain GOJ bonds being exchanged for fixed rate accreting bonds issued at a discount of 20% of the original bonds. The loss arising of $13.2 million was recognized directly in the accumulated fund. The bonds are scheduled to mature in August 2028.

(b) The fair value of the underlying collateral held on securities purchased under resale agreements at 31 March 2016 amounted to $810.2 billion (2015: 687.6 million).

(c) The Bureau withdrew $1.3 billion (2015: $1.3 billion) from the Insurance Fund, as at 31 March 2016, to finance new tuition loans. The full drawdown is subject to a five (5) year tenure including moratorium on principal of one (1) year. No interest is payable on the amount borrowed, given that proceeds were derived from a fund managed by the Bureau. An actuarial assessment of the Fund conducted in 2015 determined that it carries a significant surplus in terms of the covered risk of student loans. In light of the assessment and by way of Resolution of the Board of Directors dated December 16, 2015, the Bureau decided that a maximum of $600 million is adequate to provide coverage for the loans. The Board also authorized the conversion the $1.3 billion transferred to equity. An amount of $242.4 million representing surplus was also transferred to the accumulated fund.

7. Insurance fund (Continued)

The movement in the insurance fund balance during the year was as follows:

	2016 $'000	2015 $'000
Balance at beginning of the year	1,986,863	1,841,196
Premiums received	114,680	110,648
Interest earned on funds invested	42,103	37,638
Benefits paid	(1,296)	(2,619)
Transfer of surplus to the Bureau - Insurance fund	(242,350)	-
Loan from insurance fund converted to equity	(1,300,000)	-
Balance at the end of the year	600,000	1,986,863

8. Loans, accrued interest and fee receivable

At 31 March 2016, the total balances receivable for advances and interest accrued under the New Student Loan Scheme are calculated based on the business rules approved by the Council.

Loans, accrued interest and fee receivable are shown net of provision for doubtful debts totaling $2.9 billion (2015: $2.5 billion).

	2016 $'000	2015 $'000
Principal	19,739,014	17,097,288
Interest receivable, penalty and other charges	1,257,459	1,178,890
	20,996,473	18,276,178
Less: Loans and other charges written off	(656,887)	(499,361)
	20,339,586	17,776,817
Less: Allowance for impairment loss	(2,874,479)	(2,461,971)
	17,465,107	15,314,846

8. Loans, accrued interest and fee receivable (Continued)

Loans, accrued interest and fee receivable balance is broken down as follows:

	2016 $'000	2015 $'000
Current portion	3,161,612	2,893,202
Long term portion	14,303,495	12,421,644
	17,465,107	15,314,846

The aging of loans, accrued interest and fee receivable at the reporting date:

	2016		2015	
	Gross $'000	Impairment $'000	Gross $'000	Impairment $'000
Not yet due	8,883,215	-	8,800,468	-
Neither past due nor impaired	3,077,269	-	2,026,246	-
Past due 1-30 days	626,773	62,677	427,455	42,746
Past due 31-90 days	2,624,991	262,499	2,298,789	229,829
Past due 91-180 days	440,057	88,011	244,350	48,870
Past due 181-365 days	1,195,322	358,597	938,943	281,683
Past due 1-2 years	2,315,869	1,157,935	1,950,411	975,206
Past due 2-3 years	1,176,090	944,760	1,090,155	883,637
	20,339,586	2,874,479	17,776,817	2,461,971

Allowance for impairment relates to beneficiaries who have not serviced their accounts for a protracted period of time.

The movement in the allowance for impairment in respect of loans receivables during the year was as follows:

	2016 $'000	2015 $'000
Balance at 1 April	2,461,971	2,099,419
Charge for the year	1,069,395	861,913
Write-offs	(656,887)	(499,361)
Balance at 31 March	2,874,479	2,461,971

9. Other receivables

	2016 $'000	2015 $'000
Interest receivable	8,425	3,937
Withholding tax recoverable	19	10
Advances and other receivables	6,253	5,334
	14,697	9,281

10. Due from Government of Jamaica

Excess of increased costs of loan advances in United States dollars are arrived at as follows:

	2016 $'000	2015 $'000
Provision for increased cost of repayment of US$ loan advances due to exchange loss:		
Caribbean Development Bank (CDB) Loans	669,536	529,983

11. Property and equipment

	Land and building $'000	Leasehold improvements $'000	Motor vehicles $'000	Office fittings $'000	Office furniture and equipment $'000	Total $'000
At cost:						
31 March 2014	79,409	13,602	7,553	3,163	71,698	175,425
Additions	-	2,496	-	43	6,205	8,744
Disposals	-	-	-	-	(395)	(395)
31 March 2015	79,409	16,098	7,553	3,206	77,508	183,774
Additions	-	9,890	-	155	14,157	24,202
Disposals	-	-	(4,646)	(4)	(2,899)	(7,549)
31 March 2016	79,409	25,988	2,907	3,357	88,766	200,427
Depreciation:						
31 March 2014	-	412	5,085	2,546	62,067	70,110
Charge for the year	-	1,509	1,026	28	3,552	6,115
Eliminated on disposals	-	-	-	-	(381)	(381)
31 March 2015	-	1,921	6,111	2,574	65,238	75,844
Charge for the year	-	1,770	697	34	5,003	7,504
Eliminated on disposals	-	-	(4,026)	(4)	(2,741)	(6,771)
31 March 2016	-	3,691	2,782	2,604	67,500	76,577
Net book values:						
31 March 2016	79,409	22,297	125	753	21,266	123,850
31 March 2015	79,409	14,177	1,442	632	12,270	107,930

12. Intangible assets

	Computer software	Software under development	Total
	$'000	$'000	$'000
At cost:			
31 March 2014	103,686	-	103,686
Additions	179	-	179
Write offs	(4,306)	-	(4,306)
31 March 2015	99,559	-	99,559
Additions	590	1,000	1,590
31 March 2016	100,149	1,000	101,149
Amortisation:			
31 March 2014	91,782	-	91,782
Charge for the year	11,482	-	11,482
Eliminated on write offs	(4,306)	-	(4,306)
31 March 2015	98,958	-	98,958
Charge for the year	125	-	125
31 March 2016	99,083	-	99,083
Net book values:			
31 March 2016	1,066	1,000	2,066
31 March 2015	601	-	601

13. Other payables and accrued charges

	2016 $'000	2015 $'000
Deferred grant-in-aid (a)	45,425	38,300
Accrued charges	58,368	56,635
Other payables	12,567	7,654
	116,360	102,589

(a) This represents the unallocated balance of $150 million received from the Government of Jamaica in October 2015. The balance is earmarked to finance grants-in-aid to qualifying students. The Bureau received $115 million for grant-in-aid in 2014/2015.

13. Other payables and accrued charges (Continued)

(b) Movements in deferred grant-in-aid consists of the following:

	2016 $'000	2015 $'000
Balance at 1 April	38,300	15,138
Amounts received for the year	150,000	115,000
Disbursements	(142,875)	(103,343)
Returned grant in aid disbursements	-	11,505
Balance 31 March	45,425	38,300

14. Long term loans

		2016 $'000	2015 $'000
Caribbean Development Bank – OCR Loan 1	(a) US$4,903,846	598,476	575,218
Caribbean Development Bank – SFR Loan 1	(b) US$14,711,538	1,795,427	1,725,653
Caribbean Development Bank – OCR Loan 2	(c) US$10,000,000	1,220,421	1,150,435
Caribbean Development Bank – SFR Loan 2	(d) US$10,000,000	1,220,421	1,150,435
PetroCaribe Development Fund (PDF)	(e) US$12,000,000	1,464,505	1,380,521
		6,299,250	5,982,262

(a) This represents balance from the US$5 million loan facility issued by the CDB and lent from the Ordinary Capital Reserves (OCR) of the bank. The purpose of the loan is to assist the Bureau in granting sub-loans to qualified beneficiaries. The loan is guaranteed by the GOJ, which also bears exchange losses incurred in respect of the loan repayments. The loan is to be repaid by the Bureau on a quarterly basis on 1 January, 1 April, 1 July and 1 October, of each year. The loan principal is due to be repaid in fifty two (52) equal or approximately equal and consecutive quarterly installments on each due date commencing on the first due date after the expiry of five (5) years following the date of the loan agreement which was 25 November 2010. The first installment of loan repayment was made in January 2016. It bears interest at 2.97% (2015: 3.90%) and there is a commitment charge of 0.25% on the undisbursed portion of the loan. This charge shall accrue from 24 January 2011, which is 60 days following the date of the first loan agreement. The commitment charges are repayable quarterly and carry same due dates as the principal and interest payments. As at 31 March 2016, the OCR portion was fully drawn down.

14. Long term loans (Continued)

(b) This represents balance from the US$15 million loan facility granted by the CDB and lent from the Special Fund Resources (SFR) of the bank. The purpose and terms of the loan are the same as the loan outlined in (a) above, except that there is no commitment charge and the rate of interest is fixed at 2.5%. The first installment of loan repayment was made in January 2016. As at 31 March 2016, the SFR portion was fully drawn down.

(c) This represents drawdown from the US$10 million loan facility issued by the CDB to be lent from the OCR of the bank. The purpose of the loan is to assist the Bureau in granting loans to qualified beneficiaries. The loan is to be repaid by the Bureau on quarterly basis on 1 January, 1 April, 1 July and 1 October, of each year. The loan principal is due to be repaid in sixty (60) equal or approximately equal and consecutive quarterly installments on each due date commencing on the first due date after the expiry of five (5) years following the date of the loan agreement which was 20 February 2013. It bears interest at 2.97% (2015: 3.90%) and there is a commitment charge of 0.25% on the undisbursed portion of the loan. This charge shall accrue from 21 April 2013 which is 60 days following the date of the first loan agreement. The commitment charges are repayable quarterly and carry the same due dates as the principal and interest payments. As at 31 March 2016, the OCR portion was fully drawn down.

(d) This represents drawdown from the US$10 million loan facility granted by the CDB to be lent from the SFR of the CDB. The purpose and terms of the loan are the same as the loan outlined in (c) above, except that there is no commitment charge and the rate of interest is fixed at 2.5%. As at 31 March 2016, the SFR portion was fully drawn down.

(e) This represents a loan of US$12 million from the PetroCaribe Development Fund (PDF). The purpose of the loan is to assist in providing additional loans to qualified beneficiaries. The loan is not guaranteed by the GOJ and exchange losses are incurred by the Bureau, in respect of the loan repayments. It is secured by an assigned portfolio of SLB sub-loans, with current status, that were financed from the PDF loan. The value of the assigned portfolio is US$24 million. Interest is repayable quarterly on 31 March, 30 June, 30 September and 31 December, respectively. There is, however, a moratorium of five (5) years in respect of principal payments and two (2) years in respect of interest payments. The loan bears 2.5%, fixed rate of interest, per annum. The interest charge has started to accrue from 16 May 2012. The loan was fully drawn down in 2013. The repayment start date is scheduled for September 2017.

15. Capital contribution

During the year, the Bureau received funds amounting to $2.880 billion (2015: $2.071 billion) from the Government of Jamaica. The amount is non-refundable and represents capital contribution by the Government of Jamaica to finance student loans.

	2016 $'000	2015 $'000
Balance at 1 April	3,464,234	1,393,286
Amount received for the year	2,880,000	2,070,948
Balance at 31 March	6,344,234	3,464,234

16. Related party balances

The Bureau has related party relationships with the Government of Jamaica, its council members and key management personnel representing certain senior officers of the entity. Balances due to/from related parties are disclosed in the relevant notes to the financial statements (See Note 10 - Due from Government of Jamaica, Note 15 - Government Contribution, Note 17 (c) - Employee benefits and Note 19 - Grant income).

17. Employee benefits

(a) Defined benefit plan

(i) Plan assets and obligations are as follows:

	2016 $'000	2015 $'000
Present value of funded obligations	(138,750)	(100,803)
Fair value of plan assets	197,703	168,821
	58,953	68,018
Unrecognized amount due to limitation	(58,953)	(68,018)
Recognised asset	-	-

17. Employee benefits (Continued)

(a) Defined benefit plan (continued)

(ii) Movements in net assets are as follows:

	2016 $'000	2015 $'000
Contributions paid	(8,045)	(7,689)
Income recognized in profit or loss	9,124	7,276
Other comprehensive income	1,079	(413)
Income not eligible for recognition due to limit	(1,079)	413
Net asset at end of year	-	-

Plan assets consist of the following:

	2016 $'000	2015 $'000
Resale agreements	61,301	76,394
GOJ bonds	43,524	46,859
Promissory notes	-	4,451
Corporate bonds	25,235	5,003
Certificate of deposit	11,017	18,252
Equities	43,639	7,308
Finance lease	8,695	3,000
Cash	1,022	2,663
Net current assets	3,270	2,891
Fair value of plan assets	197,703	166,821

17. Employee benefits (Continued)

(a) Defined benefit plan (continued)

(iii) The fair value of the plan assets is analysed as follows:

The percentage distribution of the major categories of plan assets at the reporting date for each category is as follows:

	2016	**2015**
	%	%
Resale agreements	31.01	45.25
GOJ bonds	22.01	28.94
Promissory notes	-	2.64
Corporate bonds	12.76	2.96
Certificate of deposit	5.57	10.81
Equities	22.07	4.33
Finance lease	4.41	1.78
Cash	0.52	1.58
Net current assets	1.65	1.71
Closing fair value of plan assets	100.00	100.00

(iv) Changes in the present value of the obligation:

	2016	**2015**
	$'000	**$'000**
Present value obligation	100,803	87,152
Current service cost	6,608	5,129
Interest cost	9,733	8,213
Benefits paid and admin expenses	(3,164)	(4,112)
Employees contribution	7,711	6,933
Actuarial gain on obligation due to:		
- Experience	(1,822)	(2,512)
- Changes in financial assumptions	18,881	-
Present value of obligation	138,750	100,803

	2016	**2015**
	$'000	**$'000**
The remeasurement gain on the staff pension plan comprises:		
Changes in financial assumptions	18,881	-
Experience adjustment	(1,822)	(2,512)
	17,059	(2,512)

17. Employee benefits (Continued)

(a) Defined benefit plan (continued)

(iv) Changes in the present value of the obligation (continued)

Changes in the fair value of the plan assets:

	2016 $'000	2015 $'000
Fair value of plan assets	168,821	148,991
Contributions	15,756	14,622
Expected return on plan assets	16,464	14,335
Benefits paid and administration expenses	(5,951)	(6,505)
Actuarial loss	2,613	(2,622)
Fair value of plan assets	197,703	168,821

(v) Expense recognised in profit or loss:

	2016 $'000	2015 $'000
Current service cost	6,607	5,129
Interest cost	9,733	8,213
Expected return on plan assets	(16,464)	(14,335)
Administration fees	2,787	2,393
Interest on effect of asset ceiling	6,462	5,875
Change in effect of asset ceiling	(15,526)	304
Pension expense	(6,401)	7,579
Net pension income (expense)	6,401	(7,579)
Actual return on plan assets	-	-

(vi) Remeasurement gains/(loss) recognised in other comprehensive income

	2016 $'000	2015 $'000
Remeasurement of the defined benefit liability	17,059	(2,512)
Remeasurements of the plan assets	(2,612)	2,622
Change in effect of asset ceiling	(15,526)	303
	(1,079)	413

(Expressed in Jamaican dollars unless otherwise indicated)

17. Employee benefits (Continued)

(a) Defined benefit plan (continued)

(vii) Principal actuarial assumptions at the statement of financial position date (expressed as weighted averages based on the assets of the plan).

	2016	**2015**
Discount rate at 31 January	8.50%	9.50%
Future salary increases	6.00%	6.50%
Future pension increases	2.50%	2.75%
Inflation	5.00%	5.50%

Assumptions regarding future mobility are based on the 1994 Group Annuity Mortality Tables ((GAM (94) (U.S. mortality tables)).

Mortality in service and retirement Attained age	**Males**	**Females**
20 – 30	0.35 – 0.66	0.22 – 0.29
30 – 40	0.66 – 0.85	0.29 – 0.48
40 – 50	0.85 – 1.58	0.48 – 0.97
50 – 60	1.58 – 4.43	0.97 – 2.29
60- 70	4.43–14.53	2.29 – 8.63

Defined benefit obligations maturity profile:

	2016 **Years**	**2015** **Years**
Demographic assumptions		
Average liability duration for each category of member:		
- Staff pension scheme		
Active members	26.5	26.3
Pensioners	9.3	9.1
All participants	26.3	26.0

The effect on the present value of the obligation of an increase of one year in the life expectancy is an increase of $1.8 million.

17. Employee benefits (Continued)

(b) Sensitivity analysis

	2016 $'000		2015 $'000	
	1% Decrease	1% Increase	1% Decrease	1% Increase
Discount rate	41,195	(29,707)	29,330	(21,195)
Pension increase	(10,930)	12,746	(7,507)	8,708
Salary escalation rate	(19,895)	24,130	(14,531)	17,735

The sensitivity analyses above have been determined based on a method that extrapolates the impact on the present value of the net defined benefit asset as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

(c) Transactions with key management personnel:

Key management personnel compensation is as follows:

	2016 $'000	2015 $'000
Short-term employee benefits	27,289	26,293

18. Net finance cost

	2016 $'000	2015 $'000
Foreign exchange losses, net	(208,252)	(158,755)
Bank charges	(2,799)	(2,653)
Interest expense - CDB loans	(137,245)	(135,526)
- PetroCaribe loan	(34,608)	(34,090)
	(382,904)	(331,024)

19. Grant income

	2016 $'000	2015 $'000
Grant in aid	142,875	103,343

Grant in aid of $142.8 million (2015: $103.3 million) was disbursed to qualifying students during the year (Refer to Notes 13 and 21).

20. Other income

	2016 $'000	2015 $'000
Gain on disposal of property and equipment	728	(14)
Processing fees	52,589	51,822
Penalty charges	48,383	56,842
Other	28,796	22,973
Bad debts recovered	243,587	192,257
	374,083	323,880

21. Staff costs and administrative expenses

	2016 $'000	2015 $'000
Salaries and related costs	192,165	180,526
Grant-in-aid	142,875	103,343
Rent	12,163	11,492
Repairs and maintenance	16,622	16,441
Printing and stationery	3,760	3,458
Postage	4,693	2,912
Telephone and advertising	6,921	6,777
Electricity	10,732	9,444
Insurance	1,261	1,462
Public awareness	13,105	11,275
Consulting and professional fees	7,387	15,089
Travelling expenses	1,240	521
Security	1,054	870
Audit fees		
Current year	4,200	3,800
Prior year	950	1,900
Depreciation and amortization	8,024	13,278
GCT expense	20,382	12,814
Other expenses	13,692	6,550
Staff costs and administrative expenses	461,226	401,952

22. Commitments and contingencies

Capital commitments:

The Bureau had no capital commitments as of 31 March 2016.

Approved loan commitments:

The Bureau approves loans for each beneficiary's entire course of study but records the amounts in respect of each year as at the date of disbursement. As at 31 March 2016, the Bureau's commitment in relation to approved loans for the current and future years' disbursements are estimated at $139.65 million (2015: $619.97 million) and $12.1 billion (2015: $11.5 billion), respectively. The estimate for future years is based on the current year's actual fees paid and is subject to change if there is a change in the fees charged by the institution that the beneficiary attends.

Contingent liability:

No provision has been made in the financial statements for any contingent liabilities.

Operating lease commitments

The Bureau as a lessee
During the year, the Bureau entered into a new operating lease arrangement with lease term up to five years. The operating lease is in respect of its offices.

The Bureau does not have an option to purchase the leased asset at the expiry of lease period. The minimum lease payments under this contract are as follows:

	2016 $'000	2015 $'000
Within 1 year	38,930	25,700
1 – 2 years	39,304	25,858
2 – 3 years	40,276	25,364
	118,510	76,922

Lease payments recognised by the Bureau as an expense during the year totaled $27,336,328 (2015: $27,649,231).

22. Financial risk management

Exposure to various types of financial instruments risk arises in the ordinary course of the Bureau's business. Derivative financial instruments are not presently used to reduce exposure to fluctuations in interest and foreign exchange rates.

The Bureau has exposure to credit risk, market risk, and liquidity risk from the use of financial instruments.

Senior management has responsibility for monitoring the Bureau's risk management policies and periodically report to the council members on their activities.

The risk management policies are established to identify and analyze the risks faced by the Bureau, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies are reviewed on a regular basis and reflect changes in market conditions and the Bureau's activities. The council members have monitoring oversight of the risk management policies.

(i) 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 Bureau has exposure to credit risk primarily through the unsecured loans granted to individuals pursuing tertiary level education, and deposits held in financial institutions.

Balances arising from those activities are cash and cash equivalents, insurance fund, investments, loans and accrued interest receivable and other accounts receivable.

Appropriate credit procedures are in place to minimise exposure to credit risk generally. These include credit evaluations on all new applicants for loans and comprehensive procedures to pursue and recover amounts due in the event of default. Investments and cash and cash equivalents are placed with substantial financial institutions which are believed to have minimal risk of default. The maximum credit exposure is represented by the carrying amount of financial assets on the statement of financial position.

Investments and cash and cash equivalents

Investments and cash and cash equivalents are placed with counter parties who are believed to have minimal risk of default. The Bureau is precluded from investing more than thirty percent of the investment portfolio in any single financial institution.

22. Financial risk management (Continued)

(i) Credit risk (continued):

Insurance fund investments

The Bureau maintains an insurance fund supported by short-term investments. The purpose of this fund is to settle loan amounts due from beneficiaries in the event of death or permanent incapacity.

Loans and accrued interest receivable

The Bureau's exposure to credit risk is influenced mainly by the individual characteristics of each loan beneficiary. Management has established a credit policy under which each loan applicant is analysed for need and creditworthiness prior to being granted the loan. Each loan applicant is subjected to a comprehensive review conducted using a means test. Applicants are required to have one or more qualified guarantors who will undertake to accept liability in the event that the beneficiary does not service the loan. Loan amounts are paid directly to the institution to which the applicant is enrolled. Beneficiaries enjoy a moratorium on the repayment of loan principal and interest during the period of study.

Other accounts receivable

The Bureau's exposure to credit risk is also influenced by the interest that is due on the investments held with third party entities and on staff loans. These investments are placed with counter parties who are believed to have minimal risk of default.

The Bureau establishes an allowance for impairment that represents its estimate of incurred losses in respect of advances and accrued interest. Some advances and accrued interest are provided for based on an estimate of amounts that would be irrecoverable, determined by taking into consideration number of days past due, past default experience, current economic conditions and expected receipts and recoveries once impaired.

The following table summarises the Bureau's credit exposure for investments at the carrying amounts, as categorised by the following:

	2016 $'000	2015 $'000
Government of Jamaica	52,800	52,800
Resale agreements	3,038,702	1,675,978
Total	3,091,502	1,728,778

22. Financial risk management (Continued)

(ii) Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates will affect the Bureau's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return, given the risk.

(a) Interest rate risk:

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Interest-bearing financial assets are primarily represented by deposits, insurance fund investments and loan advances receivable, which are materially contracted at fixed interest rates for the duration of the term.

Financial liabilities subject to interest include primarily third party loans which are contracted at both fixed and variable rates of interest.

At the reporting date the interest profile of the Bureau's interest-bearing financial instruments was:

	Carrying amount	
	2016	**2015**
	$'000	**$'000**
Fixed rate instruments:		
Financial assets	19,970,803	15,278,113
Financial liabilities	(4,480,353)	(4,256,609)
	15,490,450	11,021,504
Variable rate instruments:		
Financial liabilities	(1,818,897)	(1,725,653)

Interest rate sensitivity

The Bureau does not account for any fixed rate financial assets and liabilities at fair value. Therefore, a change in the interest rates at the reporting date would not affect the reported surplus for the year or accumulated surplus.

Cash flow sensitivity for variable rate instruments

A change of 100 basis points (2015:100) in respect of interest rates would have increased or decreased profit or loss by $18.2 million (2015: $17.3 million). This analysis assumes that all other variables, in particular foreign currency rates remain constant.

22. Financial risk management (Continued)

(ii) Market risk (continued):

(a) Interest rate risk (continued):

The nature of the Bureau's exposure to interest rate risk and its objectives, policies and processes for managing interest rate risk have not changed significantly from the prior period.

(b) Foreign currency risk:

Foreign currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates.

The Bureau incurs foreign currency risk primarily on borrowings that are denominated in a currency other than the Jamaican dollar. The currency transactions giving rise to this are primarily denominated in United States dollars (US$). The table below shows the Bureau's foreign currency exposure, at the reporting date.

	Net foreign currency monetary (liability)/assets	
	2016	**2015**
	$'000	**$'000**
Long term loans	(32,000)	(32,000)
Cash and cash equivalents	2,774	2,713
	(29,226)	(29,287)

The exchange rate, in terms of Jamaica dollars, was as follows:

	US$
March 31, 2016:	122.0421
March 31, 2015:	115.0435

Sensitivity analysis

A 5% strengthening of the US$ against the Jamaican dollar would have decreased the surplus by $178 million (2015: decreased by $168 million) and a 2% weakening of US$ against the Jamaica dollar would have increased the surplus by $71 million (2015: $67 million).

22. Financial risk management (Continued)

(iii) Liquidity risk:

Liquidity risk, also referred to as funding risk, is the risk that the Bureau will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at, or close to, its fair value.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying business, the management of the Bureau aims at maintaining flexibility in funding, by keeping lines of funding available, as well as by maintaining prudent financial assets in appropriate terms and currencies.

The table below summaries the maturity profile of the Bureau's financial liabilities at 31 March 2016 based on contractual undiscounted payments (both interest and principal).

	Carrying amount $'000	Contractual cash flows $'000	0-12 months $'000	2-3 years $'000	4-5 years $'000	6-10 years $'000	11-15 years $'000	16-22 years $'000
31 March 2016								
CDB loans	4,834,745	5,875,747	316,166	818,118	904,551	2,095,774	1,448,529	292,609
PetroCaribe loan	1,464,505	1,643,101	36,613	432,498	464,271	709,719	-	-
Accounts payable	57,992	57,992	57,992	-	-	-	-	-
	6,357,242	7,576,840	410,771	1,250,616	1,368,822	2,805,493	1,448,529	292,609
31 March 2015								
CDB loans	4,601,740	5,844,316	182,554	656,811	895,467	2,066,455	1,600,787	442,242
PetroCaribe loan	1,380,522	1,583,574	34,628	216,052	447,519	885,375	-	-
Accounts payable	45,954	45,954	45,954	-	-	-	-	-
	6,028,216	7,473,844	263,136	872,863	1,342,986	2,951,830	1,600,787	442,242

22. Financial risk management (Continued)

(iv) Fair value

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. A market price, where an active market (such as a recognised stock exchange) exists, is the best evidence of the fair value of a financial instrument. Where market prices are not available for the financial assets and liabilities, fair values are determined using various estimation techniques based on market conditions existing at the end of the reporting period. Generally, judgement is necessarily required in interpreting market data to develop estimates of fair value. Accordingly, the estimates presented in these financial statements are not necessarily indicative of the amounts that the Bureau would realize in a current market exchange.

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

- Long term fixed rate receivables are evaluated by the Bureau based on parameters such as credit worthiness of the borrowers based on payment history. Based on this evaluation, allowances are taken into account for the expected losses of these receivables. As at 31 March 2016, the carrying amounts of such receivables, net of allowances, were not materially different from their calculated fair values.
- Fair values of the Bureau's interest bearing borrowings and loans are determined by using discounted cash flow methods using a discount rate that reflects the issuer's borrowing rate as at the end of the reporting period.

The fair value measurement for the Bureau's investments and long term debt are categorized in level 3 of the fair value hierarchy as they are measured using non-market observable inputs. Management has assessed that the carrying values of cash and short term deposits, investments, repurchase agreements, trade receivables and payables and accruals approximate their fair values largely due to the short-term nature of these instruments. Set out below is a comparison by class of the carrying amounts and fair value of the Bureau's financial instruments, other than those with carrying amounts are reasonable approximation of fair value.

	2016 Carrying Value $'000	2016 Fair value $'000
Assets		
Insurance fund investments	52,800	55,454
Liabilities		
Long term loans – fixed rate loans	4,486,221	4,475,534

22. Financial risk management (Continued)

(iv) Fair value (continued)

	2015 Carrying value	2015 Fair Value
	$'000	$'000
Assets		
Insurance fund investments	52,800	53,993
Liabilities		
Long term loans – fixed rate loans	4,256,609	4,072,540

(v) Capital management

The Bureau's objectives when managing capital are to safeguard its ability to continue as a going concern in order to continue to grant loans to tertiary level students who would not be able to finance their education otherwise. The Council members, together with responsible senior management of the Bureau, monitor the operations of the Bureau.

The objective is to maintain a strong capital base so as to sustain future growth and development of the business.

There were no changes in the Bureau's approach to capital management during the year. Also, the Bureau is not exposed to any externally imposed capital requirements.

23. Non-cash transactions

The following are the non- cash transactions which impacted the statement of cash flows:

	2016 $'000	2015 $'000
Investing activities		
Interest on loans capitalized	813,968	580,745
Financing activities		
Foreign exchange loss on CDB loan (Note 10)	(139,553)	(109,382)
Due from Government of Jamaica (Note 10)	139,553	109,382

Notes

Notes

Directors' Compensation

April 2015-March 2016

Position of Director	Fees	Motor Vehicle Upkeep/ Travelling or value of Assignment of Motor Vehicle ($)	Honoraria ($)	All Other Compensation including Non-Cash Benefits as applicable ($)	Total ($)
Chairman	446,000.00	Nil	Nil	Nil	446,000.00
Director	215,500.00	1,360.00	Nil	Nil	216,860.00
Director	287,500.00	Nil	Nil	Nil	287,500.00
Director	29,000.00	Nil	Nil	Nil	29,000.00
Director	105,000.00	Nil	Nil	Nil	105,000.00
Director	68,000.00	Nil	Nil	Nil	68,000.00
Director	162,000.00	Nil	Nil	Nil	162,000.00
Director	17,000.00	Nil	Nil	Nil	17,000.00
Director	54,500.00	Nil	Nil	Nil	54,500.00
Director	58,000.00	Nil	Nil	Nil	58,000.00
Director	8,500.00	Nil	Nil	Nil	8,500.00

Remuneration of Key Management Personnel - April 2015 - March 2016

Position of Senior Executive	Salary ($)	Performance Incentive ($)	Travelling Allowance	Pension or Other Retirement Benefits ($)	Other Allowance ($)	Value of Assignment of Motor Vehicle ($)	Total ($)
Executive Director	8,511,498.03	407,372.02	318,028.58	-	2,123,311.33	90,000.00	11,450,209.96
Management Accountant	3,741,307.36	75,152.48	643,128.00	304,737.20	616,136.83	-	5,380,461.87
MIS Manager	4,120,166.21	-	643,128.00	335,834.14	61,799.93	-	5,160,928.28
Loan Processing Manager	3,874,084.61	94,052.65	643,128.00	315,655.46	236,302.83	-	5,163,223.55
Loan Origination Manager	3,754,722.46	91,149.29	643,920.00	305,837.23	223,927.03	-	5,019,556.01
Loan Servicing Manager	3,874,066.19	94,052.65	643,128.00	315,653.94	367,989.09	-	5,294,889.87
Internal Audit Manager	3,754,722.46	91,149.29	643,128.00	305,837.23	60,000.00	-	4,854,836.98
Human Resources Manager	3,643,054.54	88,357.59	643,128.00		1,032,384.08	-	5,406,924.21
Attorney-at-Law	3,754,722.45	91,149.29	643,128.00	305,837.23	61,712.55	-	4,856,549.52
Public Relations Manager *	1,510,846.59	3,096.92	458,917.00	123,889.41	115,767.42	-	2,212,517.34

**Position upgraded and incumbent promoted to Manager in September 2015*

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