



# ANNUAL REPORT

## 2018-2019



A Statutory Organisation of the  
Ministry of Transport & Mining







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# Report Overview

## About this Report

The Jamaica Civil Aviation Authority's (JCAA's) 2018-19 Annual Report was prepared in satisfaction of the requirements of the Public Bodies Management and Accountability Act, the Civil Aviation (1996) Act and other relevant legislation, governing the operations of the JCAA and its reporting requirements.

As a statutory organisation of the Ministry of Transport & Mining, the Jamaica Civil Aviation Authority possesses a legal obligation to submit annual reports to Parliament, at the end of each financial year.

The 2018-19 Annual Report provides an overview of the JCAA's operations and performance, against goals identified in the Authority's Corporate Plan, for the year ending March 31, 2019.

The Report also contains financial information and statements for the 2018–2019 year and fulfils an important element of the JCAA's reporting responsibilities to the wider aviation community.

Outlined in the report are also the Authority's plans for meeting expected challenges in the year ahead.

The 2018-19 Annual Report and other corporate publications of the JCAA may be accessed electronically at [www.jcaa.gov.jm](http://www.jcaa.gov.jm).

## Contact Details

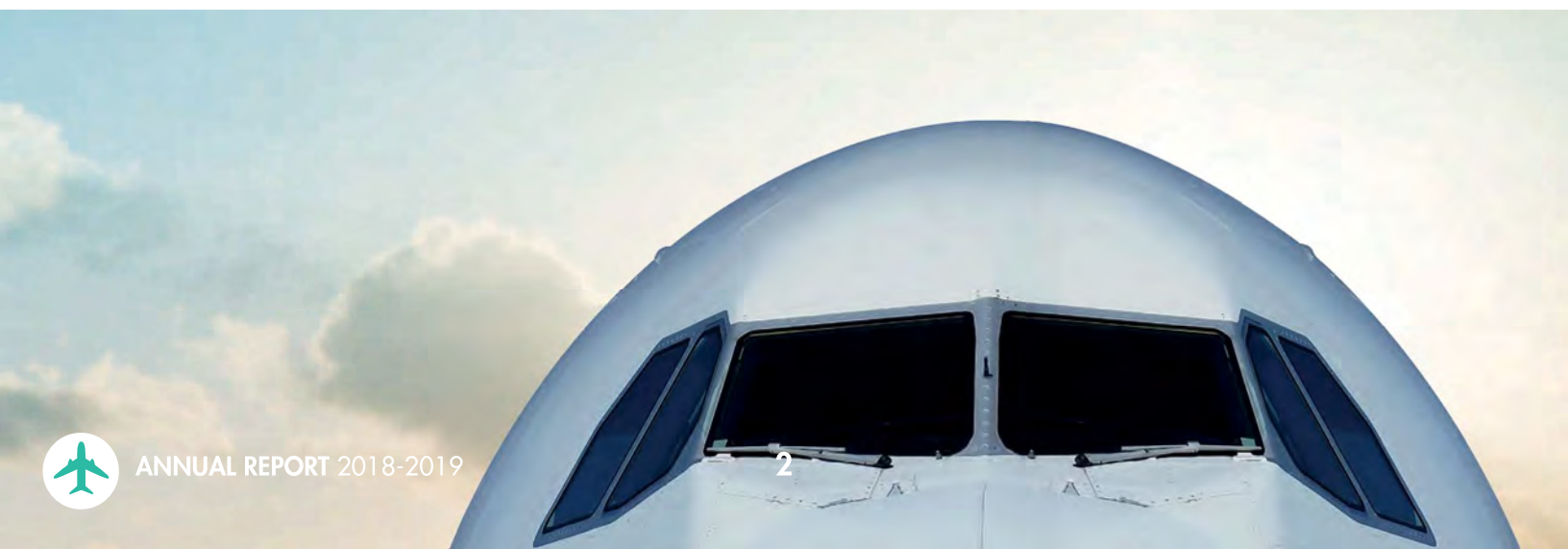
For more information regarding the report, or to request printed copies, please contact:

The Corporate Communications & Information Services Department  
Jamaica Civil Aviation Authority  
4 Winchester Road  
Kingston 10, JAMAICA, W.I.  
Phone: [876] 960-3948, 960-3965  
Fax: [876] 920-0194  
Email: [info@jcaa.gov.jm](mailto:info@jcaa.gov.jm).

Readers are invited to provide suggestions for improving the Report, via email at [info@jcaa.gov.jm](mailto:info@jcaa.gov.jm).

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2019

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# Vision

To be recognised as a world-class civil aviation authority, integrally involved in the sustainable development of a safe and thriving global aviation community that supports and serves Jamaica.

# Mission

To ensure that the public is provided with a safe, reliable, efficient and user-friendly Air Transport System, being cognizant of the standards and recommended practices developed by the International Civil Aviation Organisation (ICAO).





# Core Values

**Our employees are unified around a set of core values. These are integral to the way we conduct our activities, as we work cooperatively to achieve the mandate of the JCAA.**

**We put our values into action everyday, as we remain committed to:**

---

the safe and orderly development of civil aviation in Jamaica (acknowledging the convention of ICAO)

---

providing efficient and user-responsive Air Navigation Services to the national and international communities

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cooperating with other agencies in the facilitation, provision and regulation of a reliable and effective public Air Transport System

---

providing an appropriate environment for the growth, development and professional enhancement of staff members



# Corporate Data

## Registered Office

Jamaica Civil Aviation Authority  
4 Winchester Road  
Kingston 10  
Jamaica, W.I.

## Board of Directors

Mr. Phillip Henriques	- Chairman
Mr. Robert Evans	- Deputy Chairman (until his passing)
Mr. Douglas Lindo	- Deputy Chairman (replaced Member Evans)
Capt. Geoffrey Campbell	- Board Member
Mr. Milton Daley	- Board Member
Dr. Janine Dawkins	- Board Member
Mr. Marc Ramsay	- Board Member
Mrs. Susan Rosen	- Board Member
Mr. E. George HoSang	- Board Member
Capt. Robert Chin	- Board Member
Dr. Kavita Johnson	- Board Member
Mrs. Amoy Bernard Morrison	- Board Member
Mr. Nari Williams-Singh	- Director General, ex-officio Member

## Leadership Team

Mr. Nari Williams-Singh	- Director General
Mrs. Nichole Morgan	- Deputy Director General, Corporate Services
Mr. Rohan Campbell	- Deputy Director General, Regulatory Affairs

## Auditors

BDO Chartered Accountants  
26 Beechwood Avenue  
P.O. Box 351, Kingston 5  
Tel: 876-926-1616/7, 926-4421  
Fax: 876-926-7580

## Bankers

First Global Bank  
121 Old Hope Road  
Lane Plaza  
Kingston 6  
Tel: 876-960-8804





# Guiding Principles

## We will achieve our mission by:

- carrying out the mandate of the JCAA with honesty, openness, impartiality and reliability
- promoting and supporting adherence to applicable environmental standards at all times
- aiming for excellence in the services we deliver, and in our daily performance
- striving to exceed the expectations of our clients and customers at all times
- working cooperatively to achieve the JCAA's objectives, while respecting the views of each other
- pledging to lead and manage, using best industrial practices
- operating in a framework that fosters transparency, accountability and inclusiveness.







## JAMAICA CIVIL AVIATION AUTHORITY

ANY REPLY OR SUBSEQUENT REFERENCE TO THIS COMMUNICATION SHOULD BE ADDRESSED TO THE DIRECTOR GENERAL OF CIVIL AVIATION AND NOT TO ANY OFFICER BY NAME AND THE FOLLOWING REFERENCE QUOTED—

4 WINCHESTER ROAD,  
KINGSTON 10.  
MAILING ADDRESS:  
P.O. BOX 8998,  
C.S.O., KINGSTON.

July 31, 2019

The Honourable Robert Montague, MP  
Minister of Transport & Mining  
138H Maxfield Avenue  
Kingston 10  
Jamaica, W.I.

Dear Minister:

The Board of Directors and Executive Management team of the Jamaica Civil Aviation Authority (JCAA) are pleased to present to you, the Annual Report of the Jamaica Civil Aviation Authority (JCAA), covering the period April 1, 2018 to March 31, 2019.

The report has been prepared in accordance with the requirements of the *Public Bodies Management and Accountability Act*, the *Civil Aviation Act* and other relevant legislation. It seeks to provide an overview, as well as detailed accounts, of the operations and performance of the JCAA over the reporting year.

The current Annual Report also includes copies of the audited financial statements and explanatory notes.

On behalf of the Board of Directors, executive management team and staff members, I wish to thank you for your ardent support of the JCAA's mandate and operations over the past year. This support has been critical, as the JCAA undertake efforts to support Jamaica's development goals, by ensuring the safe and orderly development of our nation's aviation industry.

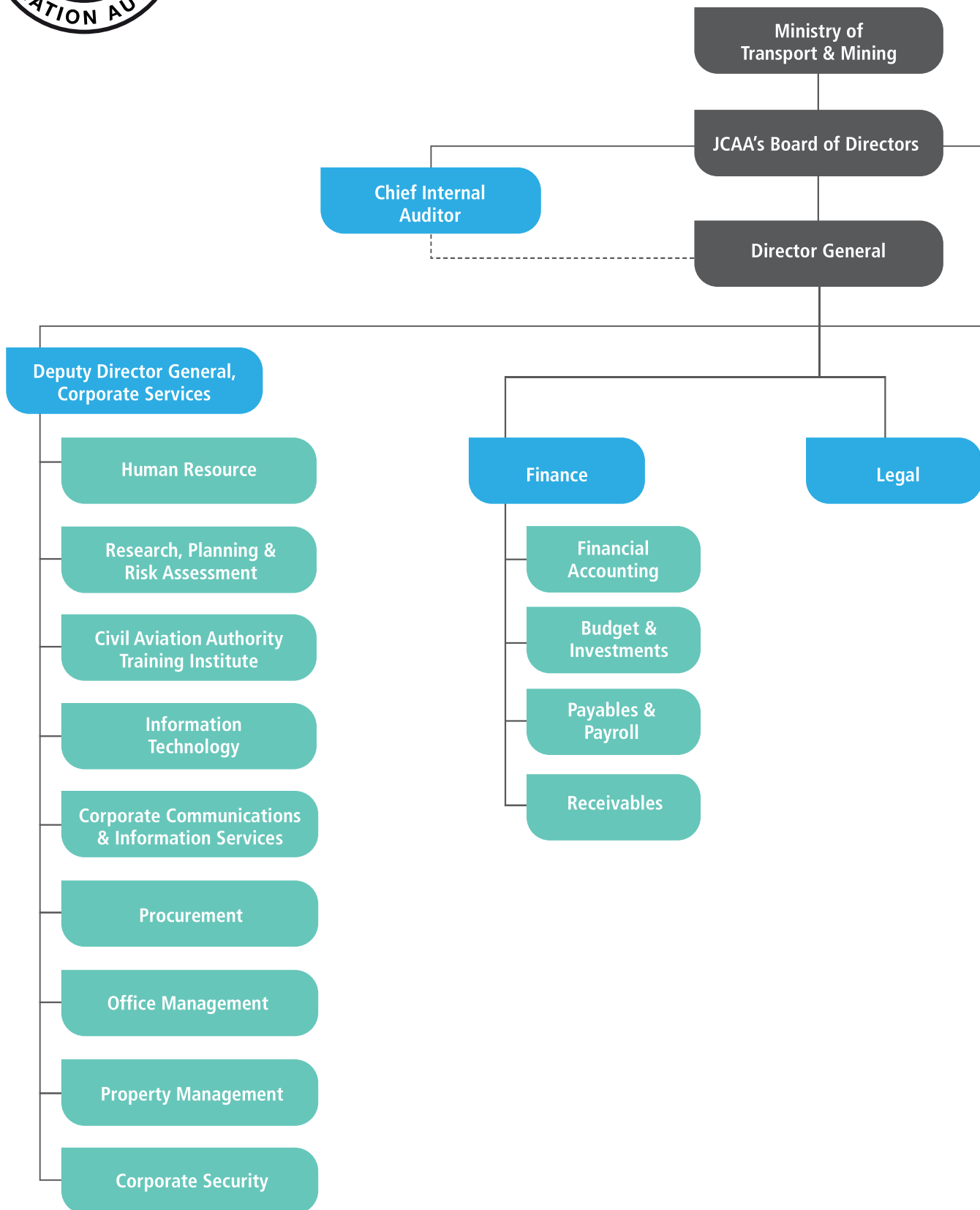
Sincerely yours,

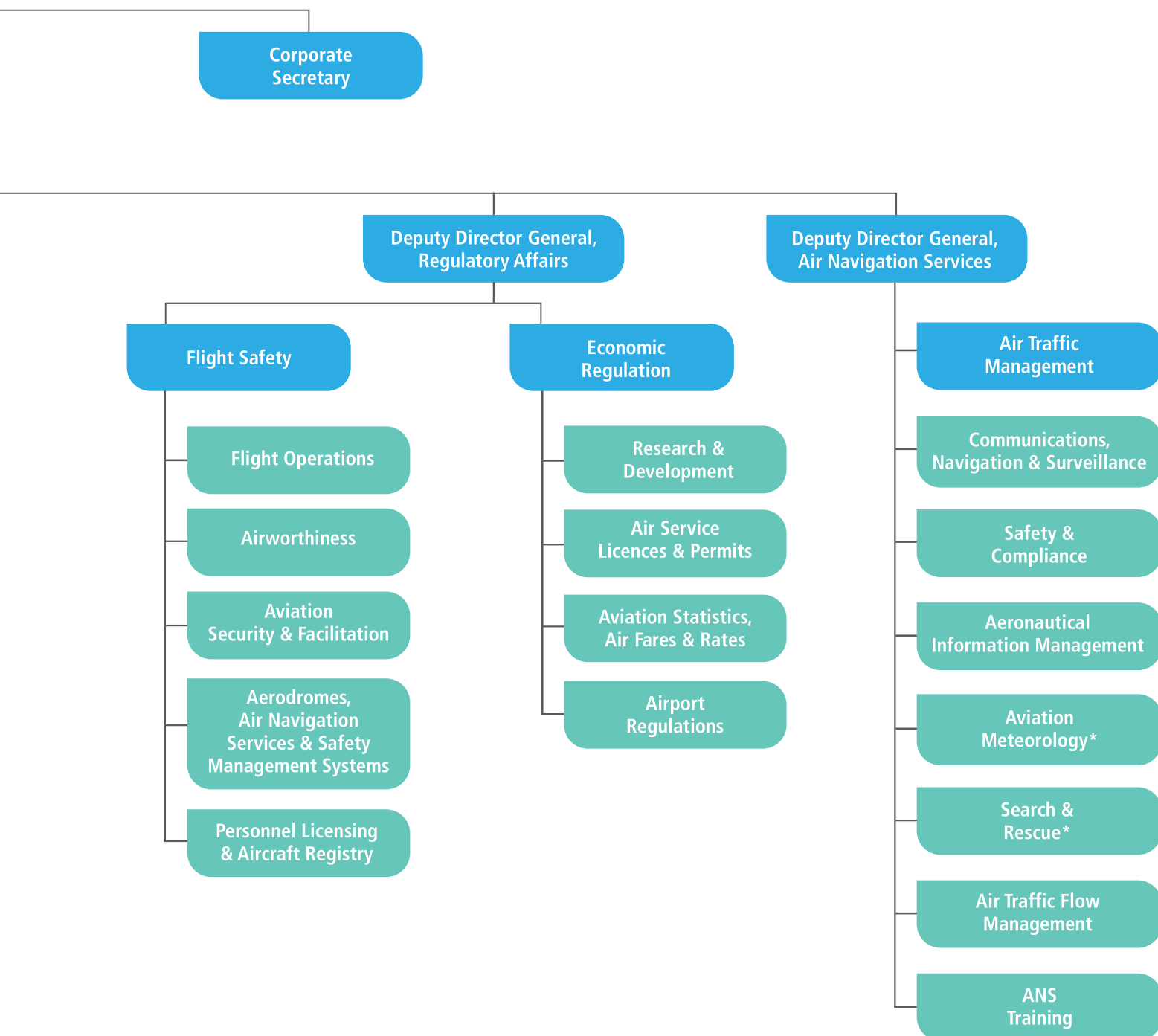
Phillip Henriques  
Chairman





# Organisational Chart





\* MOU with Meteorological Office of Jamaica

\* MOU with Jamaica Defence Force







## Foreword by the **Honourable Robert Montague, MP** **Minister of Transport & Mining**



### Forging Ahead

The 2018–19 reporting period was one in which the Jamaica Civil Aviation Authority (JCAA) delivered significant results and consolidated gains in a number of areas. These included modernisation, vigilant and effective safety oversight, and the reengineering of various processes and systems to better serve our customers and stakeholders within the local and international aviation industry.

At a strategic level, the Government of Jamaica continued to recognise Jamaica's air transport industry and airspace as primary public assets,

which needed to be safely managed, enhanced, modernised and developed, as key enablers of Jamaica's social and economic development goals. The required refining and refocusing of priorities translated to greater sensitivities and an intensified focus on the areas of industry collaboration, mentorship, consultation and partnership. The common deliverable of these activities was the safe and efficient conveyance of people, cargo and other products to various destinations across the globe, as we increased our share of the rapidly expanding aviation transport market.

In line with the realignment of the JCAA's priorities, the Authority's leadership and regulatory department convened or attended over 30 stakeholder meetings and consultation exercises, targeting the general aviation community, drone operators, airport operators, aviation security personnel and other stakeholders.

Over the 2018-19 year, the JCAA also accomplished or set in motion some of the foundational work required for ongoing processes to simplify and improve the accessibility of key regulatory services and transactions. The groundwork covered included planning and procurement activities to support the implementation of an Enterprise Resource Management System for the Regulatory

Division, and development work related to the implementation of a web-based application portal for licences and permits, as well as General Aviation services, via the JCAA's website.

## Jamaica will not be left behind

As the JCAA rationalised its approach to supporting industry viability and the achievement of local and international operating and safety standards, the entity was guided to increase its focus on risk-based and proportionate regulation. This approach was deemed most effective for handling emergent challenges, such as drone operations and cybersecurity risks, while reducing the burden, enhancing facilitation, and enabling capacity and compliance, for all stakeholders, including the general aviation community, as important industry players.

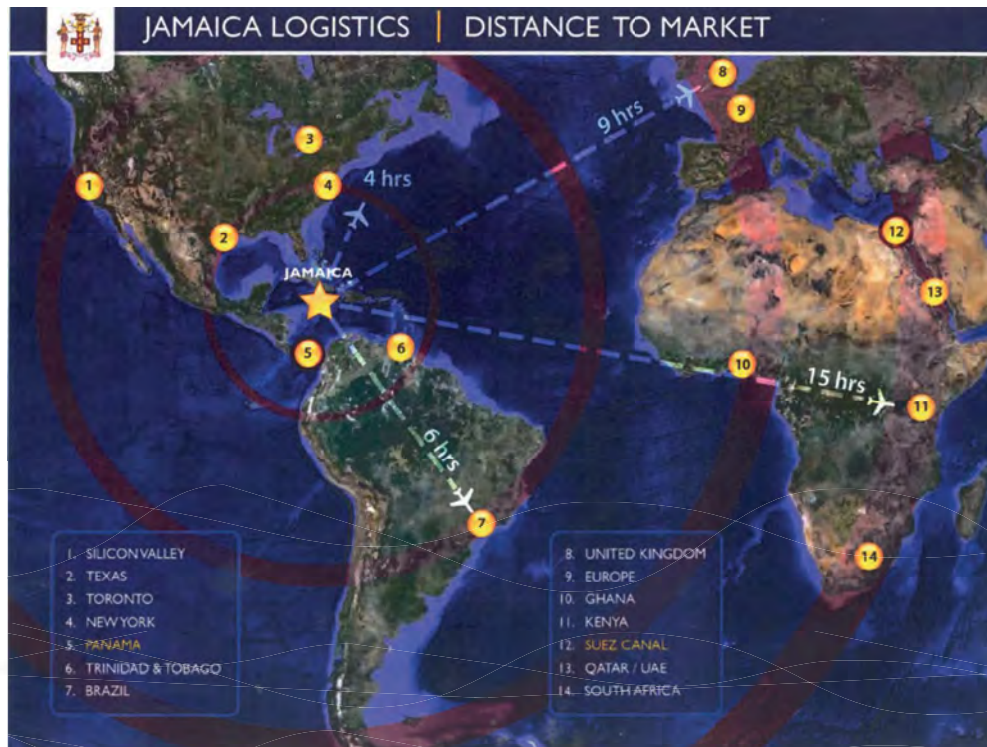
In line with the December 2019 culmination of ICAO's five-year focus on "No Country Left Behind," a review of Jamaica's air transport sector has shown an elevatory trend. Under the watchful eye and efficient air navigation services of the JCAA, the industry increased its capacity to protect and further ensure the welfare of our local and global citizenry and customers, while positioning our country for growth. Over the period and particularly over the last 12 months, the sector was able to substantiate the high levels of stakeholder confidence reposed in its operations through its generally high and improving performance.

The trends for our major performance indices were encouraging. Following the Government of Jamaica's

investment in a multi-billion dollar modernisation programme, the JCAA's Air Navigation Services' equipment reliability recovered from a low of 97.8% in 2016 to peak at a high of 99.6% in 2019. As a result, there was an increased uptake of Jamaica's air navigation services by operators who sought to avail themselves of the benefits provided by our airspace and participating service providers. In addition to the increased reliability of Jamaica's air navigation services, other major areas of competitive advantage included the ongoing implementation of more efficient routing structures and designs, to allow for shorter, more direct, even safer, and more environmentally friendly 'airways'. These continue to be implemented with the support of a more precise, accurate, real-time and data-rich satellite air navigation system.

Jamaica's geographical positioning was also of bedrock importance to the nation's status as a desirable aviation hub. Positioned to the north of the Panama Canal, and with its airspace spanning one of the most direct and efficient routes within a modern air transport environment, Jamaica's airspace has become a first-tier choice for traffic plying between the North and South American continents, as well as the Atlantic and Pacific regions. The results have been impressive and encouraging. Not only was there an appreciable increase in aircraft and passenger movement over the review year, but Jamaica's airspace became a prominent conveyor of south-bound traffic from South and North American businesses and cargo operators. Jamaica's favourability rating was also increased by ongoing efforts to improve the processing of air operator and other transport licences, in addition to its strong safety performance.





While continuous reviews of our industry's performance demonstrate increasing success in maximising and enhancing our safety outcomes, the incalculable loss of lives, and in Jamaica's case, 5 lives in the general aviation sector, continues to require renewed commitment to an accident-free industry, as a non-negotiable priority. While all activities entail a degree of risk, and Jamaica has enjoyed an accident-free performance for commercial air operations, the country cannot rest on its laurels. We must expedite ongoing efforts to implement the ICAO-mandated State Safety Programme (SSP) and Safety Management System, as the most contemporary, standardised paradigms for safeguarding the industry's operations.

## Exploiting Challenges as a springboard for improvement, innovation and creativity

The true lesson of aviation, from the genesis of flight, continues to be that challenges are necessary conditions for improvement, innovation and progress. As commonly assessed, Jamaica operates within a global air transport environment that has many peculiarities. The industry is unforgivingly



safety dependent. It is also capital intensive, extensively regulated, extremely competitive, highly dependent on skilled staff, and extremely sensitive to political, global and other external factors.

In this context, we must be continuously driven to improve our regulatory processes and the services we offer to our discerning and increasingly sophisticated clientele.

Despite our advantages, two critical factors will always be choice and value. Our stakeholders are rightly demanding greater utility, quality, reliability, efficiency and accessibility in the services we provide. Spearheaded by the JCAA, Jamaica must build on developing efforts to simplify our regulatory and transactional processes through efficient, all inclusive, on-line e-licensing and other transactional platforms. This will be increasingly imperative, if Jamaica is to increase our participation and representation in the global and widely dispersed aviation industry.

## Ascending to new heights

I continue to be truly optimistic about the future of Jamaica's aviation industry. Under the guidance of the Ministry and Board of Directors, the JCAA will continue to concentrate its efforts on transforming the Authority into an organisation that is both more inwardly and developmentally focused, as

well as externally committed. This complementarity is important, as we structure and prepare our organisation to support the continued evolution of the industry over the current century and beyond.

As we position ourselves to better serve our stakeholders and increase Jamaica's benefits under the expanding aviation sector, a number of imperative activities must be undertaken. These include removing obstacles to the sector's growth, engaging in continuous skills development and training, and constructively increasing our engagement of the wider aviation community. The latter will be achieved through fora, feedback mechanisms, and educational support systems, as we promote growth and development for the industry, its stakeholders and our country.

The focus areas for the upcoming year will also include working to support the finalisation of Jamaica's legislative reform processes, continued modernisation and generally improving the JCAA's service offerings and performance in noted areas of underachievement.

With a continued focus on results-based training and with the collective skills and expertise of JCAA's leadership cadre and staff, the Authority will continue to position itself as an increasingly efficient public entity that fulfils its mandate, while supporting the development goals of our industry and country.





# Chairman's Statement & Board of Directors' Report

The 2018-19 year was another period in which the JCAA reaped balanced success and attained recognisable achievements, in spite of dynamic challenges. Notably, the JCAA was able to surmount and manage these challenges through focused efforts, internal partnerships and wider support from the board of directors, government and industry stakeholders. These outcomes occurred while the JCAA continued its steadfast focus on regulating Jamaica's air transport industry to ensure its safety. Success in these areas was also complemented by the provision and delivery of safe and reliable air navigation services to a growing number of airspace users and industry stakeholders.

Over the passage of the year, the JCAA and Board were impacted by the unexpected and untimely loss of Deputy Board Chairman, Mr. Robert Evans, who passed away on July 17, 2018. Mr. Evans was an astute and valuable Board Member, who made an enduring contribution to the success and efficiency of the current and immediately preceding Board of the JCAA. Despite the unfortunate and impactful nature of this development, the inspirations of the former Deputy Chairman's legacy and insights remained to assist the Board in the conduct of its activities, as an effective oversight body.

## Keeping Sight Of Our Mandate And Service Orientation

As the local aviation industry continued to achieve equilibrium and lift through the complementary forces of challenge and opportunity, the JCAA sought to empower the industry and users

through a strategic mix of risk-based regulation, transformation processes and modernisation initiatives. Significant work was accomplished in the areas of effective and proportionate regulation of our industry operators and partners, vigilant but supportive industry oversight, responsible environmental stewardship, and the modernisation of our Air Navigation Services and communications environment.

## Reaping The Benefits Of Major Capital Investments

The truism which states 'the harder the climb, the better the view', reflects the fact that the progress we made, while not easy, was attainable through hard work and a consistent focus. Over the period, the JCAA's significant achievement in modernising our air navigation systems and infrastructure was met with increased confidence from our international and local air transport operators, who benefitted from the more efficient and reliable Air Navigation Services offered throughout Jamaica's airspace. Consequently, there was a substantial increase of 12.5% in overflight activities over the previous year, as a result of the modernised environment, an upgraded routing structure and Jamaica's direct positioning as one of the most efficient flight paths for cargo and passenger movements between North and South America. Revenues from the Passenger Aviation Service Charge (PASC) also increased, at a rate of 6.46% over the previous year, to support increased revenue for the Government of Jamaica, while allowing greater fiscal space to support the sustainability and development of the local aviation industry.



## On-Pace Implementation Of Modernisation Initiatives

The foundations of our continuing success were also laid through a number of core initiatives, including collaborative data sharing with neighbouring countries, particularly in the area of radar communications. Other initiatives included Information Technology (IT)-enabled enhancements of the JCAA's transactional and communication platforms, and the management and capitalisation of emergent opportunities, risks and technologies to enhance industry safety and efficiency.

Laudable progress was also achieved in relation to the on-pace implementation of several internationally required initiatives, under ICAO's global Aviation System Block Upgrades programme, and the Global Aviation Safety, Security and Air Navigation Plans. All activities were streamlined through an integrated and multi-dimensional corporate strategy, which revolved around the accomplishment of six strategic goals. These focal areas, which continued to support and propel the achievement of our local and international commitments and obligations were, namely: Safety and Security; Operational Efficiency, Capacity Building and Innovation; Growth and Development of Air Transport; Governance and Industry Engagement; and ensuring a Sustainable Aviation Future through Environmental Protection.

## Safety First And Always

Safety remained the paramount objective, as the JCAA regulated the industry to ensure the welfare of the millions of passengers we serve, as well as the preservation and conveyance of critical business assets. The latter was achieved through vigilant and risk-based monitoring and industry oversight, in the interest of a safe, efficient and sustainable air transport sector, which connected the global economy and its societies.

As the JCAA monitored industry conformance with ICAO Standards and Recommended Practices, as well as local aviation legislation, it exceeded our

annual targeted total of 702 industry surveillance activities. Over the period, the JCAA completed a total of 709 surveillance activities – that is, 7 more than the targeted total, as a result of a risk-based refocusing of activities and increased surveillance in a number of critical areas. These rigorous oversight activities were in concord with the mantra “what gets monitored gets managed”, and included Operations and Airworthiness Inspections; security audits, tests, surveys and inspections; and aerodrome/ airport surveillance activities. Among the suite of oversight activities were also Air Navigation Services Provider (ANSP) inspections and audits of Jamaica's civil aviation medical examiners. The JCAA's noteworthy accomplishment in this area is in keeping with the thrust to regulate the industry in ways which retain its status as the safest transportation mode available to our travelling public.

Notwithstanding the above, aviation activity, as with other transportation modes, contains a degree of residual risk. In this context, the Board and Management of the JCAA have continued to ensure that risk identification, analysis, treatment, review and monitoring are embedded into the work of the organisation.

Despite the JCAA's targeted endeavours and interventions to avoid any occurrence that could impact safety, the positive outcomes of the year were impacted by two accidents that affected Jamaican Air Operator Certificate (AOC) holders. In May 2018, a Cessna 206F aircraft was involved in a fatal accident in western Jamaica, which claimed two lives. Additionally, in November 2018, a Fly Jamaica Boeing 757 aircraft was involved in a landing accident in Guyana. These accidents have increased the JCAA's resolve to further institutionalise processes to maintain and enhance the existing high level of our safety and security standards. With zero tolerance for accidents, both occurrences are being investigated by the relevant authorities to establish controls and systems that will reduce the probability and impact of future accidents or incidents.





## Growth and development of Jamaica's aviation industry & air navigation infrastructure

Under the captaincy of the Jamaica Civil Aviation Authority, Jamaica's socio-economic goals and development aspirations continued to be supported by a safe, reliable, and growing aviation sector. With increased air traffic volumes over the reporting period, Jamaica continued to cruise at higher altitudes, with the nation recording positive growth rates in overflight activity, as well as landing and departing traffic. The sector's strong performance over the reporting year was evidenced by a 7.3% increase in aggregate aircraft movement at the island's main two main international airports; a 12.5% increase in overflights; and a 6.8% increase in passenger movement compared to the 2017-18 year. These performances are favourably benchmarked against the ICAO Caribbean/South American (CAR/SAM) regional projected growth rate of 4.5 – 8% per annum<sup>1</sup>. The positive growth trend is attributable to a multi-pronged approach, in which confidence in our aviation sector was a primary factor.

The JCAA remained aware that growing activity in the aviation sector must be complemented by evolution and enhancements of the industry's safety systems and technologies. The JCAA's Board of Management is proud to have supported and overseen the continued implementation of a comprehensive Air Navigation Services modernisation programme, which increased the safety, capacity, efficiency, reliability and resilience of Jamaica's Air Traffic Management System.

Major accomplishments included the installation of an industry-leading air traffic management system; the upgrade and replacement of all radar systems; modernisation of the Kingston Air Traffic Control Centre; and the replacement of the Instrument Landing Systems (ILS) at Jamaica's main international airports.

As a major business continuity and safety enhancement initiative, a new Control Tower Contingency Room was also established at the Norman Manley International Airport. With work advanced to complete a similar facility at the SIA Tower, this project forms part of a long-term, strategic plan to provide continuity in enroute and approach control operations, in the event of an emergency or other development, which interrupts services at the Kingston Air Traffic Control Centre (KATCC).

## Charting the way to a Robust Aviation Future

As the JCAA fulfils its mission of ensuring a safe, efficient and user-friendly air transport system, our services and programmes will be streamlined through a focus on mission-critical priorities. Firstly, as we add to the existing reservoir of faith which exists in the safety of Jamaica's industry, we will regulate, innovate and navigate to ensure an unquestionable level of safety, in line with our mission and obligations. Other primary considerations will be airspace capacity, efficiency, security, environmental preservation, economic sustainability and customer service. We will, moreover, align our organisational goals and performance with the imperatives of Jamaica's 2030 National Development Plan and continuously eliminate obstacles to the connectivity and growth of the local aviation industry.

## Supporting an environment of Sustainability & Growth

Over the review period, the JCAA was able to meet its revenue projections, while making significant financial contributions to the Government of Jamaica's Consolidated Fund. At the end of the year, the JCAA recorded revenues of J\$5.6B, against a projection of J\$5.2B. This increase was J\$0.4M more than the projected intake, and \$0.570M more than the comparative period for 2017-18, where revenues of \$5.03B were generated.

In line with the GOJ's commitment to industry

<sup>1</sup> Based on the Caribbean/South American Regional Traffic Forecasts 2011 – 2031 developed at the Ninth Meeting of the CAR/SAM Traffic Forecasting Group (CAR/SAM TFG)



development, the JCAA received a monthly subvention for defraying its operational expenses. A Reserve Fund was also maintained to enhance the JCAA's capacity to respond to arising emergencies. In line with international requirements for the adoption of new technologies and processes, allocated funds were made available for investing in the development of the civil aviation infrastructure and activities.

## Outlook for Next Year: Supporting Sustainability & Growth

The continuation of infrastructure modernisation activities over the 2019-20 year will result in the realization of increased returns from the improvement of the Authority's capital infrastructure. For the upcoming financial year, the Authority will continue to modernise its communications, navigation and surveillance systems with budgeted outlay of J\$1.3 billion. Accordingly, the company anticipates that it will generate revenues of \$6.7 billion and net surplus of \$970 million in the next financial year.

The earnings prospects for the Government of Jamaica for both Air Navigation fees and Passenger Service Aviation Charge remain positive, as indications are that these income bases should remain relatively stable. Air navigation fee income is expected to grow in line with over-flight activities, which have displayed an average growth rate of about 3.02% over the last five years. The increase in activities for this year resulted from the continued returns realized after the recent improvement of the Authority's capital infrastructure. It is anticipated that this upward trend is likely to continue over the short to medium term.

The number of passenger seats sold has been steadily increasing over the last five years. The steady growth occurred above the 5.0 million passenger seats' level and rose to 6.2 million at year-end March 2019. The trend indicates that the activity should remain at a level just above 6.5 million

passenger seats. It is anticipated that the steady growth in passenger seats is expected to continue in the short to medium term, as a result of increased confidence levels from air operators, an improved global economy and new partnership agreements with international stakeholders. In demonstration of the expansion that has been occurring, two air operators LLC Nord Wind and SWOOP Inc. Airlines made inaugural flights to the island on October 26, 2018 and December 16, 2018 respectively.

## The Team Behind The JCAA's Success

It is my unbridled pleasure to thank the executive management and staff of the JCAA, as well as all members of the aviation community, for the collaborative work, undertaken over the 2018-19 year. Your contributions and input added immense value, as we worked to maintain the enviable safety record of Jamaica's aviation industry. While challenges remain, our collective actions will continue to enable revolutionary industry growth and the implementation of solutions, which are optimising our use of the airspace, while augmenting the safety, capacity, choice and value for our aviation stakeholders.

The successes of the JCAA and industry have also benefited from the commitment, insight and consistent dedication of the members of the JCAA's board and executive management team. The leadership, which they provide, will continue to be vital, as we prepare to face the challenging, but equally promising years ahead.

With the cooperation of all strategic partners and stakeholders, the JCAA will steadily achieve its vision of being recognised as a world-class civil aviation authority, that is integrally involved in the development of a safe and thriving global aviation community that serves and supports Jamaica.

Let's work together to achieve even greater success in the 2019-20 year!



# Board Report on Corporate Governance For The 2018-19 Financial Year

## Foreword

The Jamaica Civil Aviation Authority's Board of Directors is pleased to submit the Board Report for the 2018/2019 financial year, which ended March 31, 2019.

The Board's composition, over the review year, was impacted by various developments, including

a change in Ministerial appointment and the regrettable passing of the Deputy Chairman of the Board. Notwithstanding the developments, the duties and responsibilities of the Board were skillfully managed, and the year ended with the full complement of eleven (11) Appointed Members, as allowed under the First Schedule of the amended Civil Aviation Act.

The composition of the Board over the 2018-19 period, was as follows:

Mr. Phillip Henriques	- Chairman
Mr. Robert Evans	- Deputy Chairman (until his passing)
Mr. Douglas Lindo	- Deputy Chairman (who replaced Member Evans in this role)
Capt. Geoffrey Campbell	- Member
Mr. Milton Daley	- Member
Dr. Janine Dawkins	- Member (Ministry of Transport & Mining Representative)
Mr. Marc Ramsay	- Member
Mrs. Susan Rosen	- Member
Mr. E. George HoSang	- Member
Capt. Robert Chin	- Member
Dr. Kavita Johnson	- Member
Mrs. Amoy Bernard Morrison	- Member
Mr. Nari Williams-Singh	- Director General, Ex-Officio Member

Mr. Leroy Lindsay, Senior Management Consultant, remained a resource person in the capacity of Board Invitee. Ms. Marva K. D. Gordon, Attorney-at-Law and the Authority's General Counsel, also continued to serve as Corporate Secretary, while the Board contemplated a separation of the roles.

As the governance and oversight body for the JCAA, the Board of Directors was appointed, in accordance with the Civil Aviation Act, to provide and maintain the strategic direction of the Authority,

while monitoring its overall performance and key business risks. The Board also approved major capital expenditure and ensured adherence to the governance principles articulated in the GOJ's Corporate Governance Framework (CGF) for Public Bodies (2012). The Policy Guidelines, which are benchmarked against international best practices, accord, and are in alignment with, the national development goals and strategies outlined in Vision 2030: Jamaica's National Development Plan. These guidelines provided important mechanisms





to strengthen the governance and accountability system of the JCAA, as a public body.

## Diligently Ensuring the fulfilment of the JCAA's mandate

Over the year, the Board Directors employed diverse professional expertise to successfully meet the obligations placed on them under Section 6 of the Public Bodies Management & Accountability Act (PBMA). These included ensuring the efficient and effective management of the JCAA, as a public body; ensuring the accountability of all persons who manage the entity's resources; developing adequate information, control, evaluation and reporting systems within the JCAA; developing specific and measurable objectives and performance targets for the Authority; and advising the Minister on matters of general policy relating to the management of the JCAA.

The Board also conducted its oversight activities to accord with the directives of the Ministry of Transport and Mining, Ministry of Finance & the Public Service and the Government of Jamaica (GOJ), as it strived to maintain the integrity, accountability and effectiveness of the JCAA. The Chairman and Directors of the Authority also strengthened their corporate governance capacity through targeted training to ensure continued relevance and sound decision-making for the betterment of the Authority.

## An Entity Fulfilling its Purpose

With the JCAA designated the overarching mandate of ensuring the development of the civil aviation industry, while contributing to the growth of Jamaica, in accordance with our safety, reliability and sustainability goals, the Board of Directors provided strategic oversight in a number of areas.

These included ensuring:

- efficient and effective management and performance of the JCAA, through continued infrastructural, technological and systems development
- continued compliance with ICAO's Standards and Recommended Practices and other international obligations
- enhancement of regional cooperation to support safety and efficiency goals in the Kingston Flight Information Region (i.e. Jamaica's airspace)
- Human Resource capacity building to strengthen the management of the Authority's resources
- legislative strengthening for the Authority, through ongoing processes for holistically amending the Civil Aviation Act; and
- continued implementation and enhancement of the Authority's Business Continuity and Contingency Plans.

## JCAA's Performance against Targets

Oversight activities were managed through a framework of specific and measurable objectives and performance targets, as delineated in the JCAA's 2018 – 2023 Corporate Plan and the 2018 - 2019 Operational Plan.

The following results summarise the JCAA's performance against a number of key performance indicators (KPIs) and objectives, which were used to assess and streamline the entity's performance.



# Key Performance Indicators (KPIs) 2018/19 Financial Year

Key Performance Indicator		Target	2018/19 Achievement
<b>Strategic Goal No. 1: SAFETY AND SECURITY:</b> To enhance safety and security in civil aviation			
1	<b>Target Level of Safety (Aerodrome Control)</b> KPI: # of runway incursions per year	Not more than three (3) runway incursions per year	Achieved. No reported runway incursions.
2	<b>Target Level of Safety (Approach Control)</b> KPI: # of AIRPROX incidents per year	Not more than three (3) AIRPROX incidents per year	Achieved. One (1) AIRPROX (Approach Control)
3	<b>Target Level of Safety (Area Control)</b> KPI: # of AIRPROX incidents per year	Not more than three (3) AIRPROX incidents per year	Achieved. Two (2) AIRPROX (Area Control)
4	<b>Safety and Security Oversight Surveillance</b> KPI: % of safety and security oversight inspections conducted in accordance with Flight Safety Surveillance Plan	100% of safety and security oversight inspections conducted in accordance with Flight Safety Surveillance Plan	Achieved. 101% of safety and oversight inspections conducted in accordance with Flight Safety Surveillance Plan
<b>Strategic Goal No. 2: OPERATIONAL EFFICIENCY, CAPACITY BUILDING AND INNOVATION:</b> To increase the operational efficiency of the JCAA by continuously strengthening skills, resources and processes			
5	<b>Service Availability</b> KPI: % of service availability (CNS) maintained	99.97% service availability maintained	Average service availability - 99.23%
6	<b>Service Reliability</b> KPI: % of service reliability (CNS) maintained	80% service reliability maintained	Achieved. Average service reliability - 81.31%
7	<b>Efficiency of Permitting and Licensing Application process</b> KPI: % of applications for operations over 30 days processed within eight (8) weeks	95% of applications for operations over 30 days processed within eight (8) weeks	24 of 29 applications (83%) processed within eight (8) weeks
8	<b>Efficiency of Permitting and Licensing Application process</b> KPI: % of applications for operations under 30 days processed within seven (7) days	98% of applications for operations under 30 days processed within seven (7) days	133 of 144 applications (92%) processed within seven (7) days



# Key Performance Indicators (KPIs) (Cont'd)

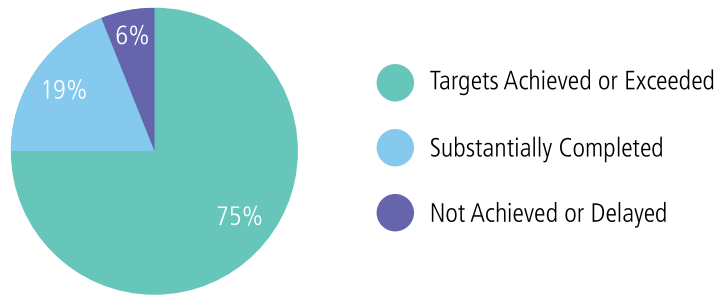
## 2018/19 Financial Year

Key Performance Indicator		Target	2018/19 Achievement
<b>Strategic Goal No. 3: GROWTH AND DEVELOPMENT OF AIR TRANSPORT: To facilitate the sustainable growth and development of a sound and economically-viable civil aviation industry</b>			
9	<b>Adherence to approved budget</b> KPI: % of expenditure exceeding approved Budget	0% of expenditure exceeds approved budget	Achieved. No excess expenditure recorded
10	<b>Bills Settled</b> KPI: # of days for settlement of bills	Bills settled within 15-30 days	Achieved - Average days for settlement of bills – 26 days
11	<b>Collection of PASC Invoices</b> KPI: % collection of PASC invoices	100% collection on PASC invoices	Achieved. 102% collection on PASC invoices
12	<b>Collection of Air Navigation Fees</b> KPI: % collection on Air Navigation Fees invoices	95% collection on Air Navigation fees invoices	Achieved. 107% collection on Air Navigation fees invoices
<b>Strategic Goal No. 4: GOVERNANCE AND INDUSTRY ENGAGEMENT: To strengthen corporate governance within the Authority and maintain strong working relationships with local, regional and international partners</b>			
13	<b>Financial Reports</b> KPI: % of financial reports issued on time	100% of financial reports submitted on time	Achieved. 100% of financial reports submitted on time
14	<b>Turnover Rate</b> KPI: % of separators per annum	Not more than 5% of employees separated per annum	Not Achieved. 5.21% of total number of employees separated over the year.
15	<b>IT Help Desk Tickets Average</b> KPI: Average # of technical support tickets closed per day	Five (5) technical support tickets closed per day	Achieved. Five (5) technical support tickets closed per day
<b>Strategic Goal No. 5: A SUSTAINABLE AVIATION FUTURE THROUGH ENVIRONMENTAL PROTECTION: To facilitate the sustainable growth and development of a sound and economically-viable civil aviation industry</b>			
16	<b>Performance-Based Navigation</b> KPI: # of PBN routes implemented and published	Four (4) PBN routes implemented and published	Achieved. Seven (7) new routes implemented





## Achievement of Corporate Goals for the 2018-19 year



Against the list of 16 corporate goals for the 2018–19 year, 75% were met or exceeded, 19% or 3 KPIs were substantially completed (i.e. over 90% completion) and 6 % of the targets were not achieved or delayed in implementation.<sup>1</sup>

Through its provision of safe and efficient air traffic services, the JCAA was also able to safely direct 197,636 flights, that is 10% higher than the previous year's corresponding period and notably above the ICAO Caribbean and South American (CAR/SAM) regional projected growth rate of between 4.5 – 8% per annum<sup>2</sup>. Through an average of 16,470 monthly flights, a total of 6,437,00 passengers were safely conveyed to their destinations.

With safety, modernisation and capacity enhancements, as well as a favourable global aviation environment, the traffic volume for the period April 2019 – March 2020 is projected to be 201,859 movements.

### General Advice to the Minister

Over the year, the Board advised the Minister of Transport and Mining on matters of general policy, relating to regulation and service-provision within the local, regional and international aviation industry. Under this rubric, the following were addressed by its careful oversight:

- Organisational support for the processes of amending the Civil Aviation Act, by ensuring the submission of necessary updates, pursuant to ICAO SARP amendments
- Assessing the value of Public Charters as a suitable vehicle for facilitating increased air transportation services within the jurisdiction
- Support and oversight of the processes for handling accident investigations

### Corporate Governance Award 2018

The Chairman and Directors of the Authority proudly recognized the JCAA's inaugural participation in the second staging of the annual Public Bodies' Corporate Governance Awards for 2018, which was hosted by the Private Sector Organisation of Jamaica (PSOJ), in collaboration with the Ministry of Finance and the Public Service (MoFPS). The Public Bodies Corporate Governance Awards is geared at cultivating a culture of adherence to the principles of good corporate governance, while promoting improvements in the standard of corporate governance disclosure. The JCAA was selected as one of the top six (6) contestants from among sixteen (16) entrants and was awarded two 2<sup>nd</sup> place runner up positions for Corporate Governance Policies, Procedures and Practices; and Risk Management and Control.

<sup>1</sup> In this area, the JCAA achieved 82% conformance with the target

<sup>2</sup> Based on the Caribbean/South American Regional Traffic Forecasts 2011 – 2031 developed at the Ninth Meeting of the CAR/SAM Traffic Forecasting Group (CAR/SAM TFG)

## Supporting Our National Community Through Corporate Social Responsibility

Over the period, the Board also exercised oversight with respect to the Authority's corporate social responsibility programme, as it supported the tenets of corporate social responsibility within the context of a public organisation. As the Authority sought to support Jamaica's development efforts, while creating greater awareness about the roles and functions of the JCAA through the attendant publicity entitlements, support was extended for several worthy and nation-building causes. These included sponsorship of the Jamaica Cultural

Development Commission's (JCDC's) Emancipation and Independence celebrations, the Jamaica International Invitational Meet (JIIM), a number of Labour Day projects, the adoption of the Jones Town Primary School, sponsorship of the UWI/ Mona School of Business & Management's Vincent HoSang Entrepreneurship Programme & Venture Competition, and a variety of infrastructural and education development projects, at the early childhood and other development levels.

As the JCAA sought to create the widest impact from its support of education and other national development projects, it expended a total of \$17,266,059.44 on corporate social responsibility efforts over the 2018-19 financial year.



Principal of Jones Town Primary School, Mrs. Sybrena Francis-Knight and Vice Principal, Ms. Nicolene Blackwood stand behind a high-volume multi-function printer donated by the JCAA in March 2019.

Robust summer employment and internship programmes, which benefitted over 180 students at the high school, collegiate and university levels, also served the objectives of allowing participants to explore and discover careers of interests, while building awareness about the roles and importance of the JCAA and aviation industry.

## Monthly Board Meetings

Twelve (12) meetings were held during the year under review, excluding the Board Caucuses. All meetings received full or majority attendance from the Members.

The quorum for meetings remained at seven (7) persons, to require a simple majority of the membership. This quorum effectively ensured an acceptable level of inclusiveness and membership representation in the deliberations of the Board.



## Board Members' Attendance: April 2018- March 2019

Names	Number Of Meetings Held	Number of Meetings Attended	Meetings Excused
Mr. P. Henriques	12	12	-
Mr. R. Evans	12	3	Member Evans passed on July 17, 2018
Mr. D. Lindo	12	11	1
Mr. E. G. HoSang	12	12	-
Mr. M. Ramsay	12	10	2
Capt. R. Chin	12	11	1
Capt. G. Campbell	12	12	-
Mrs. S. Rosen	12	11	1
Mr. M. Daley	12	12	-
Mr. D. Bernard	12	2	Member demitted post in July, 2018
Dr. J. Dawkins	12	11	1
Dr. K. Johnson	12	8	Joined August 8, 2018
Mrs. A. Bernard Morrison	12	5	Joined October 30, 2018
Invitee Mr. L. Lindsay	12	10	2

Member attendance is outlined in the table above. Absences were indicated with ample notice, and acknowledged and / or excused by the Board.

### Board Caucuses

During the 2018/2019 period, bi-monthly Board caucuses were held, comprising members, as the Board deemed appropriate.

### Board Training

The Board recognised the requirement for training across its core areas of responsibility and arrangements were made to obtain training during the reporting period. Members pursued training in Corporate Governance, Civil Aviation Management and Risk Management. It is the Board's intention that the Members be further trained and sensitized on procurement guidelines, given the recent promulgation of the Public Procurement (Amendment) Act, 2018 and the Public Procurement Regulations, 2018. This training has been considered essential to ensure greater understanding of the complex requirements for procurement.

### Board Evaluation

The framework for Board evaluation was refined during the year under review and extensive efforts were undertaken to apply the rubric. The accepted instrument employed individual Member self-evaluation, along with reviews of the Board's work and results, as a whole. The results were discussed in a private caucus and shared to effect necessary enhancements to service and performance.

This process preceded the Schedule, revealed by the Ministry of Finance & Public Service (MOFPS) Focus Group, for the development of the GOJ's Board Evaluation Tool under the GOJ's amended Corporate Governance Framework, 2012.

### External Auditors

The JCAA's external auditors were invited to each Board meeting. However, the firm did not elect to attend any meeting over the period.





## Use of Round Robin Methodology

The Round Robin methodology was used to resolve matters, where little or no rigorous debate was required. Matters for which this approach was utilized included the approval of air transport licences and permits. A simple majority served to approve these decisions, which were subsequently ratified at the ensuing regular Board meeting.

## Efficiency at all levels

Continued and more comprehensive use of the existing and upgraded features of the Diligent software meant greater efficiencies for the Board and enhanced environmental protection from a largely paperless preparation and review process by Members.

## Board Advocations & Interventions

The issues raised by the Members demonstrated the practice of keeping abreast with GOJ requirements, the regulatory environment and service industry demands. Areas of focus included:

- Business Continuity Planning
- Development of a Sexual Harassment Policy
- Institution of a Board evaluation process ahead of the GOJ schedule
- Efforts to fill the separated role of Corporate Secretary
- Managing the potential for conflicts of interest at the Board level, by way of written declarations and other arrangements
- Review of ANS overflight fees in light of on-going modernisation and associated expenditure
- Exploratory reviews of the JCAA's Pension Plan to:
  - account for the movement of the regular retirement age to 65
  - assess the requirements and benefits of moving from a defined benefit plan to a defined contribution plan.

- Rationalisation of Committees
- Boosting the corporate communications cadre, to include external contracted support, with a view to bringing about closer ties with the aviation community, showcasing the Authority's work and outcomes, and enhancing understanding about the contribution of civil aviation to the achievement of Vision 2030.

## Board and Committee Charters

With a unified commitment to ensuring an efficient and effectively managed civil aviation authority, the Board and its Committees continued to carry out their responsibilities in adherence with the respective Charters. The Charters outline the roles, functions and responsibilities of the Board of Directors in ensuring practices that are consistent with and reflective of the Board's core focus areas and commitment to best practices, as prescribed in its Corporate Governance guidelines. These Charters enabled and culminated in the evaluation framework for the Board and the Director General.

## Committees

The following outlines the Board Committees, their composition and major activities. Each Committee was supported by the JCAA's executive and management staff, as required.

### Finance Committee

The Finance Committee comprised Mr. E. George HoSang (Chairman), Mr. Douglas Lindo, Capt. Robert Chin and Mr. Milton Daley.

This committee oversaw the work of the external Auditors, Binder Dijker Otte (BDO), in accordance with Government of Jamaica (GOJ) guidelines. It also supported improvements to monthly financial reporting, enhanced revenue recovery and ensured compliance with GOJ guidelines. Key activities also focused on vesting and the regularisation of land ownership, to secure boundaries and the Authority's rights and interests in its properties, while paying taxes and resolving breaches, where applicable.



## Finance Committee Members' Attendance: April 2018- March 2019

Names	Number Of Meetings Held	Number of Meetings Attended	Meetings Excused
Mr. E. G. HoSang	11	11	-
Capt. R. Chin	11	6	5
Mr. M. Daley	11	10	1
Mr. D. Lindo	11	6	5

### Audit & Risk Management Committee

The Audit & Risk Management Committee initially comprised Mr. Milton Daley (Chairman), Mr. E. George HoSang and Mr. Dean-Roy Bernard, who demitted office upon the change of Minister.

Mrs. Amoy Bernard Morrison joined in January 2019.

The JCAA's Management staff representatives on the Committee comprised:

- Mrs. Nichole Morgan – Deputy Director General, Corporate Services
- Mr. Jason McPherson – Chief Internal Auditor
- Ms. Gillian Richards – Director, Research, Planning and Risk Assessment
- Ms. Shian Edwards – Director, Finance

Over the 2018-19 period, the Committee addressed and exercised oversight in relation to the following items:

- Review of the Draft Audited Financials
- JCAA's Pension Scheme
- JCAA's Finance Policy and Procedures Manual
- Fixed Assets and Inventory
- The IT Audit Plan

It also received reports and deliberated on the following activities related to the Internal Audit Department and functions:

- Special Regulatory Compliance Audit – following an aircraft accident at Tinson Pen Aerodrome
- Engagement of a Software Consultant
- Transactions with Eclipse Employment Agency
- The 2017-18 Audit Plan
- Staff Complement of the Audit Department
- Upgrade of the Payroll System
- Monthly Review of transactions of J\$1M and above
- Unpaid Balances on Loan Schedules
- Effective Payment Date for the Revised Board Fees
- Canteen Concessionaire arrangements
- Annual Inventory Count Report
- Fixed Assets Register
- Engagement of the External Auditor
- Write-off of balances on loan schedules
- Write-off of customer receivable accounts
- The Fraud and Whistle Blowing Policy

Among the important matters reviewed by the Committee in relation to the Authority's research, planning and risk assessment activities were:

- The Risk Profile
- Risk Assessment of JCAA's Departments
- The Critical Business Risk Register
- The JCAA's Succession Plan
- Safety and Security - intrusion at remote sites



- ATS Disruptions and Systems Availability
- Air Navigation Services (ANS) Equipment
- Power Outage at Leased Properties at the Jamaica Employers' Federation (JEF) headquarters
- Project Management Methodology Policy
- Occupational Safety and Health Policy
- Risk Management Education and Awareness Strategy
- Risk Management Steering Committee
- Business Continuity Management (BCM) Policy
- Records Management Policy
- Fire Safety Policy
- The PSOJ Public Sector Governance Awards Programme
- Unmanned Aerial Vehicles

### Audit & Risk Management Committee Members' Attendance: April 2018- March 2019

Names	Number of Meetings Held	Number of Meetings Attended	Meetings Excused	Remarks
Mr. M. Daley	11	11	-	
Mr. D. Bernard	11	2	2	Last meeting attended July 18, 2018
Mr. E. G. HoSang	11	9	2	
Mrs. A. Bernard Morrison	11	3	-	New member assigned in January 2019

### Human Resource Committee

The Human Resource Committee comprised Mrs. Susan Rosen (Chair), Mr. Marc Ramsay and Mr. E. George HoSang. Over the year, the Committee addressed and oversaw the following matters:

- build-out of the Authority's human resource requirements
- This involved identification of the required levels, requisite GOJ approvals, recruitment, and necessary facilities for Flight Safety, Air Navigation Services (ANS), Information

Technology (IT) and the Civil Aviation Authority Training Institute (CAATI), among other departments

- progress on wage and fringe benefits negotiations
- training of personnel
- Job Evaluation exercise
- consideration of the use of the GOJ Performance Management & Appraisal System (PMAS) to replace the Performance Evaluation Report (PER) for individual performance appraisals





## Human Resource Committee Members' Attendance: April 2018- March 2019

Names	Number Of Meetings Held	Number of Meetings Attended	Meetings Excused
Mrs. S. Rosen	10	10	-
Mr. E. G. HoSang	10	7	3
Mr. M. Ramsay	10	6	4

### Technical Committee

The Technical Committee comprised Mr. Robert Evans (Chairman) until his passing on July 17, 2018. Thereafter, the Committee was chaired by Mr. Douglas Lindo and included Dr. Janine Dawkins, Capt. Geoffrey Campbell, and Mr. Leroy Lindsay.

The Committee oversaw the continued thrust towards updating the Memoranda of Understanding (MOUs) with Aeronautical Telecommunications Ltd. (AEROTEL), the Meteorological Service Division, the Jamaica Defence Force (JDF) and the newly signed MOU with the Caribbean Maritime University (CMU).

The Technical Committee also guided the Authority's general management of space requirements and facilities through the implementation of a Facilities

Master Plan. The Plan included augmenting space requirements though the lease and interior rehabilitation of a section of the Jamaica Employer's Federation (JEF) building and the purchase and repurposing of facilities at 1 Rekadom Avenue.

Other notable undertakings of the Committee included oversight of efforts to commission the new air traffic control tower at the Sangster International Airport (SIA) and the review of air navigation overflight fees.

A focus area, over the year, was also the continuing modernisation of the JCAA's Air Navigation Services (ANS) environment and facilities with staffing upgrades, recruitment, manual development and installation of the Thales TopSky Air Traffic Management (ATM) System, as well as other facilities and systems.

## Technical Committee Members' Attendance: April 2018- March 2019

Names	Number of Meetings Held	Number of Meetings Attended	Meetings Excused
Mr. R. Evans	11	4	Member Evans passed on July 17, 2018
Capt. Campbell	11	10	1
Mr. D. Lindo	11	7	4
Dr. J. Dawkins	11	8	3



## Procurement Committee

The Procurement Committee comprised Capt. Robert Chin (Chairman) and Mrs. Susan Rosen. Over the year, the committee ensured an effective procurement process with regard to acquisitions and the deployment of necessary resources within its portfolio.

The Committee's oversight activities extended to building use, equipment and systems; and the upgrade, replacement and maintenance of Jamaica's air navigation infrastructure. The Committee also oversaw routine purchases to support the JCAA's ongoing operations and ensured continued improvement in more realistic and effective procurement planning and inventory management processes, as well as reporting.

### Procurement Committee Members' Attendance: April 2018- March 2019

Names	Number Of Meetings Held	Number of Meetings Attended	Meetings Excused
Capt. R. Chin	5	4	1
Mrs. S. Rosen	5	4	1

## Regulatory Committee

The Regulatory Committee provided oversight for the management of the Authority's regulatory duties and functions. The Committee comprised Mr. Marc Ramsay (Chairman), Mr. Robert Evans (until his untimely passing), Dr. Janine Dawkins and Dr. Kavita Johnson, who joined August 22, 2018.

The Committee provided strategic advice and direction to management, in relation to the development of a new air transportation service product, in the form of Public Charters, for the GOJ's consideration. It also provided oversight in relation to the JCAA's support of processes to revise the Civil Aviation Act.

### Regulatory Committee Members' Attendance April 2018- March 2019

Names	Number Of Meetings Held	Number of Meetings Attended	Meetings Excused
Mr. M. Ramsay	8	5	-
Mr. R. Evans	8	2	Member passed July 17, 2018
Dr. J. Dawkins	8	4	1
Mr. D. Lindo	8	5	-
Dr. K. Johnson	8	8	-

## Conclusion

The governance framework employed by the JCAA's Board of Directors, over the 2018-19 year, provided the context within which the Authority was able to operate and achieve its strategic objectives, in the areas of transparency, as well as ethical, accountable

and evidence-based decision-making.

The JCAA was enabled and empowered to achieve its main objectives, while effectively managing risks, key stakeholder relationships, and fulfilling its mandate.



# Board of Directors



**Mr. Phillip Henriques**  
Board Chairman



**Dr. Janine Dawkins**  
Board Member



**Mr. Douglas Lindo**  
Board Member



**Mr. E. George Hosang**  
Board Member



**Mrs. Susan Rosen**  
Board Member



**Mr. Robert Evans**  
Deputy Board Chairman



**Mr. Milton Daley**  
Board Member



**Mr. Dean-Roy Bernard**  
Board Member





**Dr. Kavita Johnson**  
Board Member



**Mr. Marc Ramsay**  
Board Member



**Capt. Geoffrey Campbell**  
Board Member



**Capt. Robert P. Chin**  
Board Member



**Mrs. Amoy Bernard Morrison**  
Board Member





# Profile of the JCAA's Directors



## **Mr. PHILLIP HENRIQUES - Chairman**

Mr. Phillip Henriques is a successful and commercially astute business leader, who has amassed years of experience within Jamaica's commercial sector.

Mr. Henriques' distinguished appointments include his substantive assignment as Managing Director of Kingston Industrial Agencies Limited – a position he has held since 2002. He also serves as Chairman of several institutions, including the CHASE Fund, a premier funding agency and government department of the Office of the Prime Minister, which has been impactfully supporting Jamaica's national development efforts in the areas of Culture, Health, Arts, Sports and Early Childhood Education.

In recognition of his outstanding dedication and contribution to Public Service, Mr. Henriques was awarded the National Honour of Order of Distinction in the rank of Commander (CD) in 2018. Chairman Henriques' professional qualifications include a B.Sc. in Business Administration and an MBA in Finance from Nova University, Florida. An avid sports enthusiast, Mr. Henriques is a member of the Kingston Cricket Club. Recreationally, he also enjoys tennis, squash, golfing, boating and cricket.



## **MR. DOUGLAS LINDO – Deputy Chairman**

Mr. Douglas Lindo is the co-owner and Managing Director of Bellindo Ltd., one of the country's leading manufacturers of designed metal products for the commercial and residential sectors. For the past eight years, he has been a member of the adjunct faculty of the Mona School of Business & Management at the University of the West Indies, where he co-ordinates and serves as a lecturer for the 'New Ventures and Entrepreneurship' module. Under the auspices of his other company, Windward Holdings, he also provides consultancy services on a range of entrepreneurship-related projects.

Mr. Lindo is a director at Eco San Caribbean, a manufacturer of environmentally-friendly cleaning solutions for the commercial and industrial sector. Mr. Lindo's business prowess and contribution are widely recognized and he is a recipient of the Private Sector Organisation of Jamaica's '50 Under-Fifty Business Leaders Shaping Jamaica's Future' award. He was also awarded the 2012 Young Entrepreneur Award, for his contribution to the field of entrepreneurship.

Mr. Lindo has an M.B.A. (Finance) from the University of the West Indies and is currently pursuing a Doctorate of Business Administration (DBA), with a focus on entrepreneurship.



### **DR. JANINE DAWKINS - Board Member**

Dr. Janine Dawkins is a government technocrat and transportation professional, who has wide-ranging expertise in transportation engineering, planning, policy and legislation.

A Graduate of the Immaculate Conception High School, she holds a BSc. in Civil Engineering from the University of the West Indies, St. Augustine, Trinidad, an MS in Civil Engineering (Transport) from the Georgia Institute of Technology in Atlanta, USA, and a Ph.D. in Civil Engineering (majoring in Traffic Operations and City Planning). In 2005-2006, she participated in the Hubert Humphrey Fellowship mid-career professional development programme at the Massachusetts Institute of Technology (MIT) and, most recently, pursued studies to obtain a Bachelor of Laws (LL.B) from the University of London in 2016.

Her responsibilities span all modes of transport (land, air and sea) as well as the mining portfolio, and she provides technical and policy advice on various aspects of planning and operations related to these areas. Dr. Dawkins represents the Ministry on the Boards of the Jamaica Civil Aviation Authority, the Island Traffic Authority and the Port Authority of Jamaica. She is also a member of the Board of Clarendon Alumina Production and serves on the National Accreditation Committee, responsible for implementation of the International Ship and Port Facility Security (ISPS) Code.



### **MR. MILTON DALEY - Board Member**

Mr. Milton Daley is a management specialist, finance executive and veteran insurance professional who currently serves as Chairman and Chief Executive Officer (CEO) of Genesis Insurance Brokers Limited. His core competencies, which have evolved from expertise gained in the finance and insurance industries, include Financial Management, Accounting, Production & Operations Management, Risk Management, Strategic Management and Planning.

Among Mr. Daley's leadership assignments, which span a total of 25 years in the insurance industry and 39 years in the Finance and Accounting sector, are appointments as Group Financial Controller at Y.P. Seaton & Associates Ltd., Chief Finance Manager at Jamaica Commodity Trading Company Ltd. and Executive Chairman at Duke Insurance Brokers Ltd., with responsibility for Finance and Administration.

Mr. Daley is currently the Chairperson of the Audit & Risk Management Committee of the JCAA's Board. He was educated at the University of the West Indies, Mona where he obtained an Upper Second Class Honours Degree in Management Studies, as well as a Master's degree in Business Administration, with a major in Finance. Mr. Daley is also a Business graduate of the College of Art, Science and Technology, which currently operates as the University of Technology.





### **MR. MARC RAMSAY - Board Member**

Mr. Marc Ramsay is an accomplished attorney-at-law and partner at the law firm, Ramsay Smith. His practice focuses on mergers and acquisitions, financing, international trade, employment law, and human rights to a range of blue chip clients in Jamaica and internationally.

Mr. Ramsay possesses a wide range of specialized legal expertise and has previously served as a Consultant to the Caribbean Council in London, UK. Prior to founding Marc Francis Ramsay & Company (the predecessor firm to RamsaySmith), he also served as Crown Counsel - International Legal Affairs in the Government of Belize, where his practice included public international law, commercial law, and international trade and negotiations. Mr. Ramsay has served on several company and government boards, including appointments as Chairman of Aeronautical Telecommunications Limited, and Board Member of the Jamaica Civil Aviation Authority (JCAA) and the Teacher Service Commission since 2016.

Called to the Bar in Barbados, Jamaica, and Belize, Mr. Ramsay also holds the designation of Professionally Accredited Corporate Secretary and Professionally Accredited Director. With a penchant for community involvement and a commitment to service, Mr. Ramsay has been coach of the Norman Manley Law School Jessup Mooting team for several years and previously lectured at the Faculty of Law, University of the West Indies in public international law, advanced legal writing and governance.



### **MRS. AMOY BERNARD-MORRISON - Board Member**

Mrs. Amoy Bernard-Morrison is an Attorney-at-Law who was called to the Jamaican Bar in 2017. She has been employed in the Public Service for over fifteen (15) years and currently serves as the Director of Academic Affairs at the Caribbean Regional Drug Law Enforcement Training Centre (REDTRAC), a Division of the Ministry of National Security.

Prior to being employed at REDTRAC, Mrs. Morrison was employed to the Ministry of Water and Housing. She also spent a number of years as a High School Teacher and has tutored at the University of the West Indies and other institutions. In addition to her legal training and qualifications, Mrs. Morrison holds a Master of Science degree in Government - International Relations specialization, a Bachelor of Science degree in International Relations and Political Science, and an Advanced Teaching Diploma (Hons.) from the Mico University College.

Mrs. Morrison has a passion for service, which has been displayed at both the local and national levels. She served as a member of the Board of Directors of the Social Development Commission from 2007-2011, and the Institute of Sports in 2012. A National Volunteer, who has served at several National Sporting Events, Mrs. Morrison is a Christian, who has been serving her church for a number of years, including her current service as Deacon in her Church. She is a Track and Field enthusiast.





### **MR. E. GEORGE HOSANG – Board Member**

Mr. E. George Hosang is a highly respected business executive and business leader, who currently serves as Managing Director and CEO of Alpha Construction Company Limited, a civil and general contracting firm. His professional career has spanned periods of progressive assignments as Manager for the Head Office branch of the Jamaica National Building Society, General Manager for First Jamaica National Bank (now First Global Bank), Executive Director of Blaise Trust Company Limited, and Managing Director / CEO of First Metropolitan Building Society / First Metropolitan Finance Company Limited.

Mr. Hosang's many service appointments include assignments as Member of the Council of the Jamaica Institute of Management, Member of the Jamaica Institute of Bankers, Justice of Peace for the parishes of Kingston and St. Andrew, Chairman of the Self Start Fund (HEART Trust/NTA), and former Director on the Boards of the National Housing Corporation Limited, the Jamaica Broadcasting Corporation Limited, the Jamaica National Building Society, the Agricultural Credit Bank and Wigton Wind Farm Limited.

Mr. Hosang utilises his non-routine hours impactfully with various activities, primarily as a member of the Lay Magistrates Association (St. Andrew Chapter), the Police Officers Club, the Kingston Cricket Club and the Liguanea Club.



### **MRS. SUE ROSEN – Board Member**

Mrs. Sue Rosen is an accomplished business and marketing executive who assumed leading roles in the customer service operations of the airline business for over 15 years. A former Vice President of Air Jamaica, Mrs. Rosen utilized her extensive organisational and marketing skills to deliver impressive results in Airport Operations & Services, Cargo Services, Reservations, Customer Support, and Customer Relations.

Mrs. Rosen's specialized responsibilities and experience have included overseeing the airport operations of Jamaica's former national airline, particularly passenger & ramp handling, and operations at Cargo Stations. As a key achievement, Mrs. Rosen was also responsible for establishing the company's Montego Bay Airport operation as a major connecting hub for the national airline, while expanding the operation from a small, 4-flights-a-day operation to over 20 flights per day.

Prior to her employment with Air Jamaica, Mrs. Rosen was the Sales & Marketing Manager for British Airways' Jamaican & Western Caribbean operations for 10 years. A British citizen by birth, Mrs. Rosen has, for many years, contributed meaningfully to the aviation industry in Jamaica, where she has a permit to reside and work.







### **CAPT. GEOFFREY CAMPBELL – Board Member**

Captain Geoffrey is a Jamaican aviator who has a long and distinguished career as a pilot, captain and air transport executive at the highest level of the local and regional air operating industry. Educated at the Florida Air Academy in Melbourne, Florida, Capt. Campbell was licensed as an Airline Transport Pilot by the US Federal Aviation Administration (FAA), the UK's Civil Aviation Authority (CAA), the Jamaica Civil Aviation Authority (JCAA) and the Trinidad & Tobago Civil Aviation Authority (CAA). Capt. Campbell was licensed to fly the Airbus' A300, A310, A319, A320, A321, A330, and the Boeing 727 and 737 aircraft.

Captain Geoffrey's vast expertise and skills have been profitably utilized in various regional, international and local aviation contexts, with assignments as Captain, Chief Flight Instructor, Vice President, Training & Standards Director, Flight Operations Director, and finally, Vice President of Operations, over an approximate 30-year career with Jamaica's former national airline. He also served as Executive Manager, Flight Operations, for the Kingston hub of Caribbean Airlines, over the period May 2010 – April 2014.

Capt. Geoffrey Campbell further expanded his expertise by undertaking courses, including the Flight Operations, Management Certificate from the International Air Transport Association (IATA), in Geneva, Switzerland. He also received certification and training as a Class Rating Instructor (CRI), Synthetic Flight Instructor (SFI) and Type Rating Instructor (TRI) from the UK CAA-approved ATP ACADEMY, in Dibden, Southampton, UK.



### **Dr. KAVITA JOHNSON, PhD. – Board Member**

Dr. Kavita Johnson is a Lecturer and Head of the Political Science Unit at the University of the West Indies' (UWI) Department of Government. Through her work in several areas of specialization, including International Relations, Caribbean Politics and Development, Comparative Foreign Policy, and Chinese and Japanese Foreign Policy and Politics, Dr. Johnson has developed an excellent track record of fostering and encouraging student learning and development.

She has served as a Member of the Security Oversight Committee (SECURIPOC) of the Ministry of National Security, and as a Member of the Society of Latin American Studies (SLAS), Association for Asian Studies (AAS) and Caribbean Studies Association (CSA). Her expertise has been generously shared in various contexts through Papers presented at Seminars and Academic Conferences including the Caribbean Studies Association (CSA) 43rd Annual Conference, in Havana, Cuba, the Society for Latin America Studies (SLAS) Annual Conference, Manchester U.K. and the Department of International Area Studies, Graduate Seminar, University of Tsukuba, Japan.

Dr. Johnson holds a PhD in Political Science from the University of Tsukuba, Japan, an M.Sc in Government (International Relations) from the University of West Indies (Mona) and a B.Sc (Hons.) International Relations and Political Science (UWI, Mona).



### **MR. DEAN-ROY BERNARD – Board Member**

Mr. Dean-Roy Bernard is an attorney-at-law and a senior-level career public servant, who has served in various executive positions within the Ministries of National Security, Justice, Finance and Planning, and the Ministry of Education.

Mr. Bernard holds a Bachelor of Science Degree in Management Studies & Accounting from the University of the West Indies, a Bachelor of Laws Degree (LLB) from the University of London and a Certificate in Legal Education from the Norman Manley Law School. He is a member of the American Institute of Certified Public Accountants, with more than fifteen (15) years post-certification experience in Public Accounting. He has also pursued courses at the Caribbean Regional Drug Law Enforcement Training Centre with a Certificate in Advanced Financial Investigation.

Mr. Bernard also holds certification in Leadership and Strategic Management from the Crown Agents Institute in the United Kingdom, as well as certifications from the Asset Recovery Agency in the United Kingdom, Linquist Avery McDonald Baskerville in Canada and the Drug Enforcement Agency and the Department of Treasury, USA. His public service contributions have also included appointments as a Board Member of the Jamaica Civil Aviation Authority, member of the Jamaican Bar Association and member of the Association of Certified Fraud Examiners, and the Institute of Chartered Accountants, Jamaica.



### **CAPT. ROBERT CHIN – Board Member**

Mr. Robert Chin is an accomplished business and security executive, who has accumulated multi-disciplinary expertise in Commercial Banking, Retail Distribution, Private Security and National Security at the strategic level over twenty-three (23) years. Presently the Managing Director of Asura Security Company, Capt. Chin has contributed to the success of various organisations through appointments as Managing Director and General Manager of Prime Guard Loss Prevention Limited, Manager -Administration, Training & Personnel at Protection and Security Limited, as well as his stellar performance as a Sales Agent at VB Williams Realty Company Limited.

His advanced expertise in the field of security has been utilized within the military and he has planned, organized and conducted training for Jamaica Defence Force (JDF) recruits, new security officers, existing security officers, and potential and incumbent security supervisors. In this capacity, his human resource responsibilities extended to over seven hundred (700) members of staff.

Capt. Chin's core commercial finance and business strategy skills were developed through a mix of educational pursuits and professional achievements. He holds a B.Sc. degree in Accounting and Management Studies from the University of the West Indies (UWI), a Masters degree in Business Administration (with a focus on International Management) from the Florida International University (FIU), a Diploma in Business Administration (Finance) and Certificate in Business Administration from the University of Technology (UTECH), and a Certificate in Management Studies from the Institute of Management and Production (IMP), among other qualifications.





### **MR. ROBERT EVANS - Deputy Board Chairman**

The late Deputy Chairman of the JCAA, Mr. Robert “Bobby” Evans, was an engineer, strategist, analyst and writer, who supported and championed continuous improvement initiatives within the JCAA and other organisations which he served, in accordance with his training in Engineering for Developing Countries, among other related fields.

Until his passing on July 17, 2018, he served as Chairman of the Technical Committee of the JCAA’s Board of Directors, thereby playing an instrumental role in the oversight of various Air Navigation Services (ANS) modernisation projects, as well as efforts to update strategic Memoranda of Understanding (MOUs) with Aeronautical Telecommunications Ltd. (AEROTEL), the Meteorological Service Division, and the Jamaica Defence Force (JDF), among other MOUs. Mr. Evans was also a valued member of the Regulatory Committee of the JCAA, which provided oversight for the management of the Authority’s regulatory duties and functions.

The former Deputy Chairman is remembered as an exemplar of dedication and service, who exhibited a constant zeal, as he made sterling contributions to the development of the local aviation industry through his oversight, guidance and resourcefulness. The JCAA also acknowledges his wider societal contribution, as displayed in his role as a guest columnist for the print media, who posited progressive approaches to matters of national interest, such as the development of athletics as an industry in Jamaica.





# Jamaica Civil Aviation Authority

Committed to the safe and orderly development of aviation in Jamaica

## WE COMMIT TO:

- Improving air transport safety & security
- Enhancing capacity and efficiency
- Modernising Jamaica's Communications, Air Navigation & Surveillance systems
- Transforming Jamaica's air transport network and dependent industries
- Environmental protection
- Adherence to the International Civil Aviation Organization (ICAO) Standards & Recommended Practices



## NAVIGATING FROM THE GROUND UP

 COMMITTEE

 SAFE

 RELIABLE

### JCAA

The Jamaica Civil Aviation Authority (JCAA) is a not-for-profit organization that provides regulatory, technical, and administrative support to the Ministry of Transport and Infrastructure. The JCAA is committed to ensuring the safety, security, and efficiency of the Jamaican aviation system, and to promoting the growth and development of the aviation industry in Jamaica.

## CONTACT

4 Winchester Road,  
Kingston 10

**PHONE**  
(876) 960-3948  
(876) 960-3965

**EMAIL & WEBSITE**  
info@jcaa.gov.jm  
www.jcaa.gov.jm

• jcaa\_news  
• aviationjamaica  
• Jamaica Civil Aviation Authority





# Executive Management Team



**Mr. Nari Williams-Singh, J.P.**  
Director General



**Mrs. Nichole Morgan**  
Deputy Director General,  
Corporate Services



**Mr. Rohan Campbell**  
Deputy Director General,  
Regulatory Affairs



**Mr. Carl Gaynair**  
Deputy Director General,  
Air Navigation Services

# Senior Management Team



**Mr. Michael Hepburn**  
Director,  
Economic Regulation



**Ms. Janet Henry**  
Director,  
Human Resource



**Mr. Howard Greaves**  
Director,  
Air Traffic Management



**Ms. Shian Edwards**  
Director,  
Finance



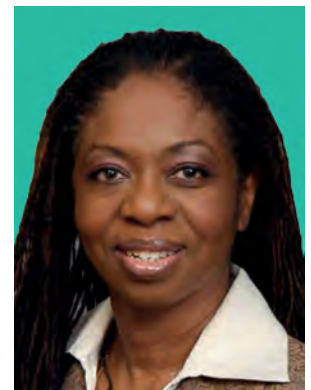
**Mr. Douglas Williamson**  
Chief Information Officer,  
Information Technology



**Ms. Gillian Richards**  
Director, Research, Planning  
& Risk Assessment



**Mr. Noel Ellis**  
Director,  
Flight Safety



**Ms. Marva Gordon**  
General Counsel &  
Corporate Secretary



**Mr. Donald Shaw**  
Director,  
Safety & Compliance



**Mr. Christopher Chambers**  
Director,  
Aeronautical Info. Mgmt.



**Mr. Derrick Grant**  
Director,  
Comm., Nav. & Surveillance





# Director General's Report

## Meeting the Transformational Needs of the Aviation Industry

The 2018-19 year was an eventful and successful one, characterised by continued infrastructure optimisation, regulatory adeptness and a commitment to supporting a safe, thriving and ever evolving aviation industry. In an operating environment fuelled by growth in regional and local air transport volumes, team JCAA worked hard at transforming the Authority's oversight, air navigation and corporate services, in ways that enhanced the safety, capacity, service experience and success of our industry stakeholders.

Critical regulatory interventions, within a modernised air traffic services environment, were keys to opening the master lock of industry potential for catalysing Jamaica's economy and enabling social development for our citizens. Through Jamaica's air transport activities over the 2018-19 year, the nation received fast and efficient access to global markets, which generated trade, tourism and commerce. These activities, in turn, created and sustained jobs in various sectors, while amassing wealth and sustenance for individuals and businesses.

Other important outputs of the efficiently regulated and safe air transport sector during the year included the delivery of aid, health, technology and other essential supplies to those in need, as

well as the facilitation of understanding between different cultures and countries. Another important by-product of our industry's performance was the enrichment of educational opportunities, international skills-building and study experiences for students, company executives and other learners. The sector's unwavering commitment to safeguarding the welfare of the country and travelling communities, across the globe, was, therefore critical for a host of industries, countries and regions.

As the local and international aviation industry confidently availed itself of Jamaica's modernised and strategically positioned air transport services environment, there was an uptick in aircraft and passenger movement for the 2018-19 review period. In relation to the preceding year, Jamaica experienced an aggregate 6.8% increase in passenger movement and a 12.5% increase in overflight activities. This performance undoubtedly influenced the assessment of the 2018-19 period as a record year for tourist arrivals. Buoyed by the efficient, reliable and safe operations of Jamaica's air transport industry, Jamaica's tourism sector is poised to exceed the projected growth targets for tourist arrivals and revenue, by posting a performance that could be one year ahead of the growth target.





## Providing Quiet Pillars Of Support For The Industry

With less visibility, but overarching significance, the JCAA guided and performed a multiplicity of activities to establish Jamaica as an epicentre of air connectivity in the Caribbean and Latin American region. These measures safeguarded our vibrant air transport industry and ensured that it conformed to best practices, local legislation, and the Standards and Recommended Practices of the governing International Civil Aviation Organisation (ICAO).

The needed quality assurance and performance standards were ensured through a targeted and risk-based roster of industry regulation and surveillance activities. These included the conduct of entry control assessments for air operators, maintenance companies and other organisations involved in the standards-driven aviation environment. As a result, air transport commerce was facilitated through the JCAA's processing of a total of 173 applications for the issuing of licences and permits to scheduled and non-scheduled air transport service providers. The JCAA was also able to develop and promulgate aviation safety standards and guidance materials, particularly in the area of drones.

## Proactive Industry Engagement and Oversight

As an illustration of the foregoing, the JCAA undertook a series of communication initiatives to engage, familiarise and/or update stakeholders on various standards, guidance material and other critical requirements. Monthly advertisements, summarising the operating guidelines for drones were published online, in the print media, via the JCAA's website and through social media. Notices to Civil Engineers, Building Contractors and the General Public were also published to highlight approval and other process requirements for

construction projects, based on their ability to impact air transport activity as a result of their height and/or location. Other disseminated information included Civil Aviation Directives on the requirements for an Airborne Collision Avoidance System (ACAS), and Flight Safety Notifications, prohibiting e-cigarettes and other battery-powered portable electronic smoking devices.

In the interest of facilitating transparency and information-sharing from the JCAA's regulatory and surveillance activities, the Authority also published the updated lists and statuses of several regulated entities. These included Air Operator Certificate (AOC) holders, Approved Training Organisations (ATO), Approved Maintenance Organisations (AMO) and Dangerous Goods (DG) Handlers. Partnerships to allow for a revitalisation of Jamaica's general aviation industry were also manifested through the JCAA's hosting of a number of consultation meetings with members of the general aviation community. These continue to be pivotal as the JCAA sought to re-engage and support an important part of the civil aviation community, that undertakes many important activities, such as courier services, flight training, agricultural aviation and maintenance.

Through the implementation of various initiatives, including Air Traffic Flow Management, the development of new air routes based on Performance-Based Navigation principles, and effective monitoring and surveillance activities, the JCAA was also able to enhance the efficiency with which it regulated and managed a number of critical activities and processes under its purview. These included Jamaica's airspace, its air traffic control services, procedures design for air routes and aerodromes, and the applicable meteorology, rescue and firefighting services.





## Positioning Jamaica to achieve lift on the wings of a favourable global environment

In aviation, as in all high-performance environments, stories of continuous improvement are accounts of constant adaptation, revision and change. With continued growth in emerging Asian, African and European markets and an estimated 90% of cross-border Business to Consumer (B2C) e-commerce relying directly on air transport, the 2018 year was, reportedly, the fourth consecutive year of sustainable profits for the air transport industry<sup>1</sup>. The 9.4% return on capital investments, which exceeded the industry's average capital cost of 7.4%, in addition to estimated profits of US \$38 billion for the global airline industry in 2018<sup>2</sup>, has translated to positive growth projections for all countries and regions within the global aviation industry.

These results have been solidified by generally strong, industry-wide, safety performance. As the global aviation community collaborated to allay safety concerns emanating from recent accidents, approximately 4.3 billion passengers flew safely on 46.1 million flights over the 2018 year. This impressive safety performance proved that flying continues to be the safest form of long distance transportation, with the chance of a passenger experiencing an aircraft accident occurring after 241 years of flying daily, since birth.<sup>3</sup>

## Meeting Industry Needs & Standards through Continuous Modernisation

The expansion and anticipated growth of the national, regional and global aviation industries

continued to require long-term planning, continuous improvement and the implementation of new technologies and infrastructure to safely accommodate and exploit increasing capacity needs and air traffic management challenges.

As the JCAA sought to undertake comprehensive upgrades of our systems and processes, tremendous progress was achieved in our continuous modernisation efforts. Following the installation, completion and commissioning of an industry-leading air traffic management system, featuring 3D Tower Simulators and a new Voice Communication and Control System (VCCS), further measures were undertaken to enhance the safety, resilience and reliability of our air navigation services.

A notable achievement, in this regard, was the establishment of a contingency centre at the new NMIA Control Tower. This project utilised an internet protocol (IP) base to share Air to Ground (A-G) communication resources, thereby laying the groundwork for the transfer of Approach and En-route Air Traffic Services to the Norman Manley Air Traffic Control (ATC) facility. This redundancy was a critical safety and business continuity imperative in the event of a system failure or other service disruption at the Kingston Air Traffic Control Centre (KATCC).

At the end of the reporting period, plans were advanced to conduct operational testing and a full commissioning of the contingency room at the NMIA Air Traffic Control (ATC) facility. Significant progress was also achieved regarding the implementation of a second, independently located contingency room at Sangster International Airport's ATC facility. Together, these facilities guarantee continuity, safety and the efficient organisation of traffic flows through Jamaica's airspace, in the event of an outage or disruption at the KATCC.

1 IATA Safety Fact Sheet – Results as of 1st January 2019

2 Estimates by IATA

3 See footnote 1 above



## Other Safety and Efficiency Enhancements

The JCAA successfully initiated and completed technical tests to enable the automatic handoff of aircraft between Jamaica and Cuba through the implementation of Air Traffic Services (ATS) Inter-facility Data Communication (AIDC) – a platform which allows for online data exchange and coordination between Air Traffic Control Units. In a rapidly expanding and increasingly sophisticated air traffic services environment, the benefits of this implementation are game-changing. Firstly, as a result of the system-to-system extraction and transfer of air traffic data between the respective flight data systems, coordination errors that could occur during the hand-off or transfer of aircraft from one airspace to another, are now significantly reduced. Additionally, the new implementation has lessened our Controllers' workload and facilitated greater efficiency. Controllers may currently manage increased traffic flows, while increasing the amount of time available for completing other important tasks, as we meet the capacity demands of air operators and other industry stakeholders. Full operational implementation of AIDC is scheduled to occur during the 1st quarter of the 2019-20 year.

## Forging ahead as a capable and committed Industry Regulator

A number of other JCAA initiatives supported Jamaica's quest to maintain and enhance its standing in an innovation-dependent, competitive and standards-driven, global aviation industry.

On Thursday, May 17, 2018, the Montego Bay-based Sangster International Airport Air Traffic Control (ATC) Tower was officially opened by the Minister of Transport and Mining, the Honourable Robert Montague. This important accomplishment

was preceded by the operationalization of the fully refurbished and retrofitted Kingston Air Traffic Control Centre on May 11, 2018. Both projects have ushered in new, modern and industry-leading equipment and technologies, which allow the Authority to satisfy international requirements, while keeping apace with aviation-technology trends and trajectories.

## Embracing Service Excellence across the ANS Network

A Network Operations Control Centre (NOCC) was made operational over the April – June Quarter. This centre has radically improved the reliability and performance of Jamaica's air navigation services (ANS) by enabling the remote monitoring and proactive handling of potential problems at all ANS facilities. Operational and staffing arrangements to maximise the performance of the NOCC were finalized with the JCAA's maintenance service provider, Aeronautical Telecommunications Limited (AEROTEL), in the second quarter of the year.

There were also significant advancements under the JCAA's project to transition Jamaica's Aeronautical Information Services (AIS) to the satellite-based, data-rich Aeronautical Information Management (AIM) platform. As the JCAA supported ICAO's Global Air Navigation Plan for interoperability, through system-wide information exchange and management capabilities, it invested considerable resources to implement the new AIM technologies, equipment and systems. At the end of the reporting period, a state-of-the art AIM facility was in the final stages of completion, with the system technologies, database and hardware being populated by an Italy-based contract firm.



## Empowered employees + cutting-edge technologies = Satisfied customers

As the JCAA sought to improve organisational efficiencies and the services offered to our regulated entities and customers, ongoing training for the entire cadre of AIM staff members was conducted. This undertaking was illustrative of a wider, prioritised approach by the JCAA to ensure a continuous learning environment, with ongoing efforts to enhance the skills, knowledge and expertise of staff members.

Over the year, the input of the Authority's human resources continued to be recognised as the key for unlocking the door to new possibilities and performance thresholds, which are important for enhancing the industry's safety, reliability and sustainability. As customers and industry stakeholders demanded greater utility, efficiencies and confidence in our regulatory and air navigation services environment, the human element was empowered, not only with training, but with the technological solutions that could constructively challenge existing practices and identify continuous improvement opportunities.

An empowering solution included the Business Intelligence Platform, which was launched in May 2018 for the Regulatory Affairs Department's Enterprise Resource System. This platform has provided the Department with a variety of important tools and applications. As a result, the Authority was able to collect, integrate, analyse, and present the Authority's raw data, in ways that created insightful and actionable business and regulatory information.

Another organisation-wide project which greatly improved collaboration and internal communication among staff members was the implementation of

a new Voice Over Internet Protocol (VOIP) Private Branch Exchange (PBX) telephone network. The new system has improved communication efficiencies, with users having the ability to transmit, not only voice, but multimedia content, across the network.

The JCAA's security environment was also improved through a number of initiatives. These included the upgrade of the Access Control systems and hardening of remote aeronautical sites. Intrusion detection systems were also established and systems implemented to enable remote monitoring.

## Supporting Jamaica's thrust to build a smart nation

During the year under review, the JCAA made significant strides to improve its IT infrastructure. Digitalisation continued to be an important driver of innovation, while transforming the internal processes that support our transactional engagement of stakeholders. As the JCAA supported Jamaica's thrust to build a smart nation<sup>4</sup>, areas of progress include an increasingly service-oriented website and the utilisation of e-forms and electronic communication for certain transactions.

## Creating Goodwill and Support for the Authority's operations

In response to arising opportunities, JCAA representatives sought to promote greater understanding, public awareness and support for the Authority and industry, through attendance and participation in various expositions, career fairs, conferences and other events. JCAA Team Members participated in a total of 32 events. This participation facilitated support for the JCAA's mission, and an awareness and interest in aviation careers among the youth population. Such interventions

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4 Address by Prime Minister, The Most. Hon. Andrew Holness, at the 8th Biennial Jamaica Diaspora Conference, June 16, 2019.



and outreach activities continued to be critical for overcoming manpower constraints and ensuring a pool of talent for industry development in the foreseeable future.

The activities also assisted the development of a harmonious, educated and supportive operating environment, in which Jamaica's aviation industry may thrive.

## Safe integration of drone activity

As drone activity proliferated in the local and international airspace, the JCAA embraced the philosophy that challenges are not circumstances we should avoid, but a mix of threats and opportunities that force us to search for a new centre of gravity.

Over the year, the JCAA continued to publish guidelines, establishing essential safety criteria for the operation of Unmanned Aerial Systems (UAS), commonly called drones. These included current permit requirements for commercial operations, as required by Part IX of Jamaica's Civil Aviation Regulations.

The Authority also continued to position and equip itself to provide technical input for the development of enabling legislation, as we supported safe growth and the integration of drones into the airspace.

As a result of the ongoing media campaign, participation in various fora and the responsive processing of applications by the Flight Safety Department, there was a 61% increase in the number of permits granted for the review year, when compared with the 2017-18 year.

The JCAA has continued to regulate the sector from a balanced, but safety-focussed perspective. Accordingly, the Authority understands the substantial economic and public service benefits of unmanned aerial systems. However, pre-eminence

is always given to the consideration that the sector has to be managed in a structured and judicious manner, to ensure that drone operations can be safely integrated.

## Release of the N101KA Accident Investigation Report

Over the reporting year, the industry's investigative machineries embraced the importance of mandatory process reviews to support improvements. This approach included investigating accidents and incidents, based on the knowledge that our operating environment can often be understood by focussing backwards, as we look forward to improvements.

The accident investigation report on the Cessna 172 aircraft, Registration N101KA, which crashed after take-off from the Tinson Pen Aerodrome in Kingston on November 10, 2016, was released to the public in March 2019. The purpose of the investigation was to ascertain and explore the contributing factors that led to the accident, and to implement mitigations, which will prevent their recurrence as a future accident or incident.

The findings of the report are being addressed by the JCAA and other involved agencies, as we collectively embrace the commitment to maintaining high and unrelenting aviation safety standards, in the interest of our publics and the aviation community.

## Continued Development of our Risk Management Framework

As the JCAA supported the industry's safety, efficiency and business continuity goals through effective regulation and service provision, progress was achieved with the implementation of an





enterprise-wide risk management framework. This framework allowed for better and more proactive identification, quantification and treatment of the Authority's principal safety, business, strategic and regulatory risks.

While risk registers are dynamic, the Risk Management framework has encouraged improved risk reporting and interventions by the JCAA and its responsible officers. This has allowed the Authority to design and implement treatments that are sufficiently managing and/or mitigating our principal risks.

## Outlook for a Positive Future

Robust growth continues to be the expectation for the aviation industry over the upcoming decades. This outlook has been justified by continued population and economic growth, a globally expanding middle class, strong tourism growth and the expansion and advancement of aviation infrastructure.

In this context of rapid technological change, emerging threats, and increased reliance on air transport, the JCAA will require greater agility, and a commitment to the continued transformation of our regulatory and air navigation services environment to meet new challenges, demands and opportunities.

With continued processes to facilitate the development of our people, processes and technologies, the Authority will play its vanguard role in delivering industry-wide safety outcomes and facilitating the efficient and safe development of the industry.

## Continuous Climb to new Altitudes through the support of our Minister, JCAA team and Board of Directors

The human element continues to represent the brain and heart of our industry's success. Undoubtedly, the conduct of the Authority's mandate would not have been possible without the astuteness, diligence and integrity of the team members who served the organisation over the year. The successes achieved by the JCAA would also have been impossible without the vital leadership and vigilant oversight of the Minister of Transport & Mining, the Hon. Robert Montague, and the JCAA's Board of Directors. I therefore, express sincere gratitude to the Hon. Minister, the JCAA's Board, team members and our industry partners for their separately invaluable contributions.

The partnerships we continue to enjoy truly demonstrate that there is no power greater than community, when we discover a common cause that we passionately care about.

With genuine collaboration, the JCAA will continue to soar, as we secure a bright, safe and illimitable future for Jamaica's aviation industry.



# Divisional Reports



# Regulatory Affairs







# Flight Safety





# Flight Safety

## Overview

During the 2018-2019 period, the Flight Safety Department (FSD) of the Jamaica Civil Aviation Authority (JCAA), continued to perform an effective role as the regulatory arm of the JCAA, amidst varying challenges.

In the year under review, there were:

- Seven (7) active Air Operators
- Three (3) active Approved Maintenance Organisations
- Three (3) active Approved Training Organisations
- Three (3) International Airports
- Three (3) Public Domestic Aerodromes
- Five (5) Certified Aviation Security Services Providers
- Four (4) Certified Security Handling Agents
- Three (3) Dangerous Goods Handlers Certificate Holders
- One (1) Air Navigation Service Provider
- Thirteen (13) Certified Aviation Security Instructors
- Four Hundred and Twenty (420) Pilots (various categories)
- One Hundred and Ninety-Six (196) Aircraft Maintenance Engineers
- One Hundred and Twenty-Five (125) Air Traffic Controllers
- Six (6) Flight Dispatchers

Oversight activities were focused on both local and international operators, inclusive of foreign air operators and service providers.

## Major Initiatives

### Unmanned Aerial Vehicles (UAV)

Unmanned Aerial Vehicles (UAVs) or Unmanned Aircraft Systems (UAS), commonly referred to as “drones”, are remotely or autonomously operated aircraft. Their relative low cost compared to traditional aircraft makes ownership viable to a far

greater population pool, with estimates suggesting that more than one million such systems have been sold in the United States alone. Their ability to gain proximity to and interfere with the safe conduct of aircraft operations makes the regulation and oversight of UAV operations of paramount importance to Civil Aviation Authorities, which have been bolstering their abilities to respond to this rapidly growing area of operation. In this regard, the JCAA continued to actively promote the safe use of drones by interfacing with the stakeholders through educational platforms, including infomercials, digital media hosted by the JCAA and industry forums.

Whereas Jamaica currently has no specific legislation governing the licensing/registration, maintenance, or operation of UAVs, the JCAA has published guidelines for the safe operation of UAVs and requires the issuance of a permit for commercial operations under current legislation (CARs Part IX). Applications for such permits are growing exponentially. There was a 61% increase in the permits granted in this financial year when compared with the previous financial year. This is attributed to the media campaign and forums held during the financial year.

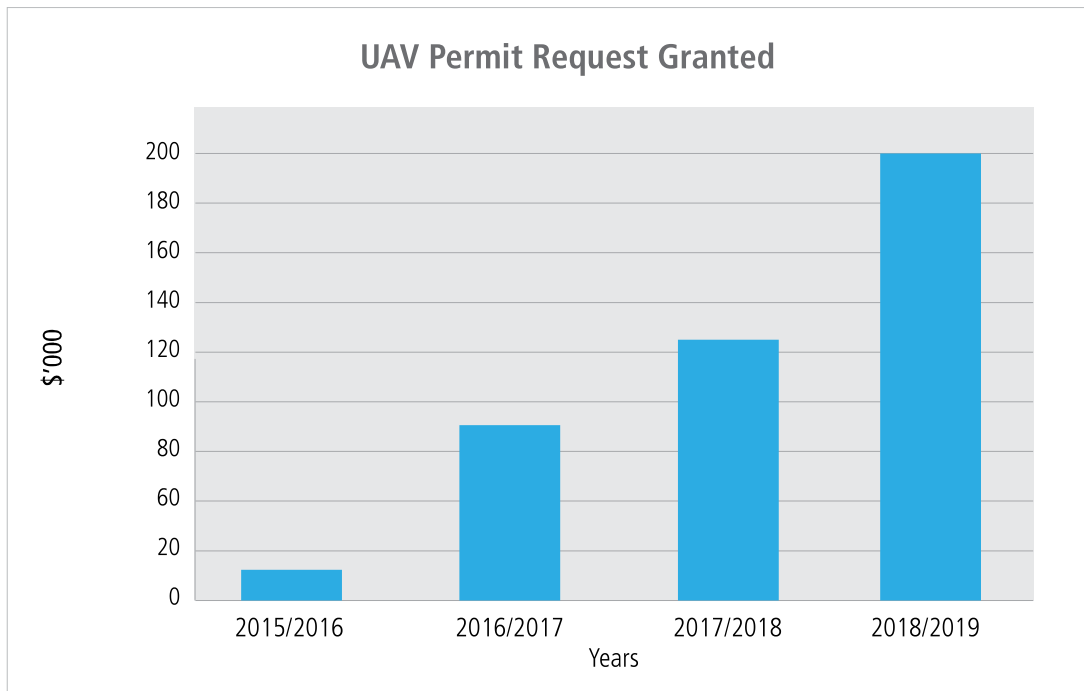
## Human Resources

There were no separations from the department in the financial year, while four (4) persons were added to the staff complement over the same period. At the end of the financial year, the department had vacancies in the following areas:

- Manager, Aerodromes and Ground Aids, Air Navigation Systems and Safety Management System (1)
- Air Navigation Safety Inspector (1)
- Flight Operations Safety Inspector (2)
- Personnel Licensing Operations Officer (1)

Efforts continued apace to fill these vacancies with suitably qualified candidates in the coming financial





year, to reduce the department's current 18% vacancy rate.

With the rapid evolution of the aviation sector, there is the need for new positions, which will be developed in the upcoming financial year. These positions include Dangerous Goods Safety Inspector, Facilitation Inspector and Drones Officer.

### Training

During the 2018- 2019 year, the Flight Safety Department remained committed to its safety oversight mandate by ensuring the availability of an inspectorate that was fully trained in all technical areas, as required for the effective oversight of the aviation system.

There were 63 training interventions, inclusive of conferences, seminars, workshops, meetings, forums and training courses, which were attended

by 22 members of the Flight Safety Department.

Among the noteworthy international training organisations, which provided regulatory training, were the Federal Aviation Administration (FAA) Training Academy, the International Air Transport Association (IATA), the International Civil Aviation Organisation (ICAO), Trinidad & Tobago Civil Aviation Training Centre, Transportation Safety Training Institute, Pan Am International Flight Academy, Airports Council International and the Jamaica Civil Aviation Authority Training Institute (CAATI).

### Surveillance

The surveillance activities, which accounted for much of the oversight conducted by our inspectors, were planned and executed based on a risk assessment model. The inspections conducted by the Flight Safety Department are outlined overleaf:



Activity	Target	Achieved
Operations Inspections (including Base, Line, Records, Training, Ramp and Proficiency Inspections)	162	211
Air Worthiness Inspections (including Base, Line, Records, Training and Ramp Inspections)	172	199
Security Surveillance Activities (including Tests, Audits, Survey and Inspections)	234	190
Aerodrome Surveillance Activities	61	56
Air Navigation Service Provider Inspections & Oversight Activities (including Air Traffic Services, Aeronautical Information Management, Meteorology, Search & Rescue, and Communications, Navigation & Surveillance (CNS) Inspections)	61	41
Civil Aviation Medical Examiners Audits	12	12

Through these activities, the JCAA continued to reinforce a proactive safety management culture, in which hazards and risks were continuously identified and mitigation strategies developed and applied. Effective control measures were implemented and amended to drive continuous system improvements.

### Personnel Licenses

Under Jamaica's aviation regulatory framework, four (4) sets of airmen required licences. These were, namely, Pilots, Flight Dispatchers, Aircraft Maintenance Engineers and Air Traffic Controllers. Licences issued or renewed for the referenced personnel, are as follows:

Licences	Issued	Renewed	Total
Pilots	25	150	175
Flight Dispatchers	1	0	1
Aircraft Maintenance Engineers	1	60	61
Air Traffic Controllers	0	89	89

To support the issuing of these licenses, the following exams were conducted by the Personnel License Unit:

Exams	# Delivered
Written	35
Skill	4
Oral	12

### Certifications for 2018-2019

During the period under review, enquiries were made by several companies, which were interested in certification. Many of these companies are yet to commence the certification process, after initial

meetings with JCAA personnel. The following companies followed through and have been certified, or are now in the Certification process:

- Civil Aviation Authority Training Institute (CAATI) - (Approved Training Organisation)



- Certification - Completed)
- Ports Security Corps Ltd. - (Aviation Security Provider Certification - Completed)
- Norman Manley International Airport (Aerodrome Certification - Document phase)
- Island Hoppers (Approved Operator Certification (AOC) – Document phase)
- Jamaica Civil Aviation Authority (Air Navigation Service Provider – Pre-application phase)

## Regional & International Partnerships

The JCAA's Flight Safety Department continued its active participation in the Regional Safety Oversight Organisation (RSOO), namely the Caribbean Aviation Safety and Security Oversight System (CASSOS). This forum provided for the cooperation and support of Member States through ICAO's "No Country Left Behind" initiative in enhancing safety and security oversight activities. These objectives were facilitated through data sharing, mutually-reinforcing processes for ensuring compliance with international standards, and the sharing of technical resources and expertise personnel.

The JCAA functioned in the following capacities during the financial year:

- Chairperson of the Board of CASSOS
- Chairpersons of the CASSOS Personnel Licensing, Operations and Accident Investigation Standing Committees
- Membership on numerous CASSOS Standing Committees

The JCAA worked with neighbouring jurisdictions to enhance the safety of the regional air transportation industry. Support was provided for the conduct of aerodrome audits across the region. Jamaica also received assistance from Guyana in the areas of Flight Operations Inspections for Rotorcraft operations, as well as from ICAO in Meteorology Oversight.

## Accident Investigations

Despite the aviation industry's status as one of, if not the safest form of transportation, there were two accidents in the financial year that affected Jamaican Air Operator Certificate holders. In May 2018, a Cessna 206F aircraft was involved in a fatal accident in western Jamaica. Additionally, in November 2018, a Fly Jamaica Boeing 757 experienced a landing accident in Guyana. Both accidents are currently being investigated by the relevant authorities. The sole objective of these investigations is the prevention of future accidents or incidents.







# Economic Regulation



# Economic Regulation

## Overview

Over the reporting period, the Economic Regulation Department undertook a number of activities to support the sustainable development of the aviation industry on a sound economic basis. This approach, which accorded with the Government of Jamaica's policy direction of liberalising our air services environment, was further enabled by an efficient licencing and permit application process to facilitate growth of the aviation industry, its associated industries and general aviation activities.

## Air Service Licences and Permits

The department facilitated air transport commerce by processing 173 applications for air service licences and permits. The department was successful in processing 90% of these licences and permits within the guaranteed processing standard of 7 days for operations under 30 days and 8 weeks for operations over 30 days. Processing of the remaining 10% was delayed or otherwise impacted by factors, such as the late submission of required documents and delayed payment of outstanding fees. Additionally, the department processed another 260 applications for overflight clearances and landings of state aircraft, involving the transportation of heads of states, diplomatic missions, customs and immigration personnel. On the downside, the Authority was not in a position to renew the air service licence of Fly Jamaica Airways, due to the unavailability of an aircraft to conduct international flight operations.

## Supporting the Government of Jamaica's Air Policy Objectives

Pursuant to the Government of Jamaica's liberalized air policy directives, the JCAA supported the Ministry of Transport and other government agencies in collaboratively negotiating Air Services Agreements. These agreements facilitated direct connectivity and the uninhibited flow of air transport services

between the signing territories, to the benefit of Jamaica's airports, the tourism product and other business interests.

Consequently, representatives of the Economic Regulation Department participated in 15 meetings at the ICAO Air Services Negotiation Event (ICAN 2018) held in Nairobi, Kenya in December 2018. This resulted in the signing of six (6) Air Services Agreements with Kenya, Ghana, Bahamas, Iceland, Burkina Faso and Seychelles. There were eight (8) other MOU signing events and one (1) agreed minutes. The department also provided technical input on ongoing negotiations with France and the Caribbean Multilateral Air Services Agreement. This agreement has been signed and ratified by the majority of CARICOM States.

## Airport Regulation

In fulfilment of Section 11 of the Airports (Economic Regulation) Act, 2002, the Authority initiated a review of the airport charges and conditions at the Norman Manley and Sangster International airports for the five (5)-year period, January 1, 2020 to December 31, 2024. As a precursor to the charges review, the Authority solicited the views of airport stakeholders. This feedback guided the production of a key issues report and this report provided the main issues and components to be considered during the airport charges review and the Authority's initial positions.

The start of the process was announced in April 2018. Activities were ramped-up in October 2018, with the production of a Consultation Document (CONDOC) and stakeholder consultations to finalize the Authority's regulatory positions and objectives. The Authority also produced the Economic Regulation Guidance Document. This document provided details on all elements of the regulatory framework. It was also a source of guidance to airport operators in the production of business plans to support their proposals for airport charges adjustments.



Other milestones included the determination of the Regulatory Asset Base (RAB) for each airport and the update of the regulatory model. These were accomplished in mid-December 2018. These activities set the stage for the airport operators to make their submissions by January 31, 2018 - a deadline which was extended by two (2) weeks to accommodate the requests of the airport operators. A review of the submissions ensued and clarification sought, where necessary, to enable the production of the draft airport charges determination, scheduled for mid-April 2019. At the end of the reporting period, the final airport charges proposal was expected by June 30, 2019 to afford the industry time to update their reservation systems.

## Environmental Stewardship

To support the environmental stewardship efforts of the one hundred and ninety one (191) ICAO States under Resolution A39-3<sup>1</sup>, the First Edition of the International Standards and Recommended Practices, Environmental Protection — Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) was produced. This was released to States in September 2018 and highlighted the monitoring, reporting and verification (MRV) requirements related to CO<sub>2</sub> emissions from international flights. These requirements, as listed

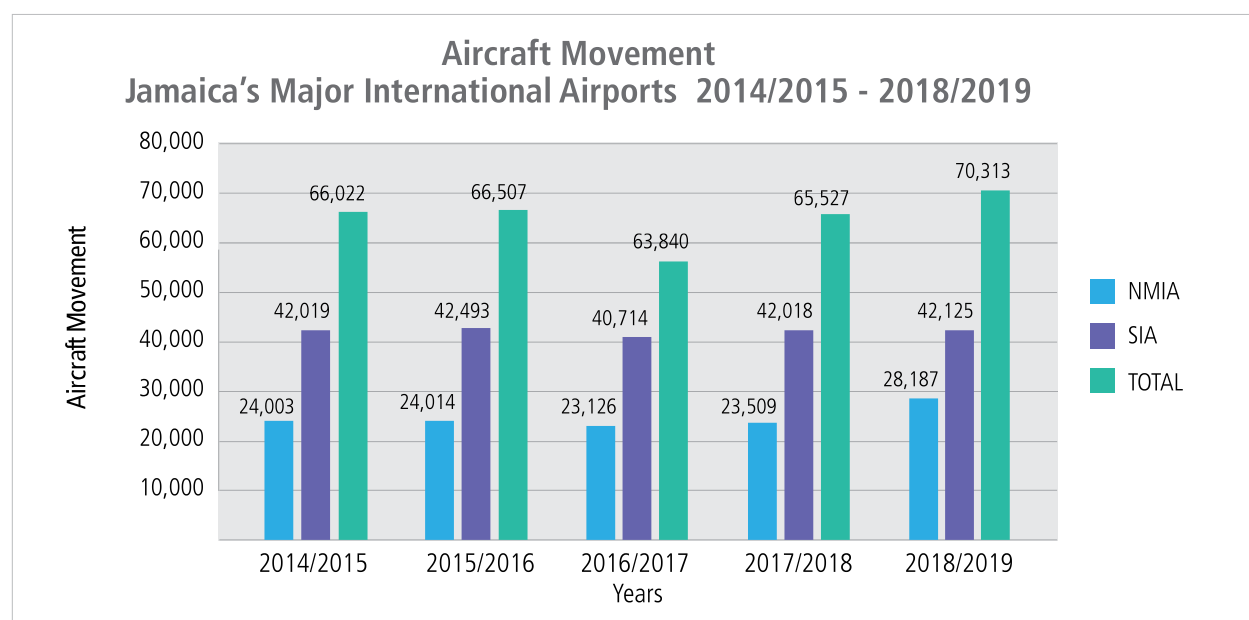
under the First Edition of Annex 16, Volume IV, applied from January 1, 2019.

As early performance targets and objectives, States were asked to appoint a focal point for CORSIA, attend capacity-building events, develop national regulations and file emission monitoring plans for airlines that meet the attribution criteria. The JCAA met the first two targets and was on the way to meeting the third, before the discontinuation of operations by Fly Jamaica Airways as the only Jamaican airline to meet the attribution criteria at this point. The Authority will now be required to file a difference with regard to the national regulations which had commenced.

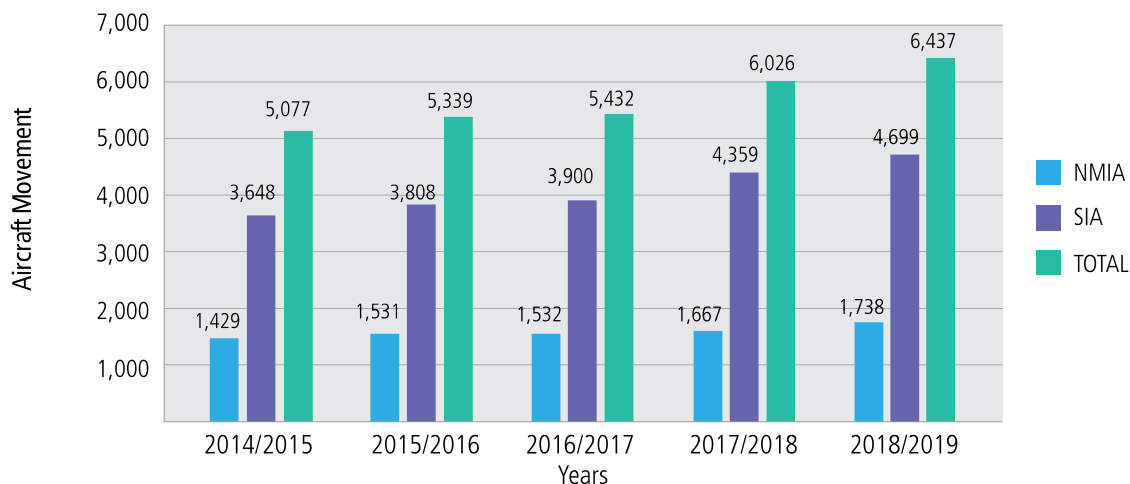
## Aviation Statistics Aircraft and Passenger Movement

Aggregate aircraft movement increased over the last year by 7.3%. This was accounted for in large measure by a 19.9% increase in aircraft movement at the Norman Manley International Airport, compared to a 1.65% increase for the 2017-18 period. Aircraft movement at the Sangster International Airport continued on a steady trajectory and accounted for a .25% increase over the previous period.

1 Resolution A39-3 is a Consolidated Statement of continuing ICAO policies and practices related to environmental protection – the Global Market-Based Measure (MBM) scheme



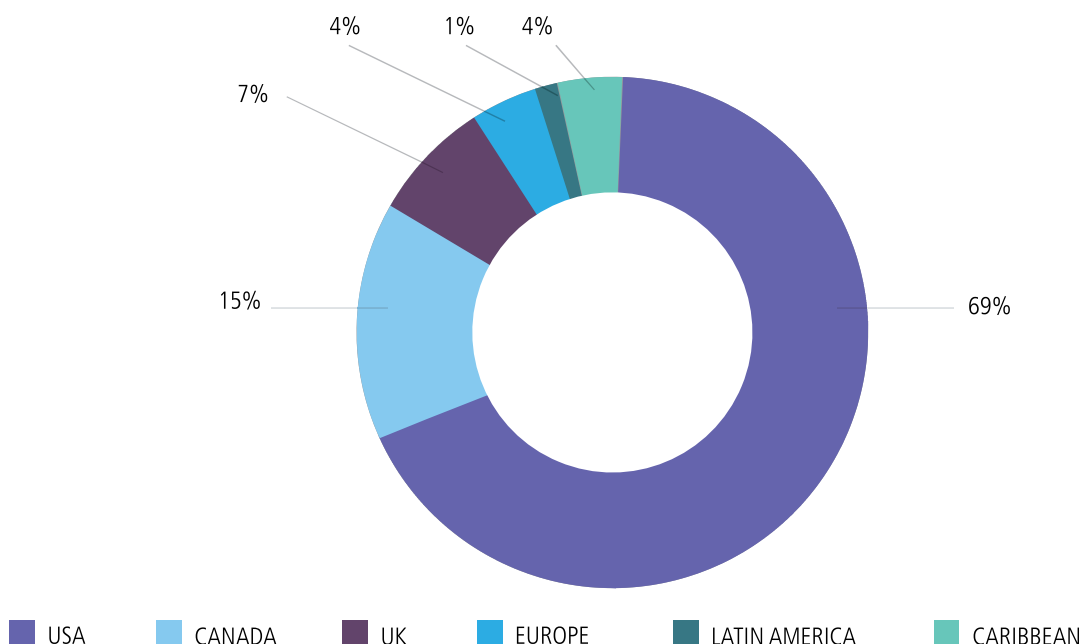
### Passenger Movements Jamaica's Major International Airports 2013/2014 - 2018/2019



The aggregate passenger movement increase of 6.8% resulted from a 7.5% passenger movement increase at Sangster International Airport and 4.9% increase at Norman Manley International Airport. 84% of arriving passengers were from North America, with the UK and Europe accounting for 11% of traffic, while the Caribbean and South

America accounted for 5%. Outside of North America, all other markets contained the potential for increased passenger uptake, with the activation of a number currently established air services agreements and the signing and activation of new ones.

### Contributing Markets

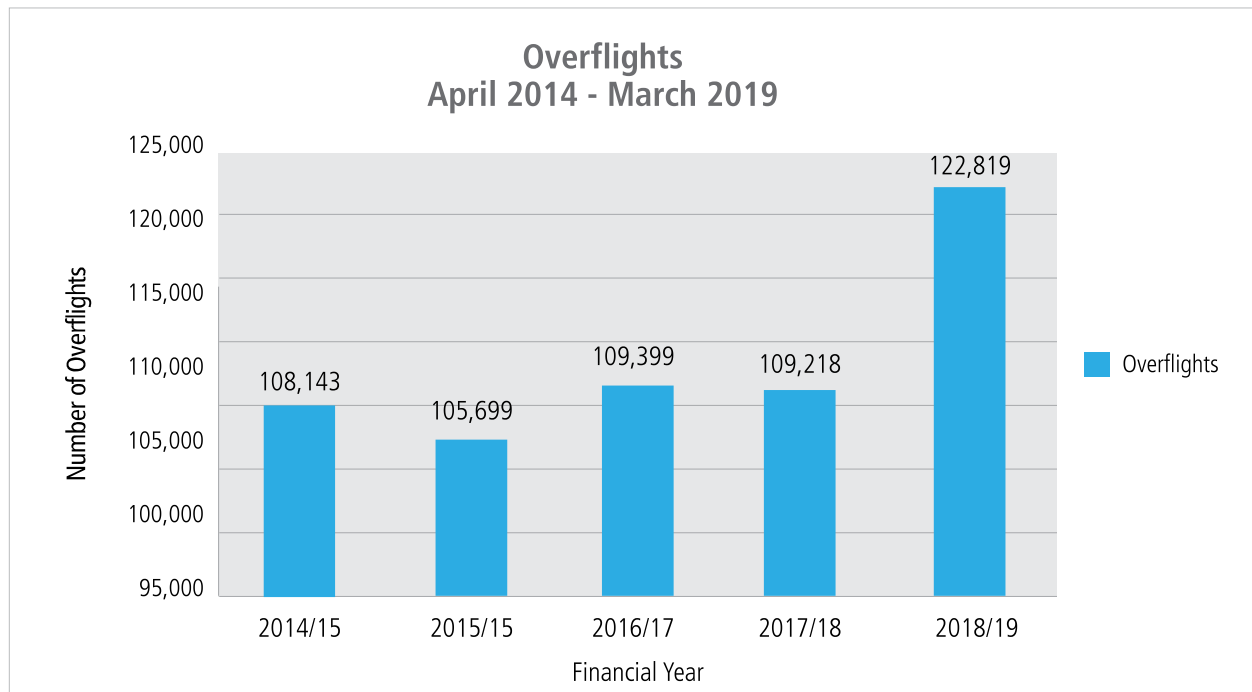




## Overflight Movement

Jamaica experienced a 12.5% growth in north-south movement in air traffic over the previous period. This positive trend started between February and March 2018 and coincided with the substantial

completion of the Air Traffic Management system, Top Sky. This year's result compares favourably to a recorded reduction of 0.16% in overflight activity during the 2017-2018 period.





# Air Navigation Services



## Executive Summary

As the JCAA managed the transformation of Jamaica's Air Navigation Services and Air Traffic Management processes and infrastructure, there has never been a more exciting or demanding time to be in aviation. Within a dynamic air transport industry, where threats and opportunities intertwined to necessitate continuous improvements, the Authority implemented a range of cutting-edge technologies, which enhanced safety and efficiency in a number of areas. These included continuous, real-time air traffic surveillance to improve controller situational awareness; safely increasing integration, while reducing separation distances between different airspace users; and reducing and eliminating service gaps, which traditionally occurred as a result of air traffic surveillance limitations.

As a result of the referenced modernisation programmes, Jamaica's aviation industry and infrastructure became much more resilient and enabled to support the anticipated growth in the local and international aviation industry that has been projected up to the year 2030 and beyond.

Over the period under review, interventions to improve and eliminate poor radar and Air-to-Ground (A-G) radio coverage in the Southwestern section of the Kingston Flight Information Region (i.e. Jamaica's airspace), were effected and enhanced through the signing of a radar data-sharing agreement in Honduras. This agreement was signed with the Central American Air Navigation Services Corporation (COCESNA<sup>1</sup>), an intergovernmental agency that provides air navigation services for Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. The subsequent establishing of a Transmission Control Protocol/Internet Protocol (TCP/IP) circuit to interconnect devices via the MEVA III network, as well as remote Push-to-Talk (PTT) service, further improved radar and Air-to-Ground (A-G) radio coverage in the Southwestern section of the Kingston Flight Information Region. Discussions are now actively being pursued to facilitate the sharing of Cayman radar data, so that Jamaica

may be provided with redundant or overlapping radar coverage in the western section of the FIR. This is a significant achievement for the Caribbean and South American (CAR/SAM) region, which also eliminates a longstanding safety concern for the ICAO regional office.

It is often stated that aeronautical information and data are twin engines of a safe and secure aviation industry. The JCAA was, therefore, pleased to be on the cusp of fully implementing a modernisation initiative that will significantly increase the reliability, timeliness, quality and utility of the aeronautical information services it is providing. The transition from a telex-based Aeronautical Information System (AIS) to a satellite-driven, Aeronautical Information Management (AIM) platform is being achieved under a multi-billion dollar programme, which was advanced over the 2018-19 year. The project included the installation of an AIM Centre and new, cutting edge equipment, among other technologies and associated systems and procedures. The new platform, which was slated to be commissioned in August 2019, will ensure that Jamaica continues to meet the information exchange and advisory requirements of the international governing body of aviation, the International Civil Aviation Organisation (ICAO), as we transform from a telex-based Aeronautical Information Services (AIS) service to a satellite-driven, data platform.

The new system features will include real-time and uninterrupted data and information to support air transport operations; graphical displays of Notices to Airmen; Flight Plans, and other essential aeronautical information; and on-demand generation of data and information to include Route, Aerodrome, and Pre-flight Information Bulletins.

At the end of the period, the new system was poised to achieve marked safety improvement, increased efficiency and greater cost-effectiveness, as the air transport industry was enabled to make informed decisions about the safe and efficient use of the airspace. The progress made on the AIM project generally accords with the planned implementation

<sup>1</sup> COCESNA is an acronym for Corporación Centroamericana de Servicios de Navegación Aérea



schedule, and the new system is expected to be fully operational by the end of the 3<sup>rd</sup> Quarter of the 2019-2020 fiscal year.

Extensive Air Traffic Services (ATS) Inter-facility Data Communication (AIDC) tests to facilitate the automatic handoff of aircraft, through online data exchange and coordination between Air Traffic Control Units, were carried out with Cuba and Panama over the period under review. This facility, which will increase accuracy and safety by ensuring a system-to-system exchange of data, also reduces the Air Traffic Controllers' workload, while eliminating or reducing coordination errors. It is anticipated that Jamaica and Cuba will go live in early 2019. While significant progress was made with the AIDC project over the year, full implementation is scheduled to occur during the 1<sup>st</sup> quarter of the 2019-2020 year.

With the ongoing implementation of various projects and initiatives, including Air Traffic Flow Management (ATFM), Performance Based Navigation and the optimization of Approach Procedures, Jamaica is also on target to achieving aspects of the Aviation System Block Upgrade

(ASBU) framework that has been established by ICAO. The Block Upgrades are being implemented to support the modernisation of air navigation systems globally. The programme also supports the global community's goals of ensuring a uniform level of safety and optimized traffic flows across all regions through common operating procedures, system-to-system connectedness, data sharing, and uniform environmental and security standards.

## Microwave Radio Network

As the communication backbone for the provision of Air Navigation Services in the Kingston Flight Information Region (i.e. Jamaica's airspace), the microwave radio network performed creditably over the 2018-2019 fiscal year.

During the period under review, the reliability of the system was, moreover, enhanced through extensive grounding and lightning protection work, which was conducted at five (5) key sites. In the aftermath of these protective interventions, there were fewer incidents of lightning strike damage to microwave radio equipment and components.

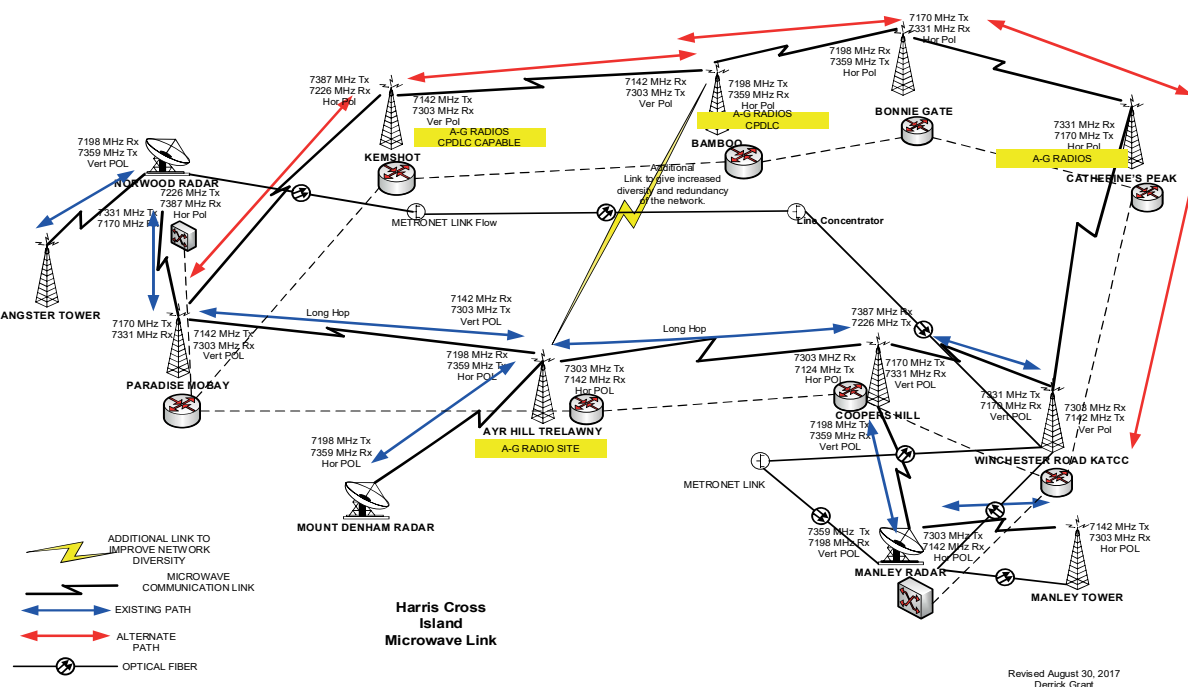


Fig.1 Extensive upgrading work was also conducted on the network, to accomplish the phasing-out of obsolete Time Division Multiplexing (TDM) equipment to a new Cisco router. As a result, the JCAA is now operating in a truly Transmission Control Protocol/Internet Protocol (TCP/IP) environment.







Fig. 2 Time Division Multiplexer (MUX)

TCP/IP Cisco Routers

## Improvement of Communications, Navigation & Surveillance (CNS) Infrastructure

During the period under review, several efforts were dedicated to improving and enhancing the reliability of the JCAA's Communications, Navigation & Surveillance (CNS) infrastructure. Initiatives, which significantly improved the availability of the JCAA's CNS systems, included the replacement of standby generators for all navigational aids at the Norman

Manley International Airport (NMIA) and at all radar sites. Existing air conditioning units at the Norwood and NMIA radar sites were also retired and upgraded with precision-cooling, air-conditioning systems.

The JCAA also increased its routine maintenance activities on the installed generators to ensure optimum performance and improved equipment reliability. These initiatives continued to be important in the hostile, external environment where the aids are positioned.



Fig.3 Installation of new standby generators and A/C units at the NMIA's Instrument Landing System site and radar site, respectively.

## Upgrade of Navigational Aids at the NMIA and SIA

Extensive ground work was carried out, during the year, to support the upgrade of the navigational aids serving both international airports. Accomplishments included writing the specifications, issuing tender documents internationally and subsequently conducting an extensive bid evaluation exercise.

A major milestone was achieved, during the period under review, when the JCAA signed a contract with Communications, Navigation & Surveillance / Air Traffic Management (CNS/ATM) solutions provider,

INTELCAN Technosystems Inc. Under the contract, INTELCAN commenced work to supply and install a replacement Doppler Very High Frequency (VHF) Omni-Directional Range (DVOR) with Distance Measuring Equipment at both the Sangster and Norman Manley International Airports. The new systems will be critical for ensuring a reliable, short-range radio navigation system for aircraft, which will enable them to determine their position and stay on course, by receiving radio signals transmitted from a network of fixed ground radio beacons.

This project is scheduled to be completed by the end of March 2020.



Fig.4 The DVOR navigational aid at the NMIA, which is currently being replaced.

## MEVA III Network

The MEVA III network performed creditably over the period under review. MEVA III is a private satellite network that facilitates quick and efficient communication between adjacent Flight Information Regions (FIRs) or airspaces to enable the safe handing-off of aircraft. A major achievement over the period related to the resolution of a fault on a node in the Kingston Air Traffic Control Centre (KATCC). For an extended period of time, this fault had intermittently weakened the signal coming from the satellite. Through effective troubleshooting and diagnosis of the problem, the JCAA's team of Communications, Navigation & Surveillance (CNS) engineers detected the genesis of the fault and

replaced the faulty device to correct the problem in March 2019.

In the context of ongoing system improvement and modernisation efforts, discussions are already underway to facilitate a transition from MEVA III to MEVA IV. This transition has become necessary as a result of new and emerging technologies, which are driving demand for broadband services to support, enable and improve various data-driven platforms and solutions. These include Air Traffic Flow Management (ATFM) and the Aeronautical Information Exchange Model (AIXM), which will enable the management and distribution of Aeronautical Information Services (AIS) data in



digital format. Of great importance will also be the ability of the MEVA IV network to supply World Area Forecast System (WAFS) and WAFS Internet File Service (WIFS) data, as increasingly important

platforms for supplying en-route meteorological conditions in digital form.

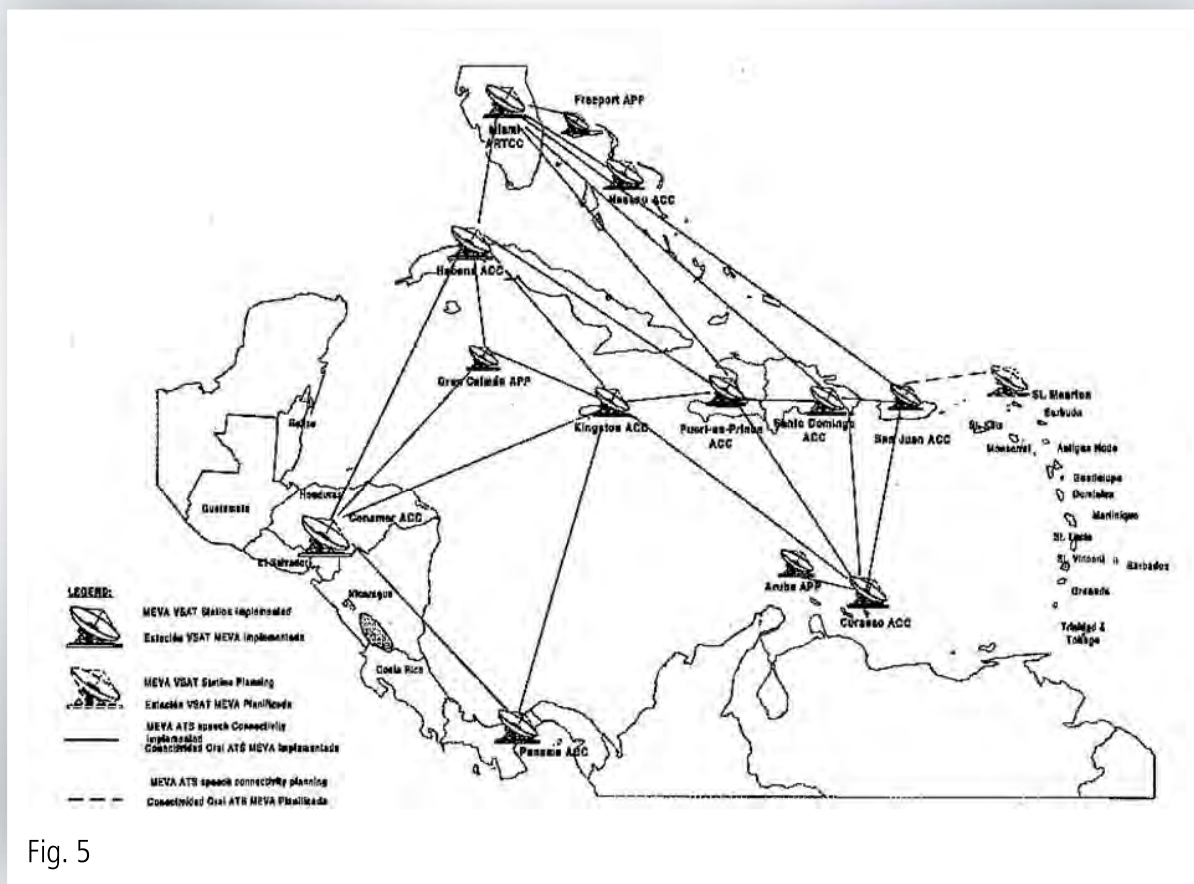


Fig. 5

## New NMIA Control Tower Contingency Room

During the period under review, extensive work was carried out on the contingency room located on the 1<sup>st</sup> floor of the Norman Manley International Airport (NMIA) Air Traffic Control (ATC) tower. A console equipped with a cutting-edge Touch Entry Device (TED) was integrated into the Voice Communication Control System (VCCS) equipment room on the 4<sup>th</sup> floor. The system is linked to backup radios at the Catherine's Peak site via an independent microwave

radio link. The contingency room is part of the long term strategic plan to carryout enroute and approach air traffic control services, in the event of the interruption of services from the Kingston Air Traffic Control Centre (KATCC).

All radar feeds are now available in the contingency room. Plans are well advanced to conduct operational testing of the facility by the 1<sup>st</sup> Quarter of the 2019-2020 fiscal year.



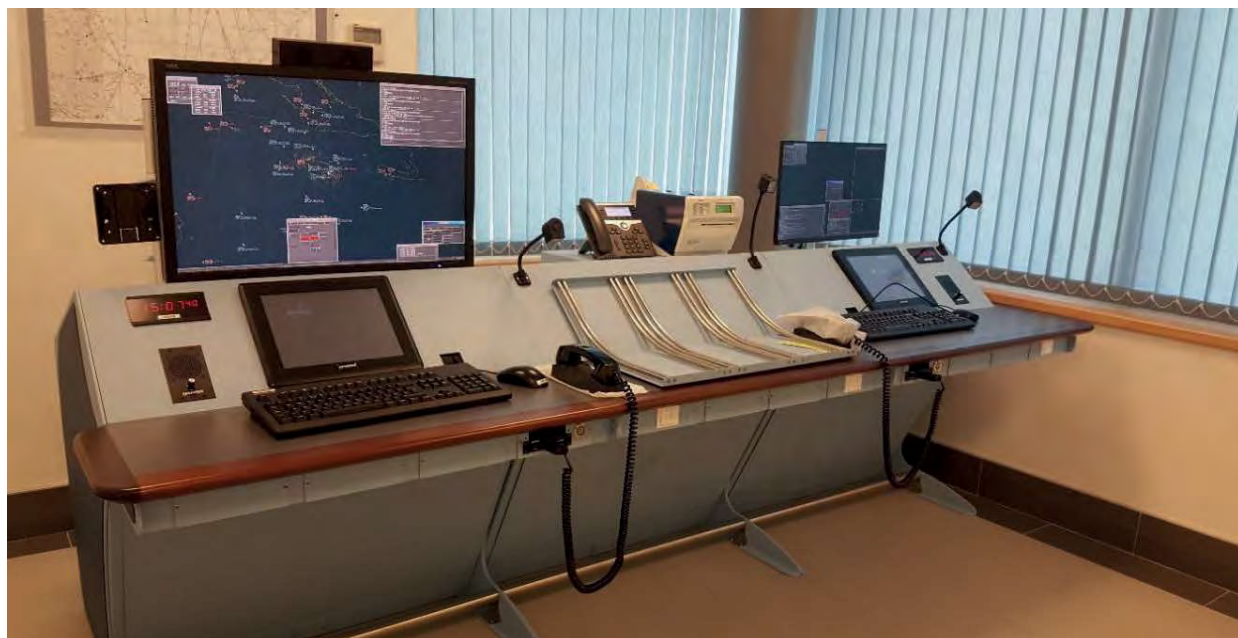


Fig.6 Consoles in the new NMIA Control Tower Contingency Room

## SIA New Control Tower Contingency Room

During the period under review, substantial work was also conducted on the contingency room located on the 1<sup>st</sup> floor of the Sangster International Airport (SIA) Air Traffic Control (ATC) tower. As with the NMIA facility, a Touch Entry Device (TED)-enabled console was integrated into the Voice Communication Control System (VCCS) equipment room on the 4<sup>th</sup> floor. At the end of the reporting period, work was ongoing, but not yet completed to integrate Air-to-Ground (A-G) radios at the Kempshot site, via an independent microwave radio link. The SIA contingency room will create a second layer of redundancy to ensure safety and continuity, in the event of a service disruption at the Kingston Air Traffic Control Centre (KATCC).

All radar feeds are now available in the SIA contingency room. The establishing of a backup MEVA node at the SIA is also a major strategic objective for the 2019-20 fiscal year. Discussions are well advanced with MEVA III service provider, Frequentis, to facilitate this project.

## Implementation of ATS Interfacility Data Communication (AIDC)

The safe and efficient coordination of air traffic control activities between adjacent airspaces, was enhanced, during the year under review. This occurred when Jamaica successfully initiated and completed technical tests to enable the automatic handoff of aircraft between Jamaica and Cuba through the implementation of Air Traffic Services (ATS) Inter-facility Data Communication (AIDC). Tests were also initiated with Panama and early indications are that the preliminary explorations went well. At the end of the reporting period, it was anticipated that full operational implementation with Cuba will occur in the 1<sup>st</sup> Quarter of the 2019-20 year. Technical tests with Panama, Baranquilla and COCESNA are expected to follow, as all adjacent Flight Information Regions are engaged. The system, when fully implemented, will reduce the Controllers' workload, and automate the hand-off process to reduce errors and increase airspace safety and efficiency.

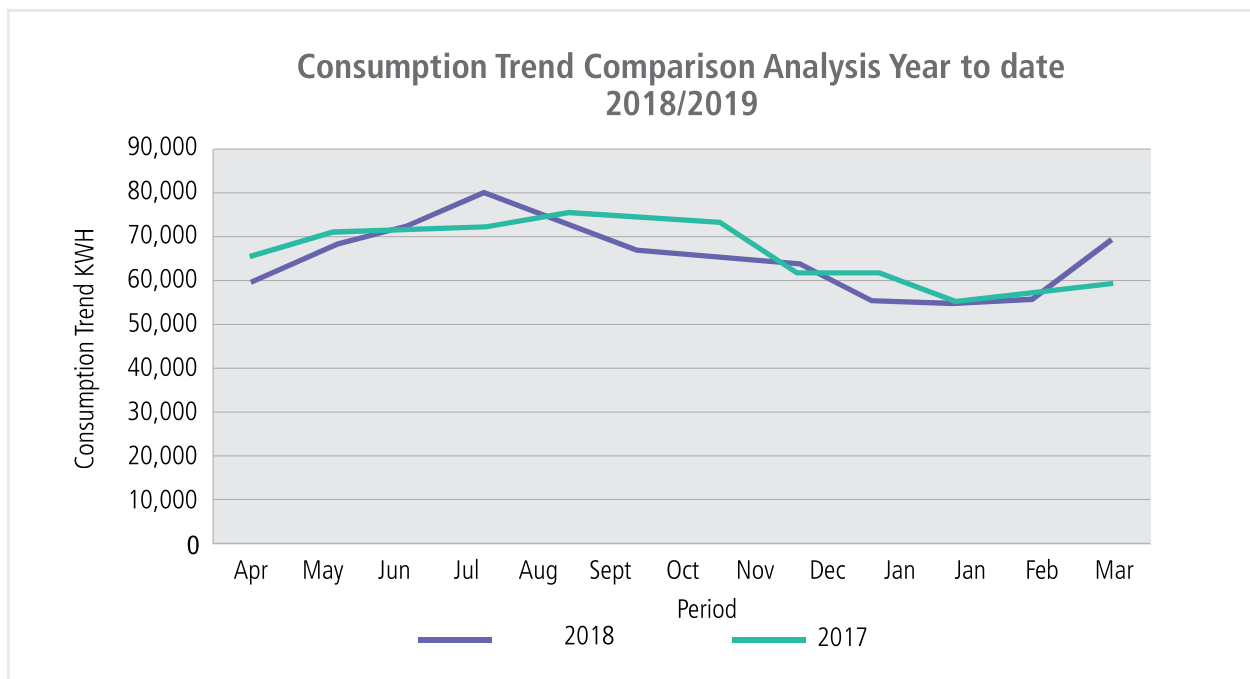




## The GOJ Energy Efficiency Conservation Programme (EECP)

The Energy Efficiency Conservation Programme (EECP) was completed during the review period with the application of “cool roof” technology

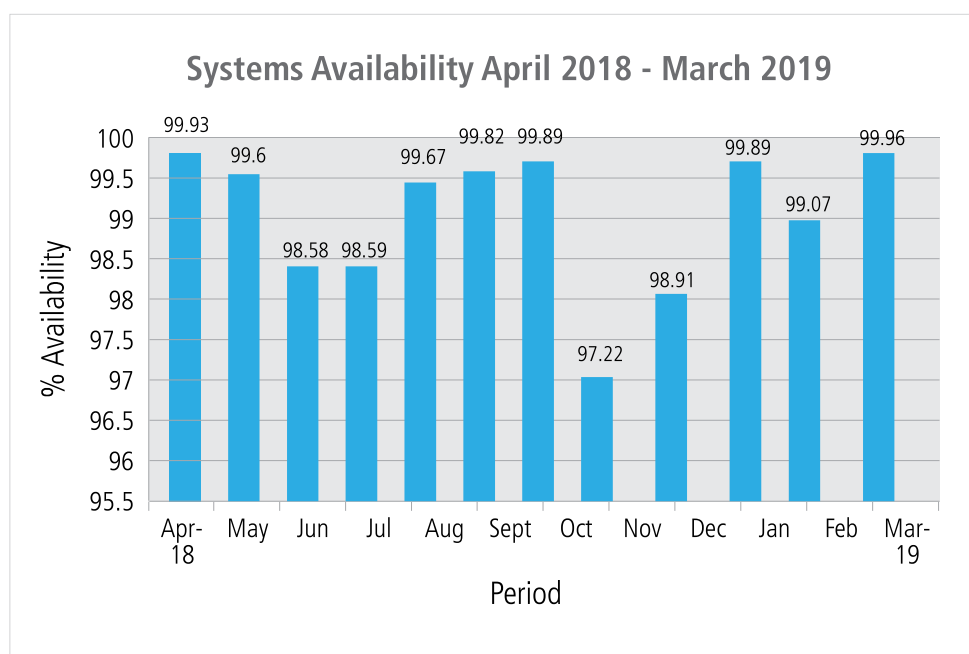
solutions on all buildings at the Winchester Road corporate office. While there were some installation delays, the inverter-type units allowed the JCAA to progress with implementing an energy-savings programme that will increase our efficiencies and environmental performance.



The comparison of consumption between the 2017-18 and 2018-19 period shows an encouraging trend. Excepting for two investigated spikes in March and July 2018, the consumption for 2018 is less than 2017, by an average of 1,252.91 KW. The JCAA is poising itself to achieve greater reductions from a further entrenchment of the energy conservation programme.

## Equipment Maintenance

With the continued implementation of the Air Traffic Management (ATM) modernisation programme, there has been significant improvement in the equipment availability performance of key Air Navigation systems and equipment.



The percentage uptime for equipment during the 2018-19 fiscal year shows an improvement in overall performance when compared to the previous period. During the months of June and July 2018, the intermittent failure of the now obsolete and decommissioned Doppler Very High Frequency (VHF) Omni-Directional Range with Distance Measuring Equipment (DVOR/DME) at the NMIA resulted in poor equipment performance. For the months of November and December, the Authority experienced the lowest availability figures for the entire period, as a result of an extended failure of the 120.8 MHz A-G radio frequency and poor performance of the NMIA radar due to a low oil-level alarm. The intermittent failure of the NMIA DVOR was also a factor.

## Air Traffic Services

Over the period under review, the JCAA ensured the safe and efficient passage of aircraft through the Kingston Flight Information Region (KFIR), i.e. Jamaica's airspace. The Air Traffic Services unit was assisted to achieve the above objectives by other units within the Air Navigation Services Division including Aeronautical Information Services/Management; Communications, Navigation & Surveillance and Safety & Compliance.

The Strategic Goals (SG) for the Air Traffic Services Unit, as a subdivision of the Air Navigation Services Division, for the April 1, 2018 – March 31, 2019 period were:



- SG. 1 – Safety and Security
- SG. 2 – Capacity Building, Operational Efficiency and Innovation
- SG. 3 – Growth and Development of Air Transport
- SG. 4 – Governance and Industry Engagement
- SG.5 – A Sustainable Aviation Future through Environmental Protection

Accordingly, the report on this area encompasses a review of the strategic areas, including Training and Development, Air Traffic Control (ATC) Occurrences/ Incidents, Traffic Movement, implementation of Air Traffic Flow Management, activities of the Air Traffic Services (ATS) Procedures Technical Working Group (ATS/P – TWG) and the implementation of new ATS routes based on the Proposal for Amendment 2 (PfA#2).

## Recruitment

To boost the safety and operational efficiency of the Air Traffic Services unit through capacity building, a recruitment exercise was conducted for Flight Data Processors in April 2018. This exercise resulted in the selection of sixteen (16) Trainee Flight Data Processors, who commenced training at the Civil Aviation Authority Training Institute (CAATI) in the 3<sup>rd</sup> quarter of the 2018-19 financial year. The entire batch was successful and matriculated to on-the-job training at the Kingston Air Traffic Control Centre (KATCC) on February 4, 2019.

## Developmental Training

The below list indicates the training courses and conferences, in which Air Traffic Services personnel participated, during the period:

- North American, Caribbean & South American (NAM/CAR/SAM) AIDC Implementation Workshop in Lima Peru, April 16 – 20, 2018
- “Capacity Building and Low Emissions in Aviation Measures” Seminar, April 24 – 26, 2018
- Middle Managers Conference, Jamaica Pegasus Hotel, April 24 – 25, 2018
- ICAO TRAINAIR Plus Training Instructor Course, CAATI, May 7 – 11, 2018
- Course: Aviation Leaders Programme in Public Policy, Singapore, May 14 – 25, 2018
- Supervisory Management Course, Management Institute for National Development (MIND), June 28– August 8, 2018
- 2nd Air Traffic Flow Management (ATFM) Basic Training, Dominican Republic, June 5 – 8, 2018
- GSN1: Safety Management Systems Course, Montego Bay, June 25 – 29, 2018
- Airports Council International (ACI) Safety Management System Course, MBI Airports Limited Training Centre, July 2 – 6, 2018
- Budget Preparation & Management Course, Management Institute for National Development (MIND), July 23 – 25, 2018
- Federal Aviation Administration (FAA) Academy Course: Advanced Procedures for Air Navigation Services – Operations (PANS-OPS) using Area Navigation (RNAV), Global Navigation Satellite System (GNSS), Performance-Based Navigation (PBN) and Required Navigation Performance (RNP), Oklahoma City, July 16 – August 3, 2018
- 3rd ICAO/IATA/CANSO Performance-Based Navigation (PBN) Harmonization, Modernisation and Implementation Meeting for the North American, Caribbean and South American region, ICAO NACC Regional Office, Mexico City, July 2 – 6, 2018
- 6th CADENA RIG Meeting, Atlanta, Georgia, July 22 – 27, 2018
- Search and Rescue Administrator Course, Singapore Aviation Academy, August 6 – 17, 2018
- Fourth NAM/CAR Air Navigation Implementation Working Group Meeting (ANI/ WG/4), Miami, August 21 – 24, 2018
- Emergency Response Planning Course for Civil Aviation Authorities and Air Navigation Service Providers, IATA Training Centre, Miami, September 17 – 21, 2018
- Civil Air Navigation Services Organisation (CANSO) Air Traffic Flow Management (ATFM)



Data Exchange Network for the Americas (CADENA) Collaborative Decision-Making Meeting, Merida, Mexico, September 25 – 27, 2018

- GSN: Airports Council International (ACI)-hosted Emergency Planning and Crisis Management Course, Montego Bay, September 24 – 28, 2018
- Airports Council International (ACI) course on Collaborative Decision Making (CDM), Trinidad and Tobago, October 1 – 5, 2018
- Supervisory Management Course, Mona School of Business Management, October 3 – 24, 2018
- Airports Council International (ACI) Training course on Managing Service Quality at Airports, October 8 – 10, 2018
- 18th GREPECAS Scrutiny Working Group Meeting, ICAO Headquarters, Montreal, Canada, October 8 – 12, 2018
- Human Factors in Aviation Course, Miami, Florida, October 22 – 26, 2018
- Caribbean/South American (CAR/SAM) Planning and Implementation Regional Group (GREPECAS) 18th Scrutiny Working Group Meeting, Mexico City, October 22 – 26, 2018
- Advanced Air Traffic Flow Management and Simulation Scenario Training, JCAA Auditorium, October 22 – 26, 2018
- North American/ Caribbean (NAM/ CAR) Search and Rescue (SAR) Implementation and Civil-Military Coordination Meeting, Mexico City, November 5 – 7, 2018
- Aviation Safety Management Systems (ASMS) Course, Trinidad & Tobago Civil Aviation Authority (TTCAA), November 12 – 16, 2018
- 3rd Air Traffic Flow Management (ATFM) Basic Training in Panama, November 26 – 30, 2018
- Management of Aviation Quality and Services Course, IATA Training Institute, Miami, November 26 – 30, 2018
- Senior Civil Aviation Management Course, International Air Transport Association Training Institute, December 3 – 14, 2018
- 7th Civil Air Navigation Services Organisation

(CANSO) Air Traffic Flow Management (ATFM) Data Exchange Network for the Americas (CADENA) Regional Implementation Group (RIG) Meeting and North American/Caribbean (NAM/CAR) Air Navigation Implementation Working Group Task Force Meeting, Santo Domingo, Dominican Republic, January 22 – 24, 2019

- Fatigue Risk Management Systems (FRMS) for ANS Providers, JCAA Auditorium, February 13 – 15, 2019
- Incident Investigation: Effective Safety Risk Management Course, Singapore Aviation Academy, March 9 – 15, 2019
- Global ATM Conference, Madrid, Spain, March 11 – 15, 2019
- Airport Council International (Annex-14) Training, NMIA Learning Development Centre, March 18 – 22, 2019
- JCAA Cyber-Security Course, NMIA Learning Development Centre, March 19 – 22, 2019
- Airport Council International Advanced SMS Course, NMIA Learning Development Centre, March 25 – 29, 2019
- Aviation Cyber Security Course, Trinidad & Tobago, March 24 – 28, 2019
- ICAO/ACI Symposium on the Implementation of the New Global Reporting Format for Runway Surface Conditions, Montreal, Canada, March 26 – 28, 2019

## ATC Occurrences

In order to maintain a safe and efficient system for the conduct of Air Traffic Services, the department set a target safety level of less than six (<6) ATC occurrences for the period. This accorded with the ICAO international safety target of 0.005 accidents/incidences per million aircraft movements (5 X 10<sup>-9</sup>).

For the period, there were three (3) reported Air Traffic Control occurrences that fell in the category of an Aircraft Proximity (AIRPROX) hazard<sup>2</sup>. Investigations were conducted and corrective measures undertaken to prevent a recurrence of these incidents.

<sup>2</sup> An **AIRPROX** is a situation in which, in the opinion of a pilot or air traffic services personnel, the distance between aircraft as well as their relative positions and speed have been such that the safety of the aircraft involved may have been compromised. (ICAO Doc 4444: PANS-ATM).



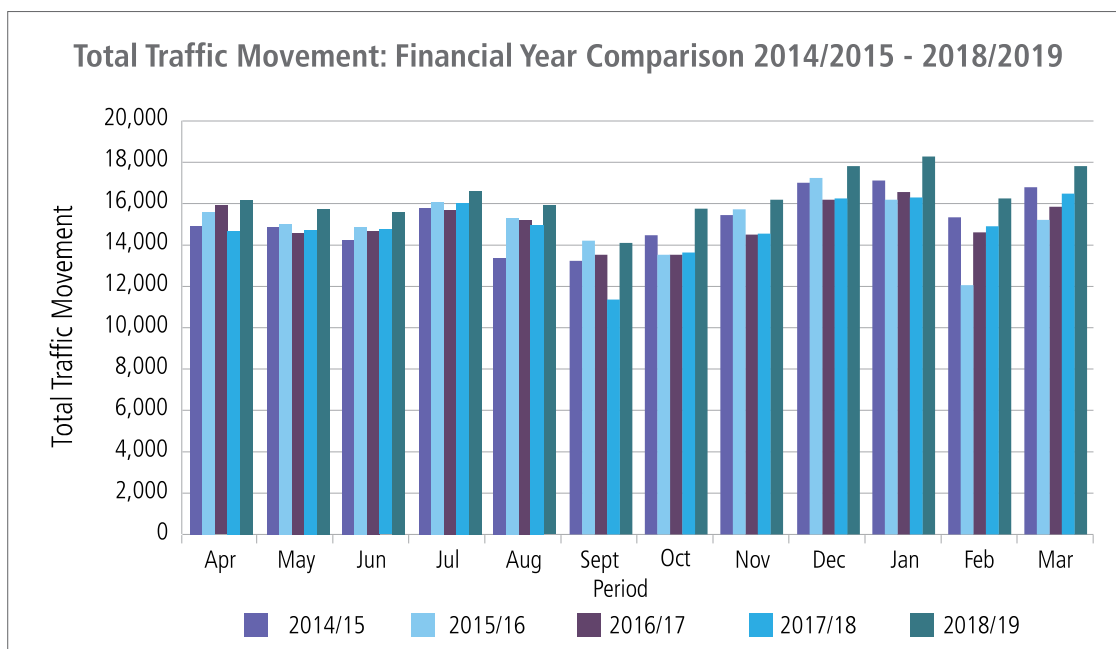
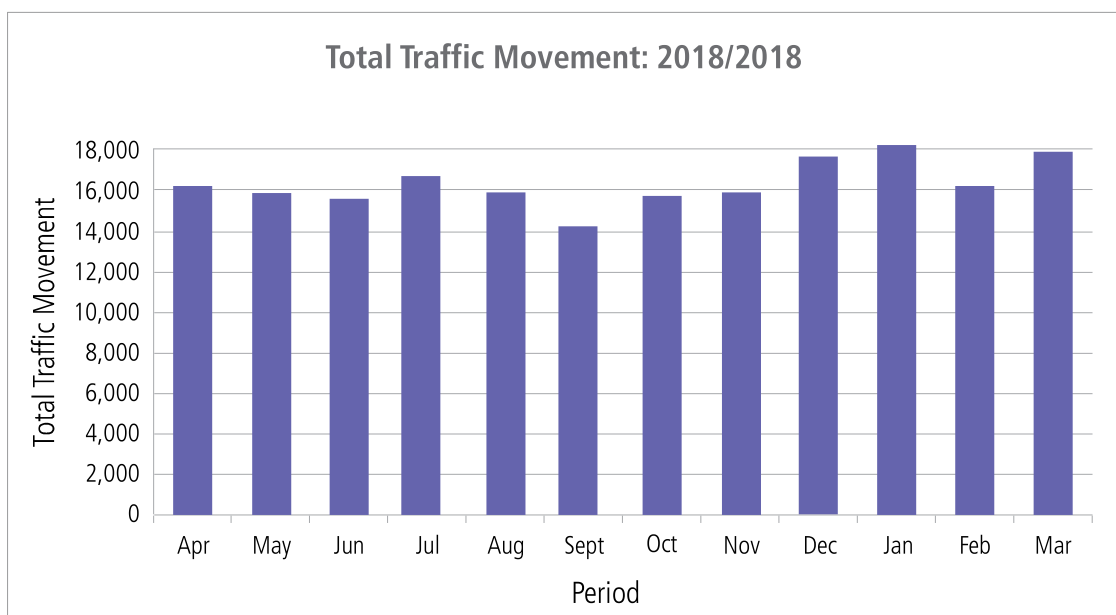


## Air Traffic Movement

Air Traffic movement for the period totaled 197,636 flights, with January 2019 recording the highest at 18,395 movements and September 2018, the lowest, at 14,308 flights. The total movement of 197,636 is 10% higher than the corresponding

period of April 2017 – March 2018, which totalled 180,234 movements. The 2018-19 performance was above the ICAO Caribbean & South American (CAR/SAM) regional projected growth rate of between 4.5 – 8% per annum<sup>3</sup>. The traffic volume, in terms of aircraft movements for the period April 2019 – March 2020 is projected to be 201,859.

3 Based on the Caribbean/South American Regional Traffic Forecasts 2011 – 2031 developed by the Ninth Meeting of the CAR/SAM Traffic Forecasting Group (CAR/SAM TFG)



## Air Traffic Flow Management (ATFM) Implementation

The process of implementing Air Traffic Flow Management (ATFM) within the Kingston Flight Information Region (KFIR) commenced in April 2015 and was slated for completion in December 2018.

During this period (FY2018/2019) several key objectives were targeted. These included the:

- development of ATFM manuals and procedures
- infrastructural and database development
- training, industry sensitization and pre-implementation analysis

Pursuant to the above implementation, an Air Traffic Flow Manager was appointed on June 11, 2018 to oversee the implementation of ATFM in the Kingston Flight Information Region (KFIR) by December 2018. In addition, an ATFM unit was established in the Kingston Air Traffic Control Centre (KATCC) in July 2018.

During the period June 25 – 29, 2018, a team from the Air Traffic Services (ATS) Department visited Trinidad and Tobago as part of a fact-finding mission to develop our Request for Proposal (RFP) for an ATFM solution to assist with the implementation. This RFP was completed in September 2018. Additionally, other guidance documents for ATFM were developed and promulgated. As part of the ATFM initiative, the ATFM unit, in collaboration with the Civil Air Navigation Services Organisation (CANSO) Air Traffic Flow Management (ATFM) Data Exchange Network for the Americas (CADENA), hosted Advanced ATFM Regional Training in October 2018.

ATFM sensitization meetings with stakeholders were held during the period December 2018 – January 2019. These sessions were aimed at providing insight to industry stakeholders on the role and benefits of ATFM, as well as improving collaboration with industry stakeholders.

The ATFM Software RFP was completed and promulgated in February 2019. A mandatory site visit for potential bidders was hosted over the period March 4 – 5, 2019.

## Transition From Temporary Location To The Retrofitted And Upgraded KATCC

As a result of the Air Navigation Services Modernisation Project, Air Traffic Services (ATS) operations were shifted on November 3, 2017 to a temporary Area Control Centre (ACC) facility at the Civil Aviation Authority Training Institute (CAATI). Accordingly, between December 2017 and March 2018, the focus shifted to retrofitting the old Kingston Air Traffic Control Centre (KATCC) with the new TopSky equipment and other infrastructural upgrades.

The upgrades included a Network Operations Control Centre (NOCC) to allow for remote monitoring of all ANS facilities and the proactive handling of potential problems.

Approval was granted by the Flight Safety Division for parallel operations over the period May 10 – 16, 2018. Following a successful transition period, approval was granted for the delivery of full Air Traffic Services (ATS) from the retrofitted Kingston Air Traffic Control Centre (KATCC) on May 17, 2018.

## ATS Procedures - Technical Working Group (ATS/P - TWG)

The Air Traffic Services (ATS) Procedures - Technical Working Group was established in April 2018. The Working Group's main tasks were to develop procedures to augment the use of the new TopSky ATM system at all ATS units, and to consider the relocation of approach radar services to the Control Towers and re-sectorization of the Kingston Flight Information Region (KFIR).

The team has, to date, completed the development



of procedures for use on the TopSky ATM system in Aerodrome Control. The group has also amended Letters of Agreement between Aerodrome and Approach Radar operations.

Training for the Aerodrome Controllers in the use of the new procedures based on the TopSky ATM system was conducted at the SIA Tower between January and February 2019. A similar set of training is slated for the Controllers at the NMIA Tower in the 1<sup>st</sup> quarter of the 2019-20 financial year.

The team also developed several proposals for the re-sectorization of the KFIR, which are currently under review. The objectives of the process are to reduce controller workload, improve safety and efficiency within the airspace, and maximise throughput.

This project was scheduled for completion in October 2018. However, the timeline was extended to facilitate the training associated with the new procedures. Time has also been allowed for testing and the review of proposals for airspace re-sectorization.

## Performance Based Navigation Implementation

At the 37th ICAO General Assembly held in 2010, Resolution A37-11 was adopted. The resolution affirmed the intention of the states to complete a national PBN implementation plan, as a matter of priority. This plan would see States implementing Area Navigation (RNAV) and Required Navigation Performance (RNP) Air Traffic Services (ATS) routes and approach procedures, in accordance with the ICAO PBN concept, as established in the Performance-Based Navigation (PBN) Manual (Doc 9613).

ICAO developed a coordinated action plan to assist States in the implementation of PBN. A key objective has been to ensure the development and maintenance of globally harmonized Standards and Recommended Practices (SARPs), Procedures for Air Navigation Services (PANS) and guidance material. The latter has included a globally harmonized

safety assessment methodology to keep pace with operational demands.

To that end, the ANS Division through its Air Traffic Services (ATS) and Aeronautical Information Management (AIM) Departments have been participating in a series of discussions and working group meetings for the implementation of RNAV and RNP operations for enroute and terminal areas. For the period March 2018 - April 2019, several changes were effected, with regard to a regional PBN plan for the NAM/CAR region, classified as a Proposal for Amendment 2 (PFA2).

The drafting of the various route changes for PFA2 were negotiated and agreed in July 2018 at the 3rd ICAO/IATA/CANSO Performance-Based Navigation (PBN) Harmonization, Modernisation and Implementation Meeting for the North American, Caribbean and South American region. The projected date for the implementation of the changes under PFA2 was set for January 31, 2019.

Prior to implementation, several sensitization sessions were held with Air Traffic Controllers and other stakeholders in December 2018 and January 2019. These sessions were aimed at building stakeholder awareness regarding how the changes would impact operations. Since implementation on January 31, 2019, the ATS Department has been monitoring the changes and logging the lessons learnt for submission at the next regional meeting scheduled for April 22 – 26, 2019. This meeting will be convened to discuss the implementation of PFA2 and preparation for PFA3.

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# Corporate Services Division





# Information Technology

Through its Information Technology solutions and services, the JCAA was enabled to improve its services, while becoming a more effective agent of change, development and innovation over the 2018-19 reporting year. The delivery of IT Help Desk services continued to be well received by the

majority of JCAA employees. Customer Satisfaction was measured at 89% (up 3% from the previous year) and total tickets rated at 18% (up 2% from the previous year). These requests also included IT work to support the operations of the Finance Department of AEROTEL, the JCAA's subsidiary.

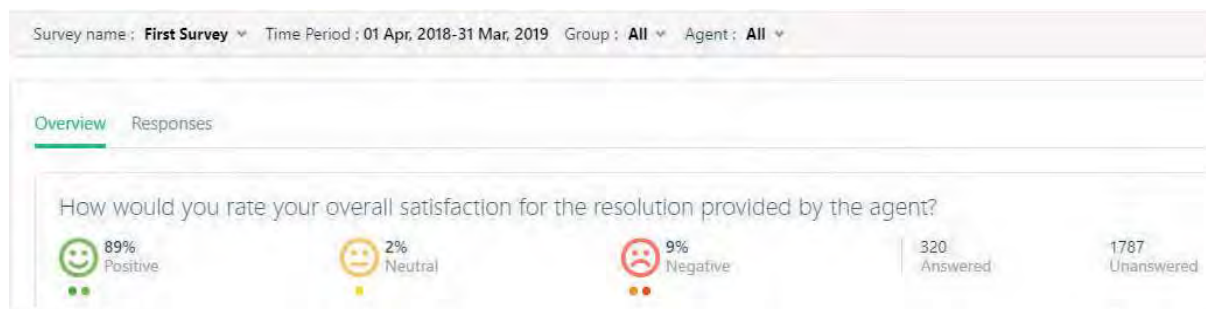


Figure 1 Annual Customer Satisfaction Score - IT Help Desk

During the year, the Infrastructure team achieved several notable accomplishments. The seamless migration to a new telephone (VOIP PBX) system was the culmination of more than a year of preparatory work. Similarly, the Access Control systems (security badges) used by the Authority and AEROTEL were successfully upgraded before the system's end of life.

The Applications unit was able to pioneer new services for the Authority, over the year. An extensive exercise was performed to document fifteen (15) roadmap documents for most of the Departments of the Authority. This exercise was the first of its kind and was designed to help each department document their current needs and indicate their future technology requirements. Similarly, a roadmap

to build a Data Warehouse was completed. Our investment in the Microsoft Great Plains platform continued this year with the adoption of its more advanced features, aimed at helping the Finance Department to operate more efficiently.

From a governance perspective, the first I.T. Disaster Recovery Plan document was assembled. These documents explain how to recover the services of the I.T. department, in the event of a disaster. The focus was primarily on email and e-services for the Finance and Human Resource Departments. An independent Risk Assessment of the Department's structure and services was also completed. It is expected that these important recommendations will guide the Department's process improvements over the next two years.





# Human Resource



# Human Resource Department

## Introduction

During the 2018-2019 period, the Human Resource (HR) team pursued several operational initiatives in support of the JCAA's four (4) Strategic Goals (SG), as outlined below.

- SG.1: Safety and Security
- SG.2: Operational Efficiency, Capacity Building & Innovation
- SG.3: Growth and Development of Air Transport
- SG.4: Governance and Industry Engagement

HR initiatives were focussed primarily on the following:

- Developing the capacity of JCAA's management and staff through ongoing training
- Ensuring effective succession planning for key positions
- Developing and enhancing programmes for work-life balance
- Initiating processes for strengthening the industrial relations climate through an assessment of employee engagement and satisfaction
- Providing direction and accountability through policy development and reporting
- Ensuring full compliance with Occupational Health and Safety legislation, policy and standards
- Enhancing performance management through effective alignment of individual and organisational goals, and increased monitoring of the revised Performance Management Appraisal System (PMAS)
- Continuous review of the staffing capacity in consultation with internal and external stakeholders to ensure adequacy of the human resources

- Ensuring the effective recruitment of a workforce with the requisite knowledge, skills and abilities (KSAs) to ensure a safe & productive aviation sector

The department made significant progress in advancing each of these goals, improving our services, and developing new programmes and mechanisms to increase our efficiency gains.

## Policy Development & Enhancement

In seeking to foster a safe and comfortable work environment, the JCAA, in consultation with the Bureau of Gender Affairs, embarked on a sensitisation initiative to increase awareness about sexual harassment. Arising from a benchmarking of local and international best practices, the JCAA adopted and amended a Sexual Harassment Policy, which was promulgated internally to guide the conduct of all internal stakeholders. A Fire Safety Policy was also developed.

## Succession Planning Policy

A robust policy and programme was promulgated in August 2018, with a view to:

- identifying critical positions essential for the continuity of operations
- identifying candidates best-suited to fill those critical positions
- furthering the development of targeted candidates, by enabling their acquisition of the necessary competencies for business continuity and success



## Improvement in Motor Vehicle Benefits Programme

Amendments were made to the JCAA's Motor Vehicle Loan scheme for staff. The mechanism for the acquisition of vehicles for travelling officers was also enhanced.

## Staff Movement

A stable staff turn-over rate was also enjoyed during the period April 2018 – March 2019. The table below illustrates the staff movements which occurred:

Action	Number of Persons
Employment	
• New (Permanent)	7
• Contract/Short-Term (Temporary)	24
Promotion	
• Air Traffic Control Staff	1
• Administrative & Other Staff	7
Resignation	3
Retirement	5
Other (Expiration of Contract/ Termination/Death)	8

## Employment & Promotion

The Department was steadfast in its efforts to ensure the efficient fulfilment of the JCAA's manpower requirements. This resulted in 98% of vacancies being filled. The achievements in this area included the promotion of eight (8) employees.

## Training & Development

The JCAA's main training and development goal was to ensure that staff members in every Department were exposed to developmental activities. This was achieved.

In keeping with the JCAA's vision of providing an appropriate environment for the growth, development and enhanced professionalism of its staff, two hundred and twenty-two (222) employees completed training online or locally; sixty-six (66) employees attended overseas training courses; and fifty-seven (57) employees attended workshops, meetings, seminars or conferences overseas.

Local training included the following courses:

- Fatigue Risk Management Systems (FRMS) for ANSPs
- Leadership & Emotional Intelligence
- Conflict Management & Resolution Strategies
- Safety Management Systems
- Master Class in Corporate Governance Excellence
- Advanced Safety Management Systems
- Team Building
- Budget Preparation & Management
- Runway Incursion Awareness and Prevention
- Strategic & Corporate Planning
- Supervisory Management
- Working with Annex 14
- Aerodrome Auditing & Compliance
- Art of Public Speaking
- High Impact Coaching Skills for Managers & Supervisors
- Emergency Planning & Crisis Management
- Managing Service Quality at Airports
- Fire Safety Warden
- Fundamentals of the Air Transport System





(Online)

- Performance-Based Navigation for Air Traffic Controllers (Online)
- ITIL Foundation for IT Service Management
- Effective Report Writing
- Public Procurement Certification

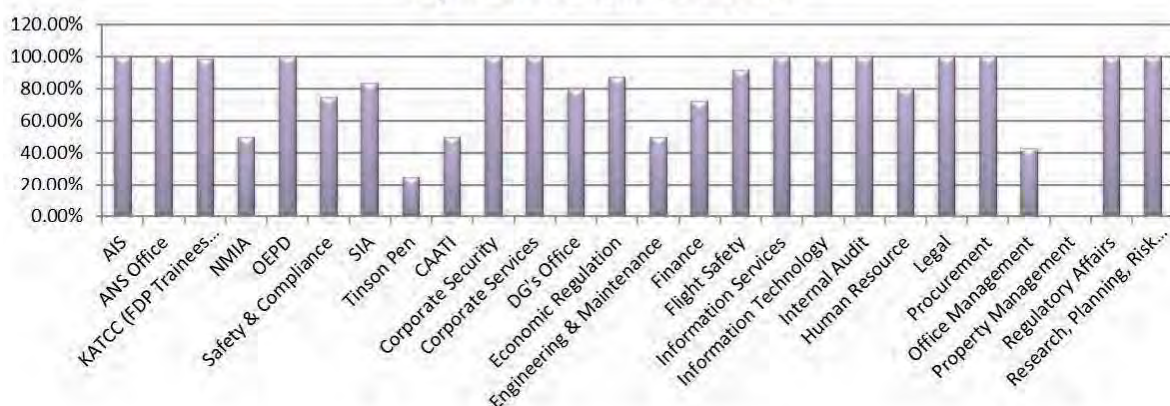
Overseas training, meetings and conferences included:

- Basic Aircraft Accident Investigation
- Aviation Leaders Programme in Public Policy
- Air Traffic Flow Management (ATFM) Basic Training
- Basic & Advanced Procedures for Air Navigation Services – Operations
- Quality Management Systems (QMS) for Civil Aviation Authorities (CAAs) and Air Navigation Service Providers (ANSPs)
- Safety Management Systems (SMS) & Quality

Management Systems (QMS) Processes in Civil Aviation Authorities (CAAs)

- Search & Rescue Administrator Training
- Managing Aviation Policy & Regulation
- Airport Collaborative Decision-Making (CDM)
- Dangerous Goods Regulation (DGR) Auditors & Inspectors
- Senior Civil Aviation Management
- State Safety Programme Implementation
- Human Factors in Aviation
- Aviation Cyber Security
- ALTA Aviation Law Americas Conference
- ICAO's Seminar on the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)
- Drones/Remotely Piloted Aircraft Systems (RPAS) Seminar
- 16th Caribbean/South American (CAR/SAM) Regional Bird/Wildlife Hazard Prevention Committee Meeting and Conference

**Percentage of Employees Trained  
April 2018 - March 2019**



## Increments for Additional Qualification

Six (6) employees received increment payments for additional qualifications.

## Education Assistance

The JCAA continued to assist staff in their quest for self-development by providing education loans, grants and scholarships and by allowing for the reimbursement of tuition fees paid for various degrees.



## Wellness Programme

The JCAA continued efforts to enhance the health and wellness of staff by developing and implementing a programme of activities, which sought to address the seven (7) dimensions of wellness. These were namely the physical, emotional, social, intellectual, environmental, occupational and spiritual dimensions. The Authority made its inaugural appearance at the Jamaica Moves Corporate Challenge and placed 14<sup>th</sup>. Employees took part in all five (5) races of the Corporate Challenge, along with two (2) additional events. These increased the team's participation to seven (7) Corporate Challenge road races for the year.

Three (3) wellness talks were arranged and the annual Wellness check was also facilitated to provide staff with information on the state of their health.

A staff retreat with twenty-five (25) pre-retreat activities was organized and implemented to develop camaraderie, build organisational capacity and encourage team synergy.

The wellness efforts continued with the contracting of a part-time Gym Instructor at the Headquarters and partnering with the canteen concessionaire to provide healthy meal options for staff. The contract with staff gym facilities in Montego Bay was also renewed, with improved benefits.

The JCAA also staged other opportunities for staff to interact with each other by hosting a number of social activities during the year. This included the Annual Easter Reflection and Staff Lymes.

## Sporting Teams

Joint AEROTEL/JCAA sporting teams in Netball, Football and Basketball were supported throughout their participation in the Business House competitions.

## Performance Evaluations

The HR Department continued its partnership with internal stakeholders to finalize the implementation

of changes to its Performance Management System, which were initiated in 2017. The changes were instigated in an effort to ensure congruence between the JCAA 'strategic goals and the individual targets established for employees during the corporate planning period. Efforts were therefore made to ensure compliance with the completion of performance evaluation reports, using the financial year as the period of evaluation.

## Employee/Industrial Relations

The Authority sought to enhance the industrial relations climate by fostering union/management co-operation during the year. Although efforts were made to address matters when they arose and pre-empt others before they escalated, a few disputes were reported to the Ministry of Labour for conciliation by the Jamaica Air Traffic Controllers Association (JATCA). These were resolved. Greater efficiency was also applied in handling grievances, disciplinary and other industrial relations matters.

The JCAA has also partnered with The Hugh Shearer Labour Studies Institute (HLSI) of the UWI Open Campus, with a view to achieving the following:

- reviewing and seeking to improve the general industrial relations climate at the JCAA
- building a strong working relationship between the various stakeholders at the JCAA to improve the industrial relations climate
- nurturing an environment of mutual respect and cooperation between management and various categories of workers represented by the respective trade unions
- conducting a desk audit and literature review to determine the climate and culture existing at the JCAA

In order to achieve these objectives, the HLSI will carry out stakeholder consultations, conduct a survey to identify key issues and concerns, recommend training programmes to address identified areas, and provide consultancy services on matters related



to labour and industrial relations.

During the period, the BITU's 2017-19 Wage and Fringe Benefits Claim was settled and an interim agreement signed with the JATCA. Similar negotiations however, remained unsettled for the two (2) remaining unions.

## Occupational Safety and Health (OSH)

Work on the Occupational Safety and Health (OSH) programme continued during the year, in order to achieve the following objectives:

- To provide a safe and healthy workplace for employees, contractors and clients.
- To continuously improve the management and standard of the OSH systems in the workplace
- To reinforce a culture of safe working practices at the Authority
- To reduce or eliminate workplace incidents, injuries and illnesses
- To promote the welfare of employees

The safety action plan emanating from the risk assessment conducted for the headquarters, was monitored to determine the degree to which the recommended controls had been implemented.

A fire risk assessment was conducted for the JCAA's Headquarters and Sangster and Manley Towers. Air quality assessments were conducted at specific locations. The Authority also sought to build the capacity of targeted staff in fire safety and increase earthquake awareness, through training sessions and sensitization, respectively. Additional signage promoting safety was also erected.





# Civil Aviation Authority Training Institute (CAATI)





# The Jamaica Civil Aviation Authority Training Institute (CAATI)

Over the 2018-19 year, the Civil Aviation Authority Training Institute (CAATI) continued its provision of international and local aviation training for Air Traffic Controllers (ATC) and other personnel. This was achieved, as CAATI facilitated the JCAA's Human Resources Development strategies for ensuring the development of qualified and competent personnel to operate, manage and maintain the current and future air transport system at prescribed international standards.

As a validation of the Institute's performance, the International Civil Aviation Organisation (ICAO) conducted its regular triennium assessment of CAATI in June 2018. Arising from this assessment, CAATI was able to renew its status as a Full Member, alongside the over one hundred training institutes assessed as providing world class aviation training.

Through a roster of training activities, Standardized Training Packages (STPs) and other events, CAATI continued to fulfil the needs of numerous aviation personnel and entities such as, the Jamaica Civil Aviation Authority, its Air Traffic Controllers, Aeronautical Information Services personnel, the NMIA Airport Protection Services, Norman Manley, Sangster and Ian Fleming International Airports, as well as, domestic aerodromes, such as Ken Jones, Negril and Tinson Pen. CAATI's clientele also included participants external to Jamaica.

Some of the courses conducted during this period included the ICAO Training Instructors Course, ICAO Training Developers Course, ICAO On the Job Training Instructor Course, Basic Air Traffic Services Course, CAATI On the Job Training Instructor Seminar, ICAO Government Safety Inspector Personnel Course,

Flight Data Processor Course, Smart Board Training, and Thales Topsy Simulator Training. Some of the courses provided income, as well as huge savings for the JCAA to facilitate increased training for staff members.

The JCAA's strategic thrust to expand the offerings of CAATI continued to be realized during this period. In February 2019, ICAO sought to provide the region with a fully sponsored scholarship training exercise for Senior and Middle Managers. The exercise was geared at assisting Aviation Authorities in adhering to International Standards and Recommended Practices (SARPS) to ensure safer airspace. CAATI was chosen by ICAO to facilitate the hosting of this important ICAO Civil Aviation Authority Senior and Middle Managers' Training Course, which was funded by the China South-South Cooperation Assistance Fund. Twenty-five (25) scholarships were provided for senior and middle managers of Civil Aviation Authorities (CAAs) in the region. Jamaica benefited from 13 of the scholarships and the rest were distributed among Aruba, Costa Rica, Dominican Republic, Turks and Caicos Islands, and the Caribbean Aviation Safety and Security Oversight System (CASSOS).

Participants external to Jamaica were flown in, provided with transportation, hotel accommodation and catered for the period free of cost. This project provided an undisclosed but substantial boost to not just the JCAA, but the Jamaican tourism industry.



## Upgrade of Training Equipment

In 2018, CAATI also embarked on the first phase of upgrading work for its theory classrooms' training equipment. Pursuant to this undertaking, a SMART Board was obtained for utilization with the state-of-the-art simulator acquired from France to train the Air Traffic Controllers locally and regionally. In subsequent phases, the processes of acquiring smart desks and other state-of-the-art classroom technology, will begin, in order to enhance the learning environment.

## Institutional Restructuring

The CAATI commenced the process of restructuring the training institution to be more in keeping with ICAO training environment requirements. The offerings of CAATI were also expanded to other aviation entities in Jamaica, to enable access to ICAO TRAINAIR Plus's huge volume of courses.





# Financial Statements



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## **INDEPENDENT AUDITORS' REPORT**

To the Members of  
Jamaica Civil Aviation Authority

### **Report on the Audit of the Financial Statements**

#### **Opinion**

We have audited the financial statements of Jamaica Civil Aviation Authority ('the Authority') comprising the separate financial statements of the Authority and the consolidated financial statements of the Authority and its subsidiary ('the Group') set out on pages 4 to 60, which comprise the Group's and Authority's statement of financial position as at 31 March 2019, the Group's and Authority's statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and Authority as at 31 March 2019, and the Group's and Authority's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Jamaican Companies Act.

#### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Authority in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

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

#### **Other Information**

Management is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and our auditors' report thereon. The Annual Report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.



## **INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Jamaica Civil Aviation Authority

### **Other Information (cont'd)**

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

### **Responsibilities of Management and Those charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.





## **INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Jamaica Civil Aviation Authority

### **Auditors' Responsibilities for the Audit of the Financial Statements (cont'd)**

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
Jamaica Civil Aviation Authority

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

**Report on additional matters as required by the Jamaican Companies Act**

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been kept, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act, for the subsidiary, in the manner required.

A handwritten signature in black ink, appearing to read 'BDO', is written over the printed name 'Chartered Accountants'.

Chartered Accountants

27 June 2019





# JAMAICA CIVIL AVIATION AUTHORITY

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 MARCH 2019

	<u>Note</u>	<u>2019</u> <u>\$ '000</u>	<u>2018</u> <u>\$ '000</u>
Air navigation fees		2,462,694	2,147,015
Passenger aviation service charge		3,170,343	2,915,055
Communication fees		<u>310,787</u>	<u>269,778</u>
		5,943,824	5,331,848
Amount transferred to the consolidated fund		<u>(5,407,160)</u>	<u>(4,854,382)</u>
		536,664	477,466
GOJ subvention	6(i)	4,211,425	4,114,541
Appropriation in aid -	6(ii)		
Communication fees		15,313	13,151
Other operating income	7	<u>159,703</u>	<u>122,351</u>
Amount recognised as income		<u>4,923,105</u>	<u>4,727,509</u>
EXPENSES:			
Administrative and other operating expenses	8	<u>(4,057,877)</u>	<u>(4,127,949)</u>
<b>OPERATING SURPLUS</b>		865,228	599,560
Net finance income/(cost)	9	<u>93,490</u>	<u>( 11,752)</u>
<b>SURPLUS BEFORE TAXATION</b>		958,718	587,808
Taxation	10	<u>35,645</u>	<u>( 20,661)</u>
<b>SURPLUS FOR THE YEAR</b>		<u>994,363</u>	<u>567,147</u>
<b>OTHER COMPREHENSIVE INCOME:</b>			
Items that will not be reclassified to profit or loss -			
Remeasurement of employee benefits obligation	21(g)	( 153,967)	( 160,684)
Gain on revaluation of property, plant and equipment		-	
Tax relating to employee benefits obligation		-	2,145
Gain on revaluation of property, plant and equipment - adjustment		<u>15</u>	<u>-</u>
		<u>( 153,952)</u>	<u>( 158,539)</u>
<b>TOTAL COMPREHENSIVE INCOME</b>		<u>840,411</u>	<u>408,608</u>



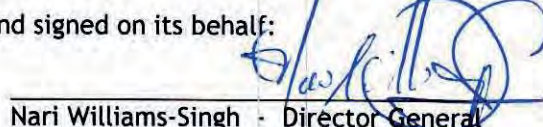
**JAMAICA CIVIL AVIATION AUTHORITY**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

**31 MARCH 2019**

	<u>Note</u>	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents	11	2,643,627	3,153,494
Short term investments	12	1,624,448	1,673,729
Receivables	13	795,916	860,401
Other assets	14	46,713	30,048
Due from related party	15	<u>1,446</u>	<u>-</u>
		<u>5,112,150</u>	<u>5,717,672</u>
<b>NON-CURRENT ASSETS:</b>			
Property, plant and equipment	16	5,747,020	5,289,345
Long-term investments	17	<u>90,196</u>	<u>91,377</u>
		<u>5,837,216</u>	<u>5,380,722</u>
<b>Total assets</b>		<u><b>10,949,366</b></u>	<u><b>11,098,394</b></u>
<b><u>LIABILITIES AND RESERVES</u></b>			
<b>CURRENT LIABILITIES:</b>			
Payables	18	1,240,948	1,598,868
Taxation payable		-	3,453
Due to related party	15	<u>-</u>	<u>5,547</u>
		<u>1,240,948</u>	<u>1,607,868</u>
<b>NON-CURRENT LIABILITIES:</b>			
Deferred income	19	119,696	132,706
Deferred tax liability	20	-	27,786
Post employment benefit obligation	21	<u>531,557</u>	<u>345,229</u>
		<u>651,253</u>	<u>505,721</u>
<b>RESERVE:</b>			
Capital reserve	22	629,340	629,340
Revaluation reserve	23	767,541	767,526
Retained earnings		<u>7,660,284</u>	<u>7,587,939</u>
		<u>9,057,165</u>	<u>8,984,805</u>
<b>Total liabilities and reserves</b>		<u><b>10,949,366</b></u>	<u><b>11,098,394</b></u>

Approved for issue by the Board of Directors on 27 June 2019 and signed on its behalf:

 Chairman

 Director General



JAMAICA CIVIL AVIATION AUTHORITY

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

YEAR ENDED 31 MARCH 2019

	<u>Note</u>	<u>Share Capital \$'000</u>	<u>Revaluation Reserve \$'000</u>	<u>Retained Earnings \$'000</u>	<u>Total \$'000</u>
BALANCE AT 1 April 2017		<u>629,340</u>	<u>767,526</u>	<u>10,694,481</u>	<u>12,091,347</u>
TOTAL COMPREHENSIVE INCOME					
Surplus for the year		-	-	567,147	567,147
Other comprehensive income:					
Tax relating to employee benefits obligation		-	-	2,145	2,145
Remeasurement of employee benefits obligation	21	<u>-</u>	<u>-</u>	<u>( 160,684)</u>	<u>( 160,684)</u>
TOTAL COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>	<u>408,608</u>	<u>408,608</u>
TRANSACTION WITH OWNERS					
Normal distribution	24	-	-	( 16,545)	( 16,545)
Special distribution	24	<u>-</u>	<u>-</u>	<u>( 3,498,605)</u>	<u>( 3,498,605)</u>
		<u>-</u>	<u>-</u>	<u>( 3,515,150)</u>	<u>( 3,515,150)</u>
BALANCE AT 31 MARCH 2018		629,340	767,526	7,587,939	8,984,805
Impact of initial application IFRS 9		<u>-</u>	<u>-</u>	<u>( 193,867)</u>	<u>( 193,867)</u>
BALANCE AT 1 APRIL 2018		<u>629,340</u>	<u>767,526</u>	<u>7,394,072</u>	<u>8,790,938</u>
TOTAL COMPREHENSIVE INCOME					
Surplus for the year		-	-	994,363	994,363
Other comprehensive income:					
Gain on revaluation of property, plant and equipment		-	15	-	15
Remeasurement of employee benefits obligation	21	<u>-</u>	<u>-</u>	<u>( 153,967)</u>	<u>( 153,967)</u>
		<u>-</u>	<u>15</u>	<u>840,396</u>	<u>840,411</u>
TRANSACTION WITH OWNERS					
Normal distribution	24	<u>-</u>	<u>-</u>	<u>( 574,184)</u>	<u>( 574,184)</u>
BALANCE AT 31 MARCH 2019		<u>629,340</u>	<u>767,541</u>	<u>7,660,284</u>	<u>9,057,165</u>



JAMAICA CIVIL AVIATION AUTHORITY

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2019

	2019 <u>\$'000</u>	2018 <u>\$'000</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Surplus for the year	994,363	567,147
Items not affecting cash resources -		
Allowance for expected credit losses	( 193,867)	-
Effects of exchange rate translation	( 25,446)	23,797
Depreciation	388,392	192,750
Deferred taxation written off	( 27,786)	-
Taxation expense	-	20,661
Amortisation of deferred income	( 13,010)	( 13,010)
Interest income	( 71,394)	( 80,568)
(Gain)/loss on disposal of property, plant and equipment	( 2,269)	22
Employee benefits obligation	<u>32,361</u>	<u>( 10,154)</u>
	1,081,344	700,645
Changes in operating assets and liabilities:		
Other assets	( 16,665)	1,320
Short term investments	-	5,708,696
Receivables	77,602	56,761
Payables	( 354,192)	659,200
Due from related parties	<u>( 6,993)</u>	<u>6,528</u>
	781,096	7,133,150
Taxation paid	<u>( 3,453)</u>	<u>( 25,013)</u>
Cash provided by operating activities	<u>777,643</u>	<u>7,108,137</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Short term investments	44,563	-
Interest received	86,233	103,010
Investments, net	1,181	3,238
Acquisition of property, plant and equipment	( 846,132)	( 696,684)
Proceeds from sale of property, plant and equipment	<u>2,349</u>	<u>8</u>
Cash used in investing activities	<u>( 711,806)</u>	<u>( 590,428)</u>
CASH FLOWS FROM FINANCING ACTIVITY:		
Distribution to Ministry of Finance	<u>( 574,184)</u>	<u>(3,515,150)</u>
Cash used in financing activity	<u>( 574,184)</u>	<u>(3,515,150)</u>
(DECREASE)/ INCREASE IN CASH AND CASH EQUIVALENTS	( 508,347)	3,002,559
Effects of exchange rate translation	( 1,520)	( 4,799)
Cash and cash equivalents at beginning of year	<u>3,153,494</u>	<u>155,734</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 11)	<u>2,643,627</u>	<u>3,153,494</u>





# JAMAICA CIVIL AVIATION AUTHORITY

## AUTHORITY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 MARCH 2019

	<u>Note</u>	2019 <u>\$'000</u>	2018 <u>\$'000</u>
Air navigation fees		2,462,694	2,147,015
Passenger aviation service charge		<u>2,944,466</u>	<u>2,707,367</u>
		5,407,160	4,854,382
Amount transferred to the consolidated fund		<u>(5,407,160)</u>	<u>(4,854,382)</u>
GOJ subvention	6(i)	4,211,425	4,114,541
Appropriation in aid -	6(ii)		
Communication fees		15,313	13,151
Other operating income	7	<u>130,805</u>	<u>92,110</u>
Amount recognised as income		<u>4,357,543</u>	<u>4,219,802</u>
EXPENSES:			
Administrative and other operating expenses	8	<u>(3,587,234)</u>	<u>(3,622,145)</u>
OPERATING SURPLUS		770,309	597,657
Net finance income/(cost)	9	<u>80,909</u>	<u>(22,193)</u>
SURPLUS FOR THE YEAR		851,218	575,464
OTHER COMPREHENSIVE INCOME:			
Item that will not be reclassified to profit or loss -			
Remeasurement of employee benefits obligation		<u>(141,543)</u>	<u>(152,103)</u>
TOTAL COMPREHENSIVE INCOME		<u>709,675</u>	<u>423,361</u>

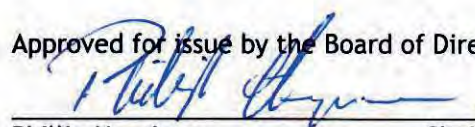


**JAMAICA CIVIL AVIATION AUTHORITY**  
**AUTHORITY STATEMENT OF FINANCIAL POSITION**


**31 MARCH 2019**

	<u>Note</u>	2019 <u>\$'000</u>	2018 <u>\$'000</u>
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents	11	2,458,631	3,063,269
Short term investments	12	1,134,118	1,218,756
Receivables	13	714,735	778,768
Other assets	14	23,923	17,565
Due from related party	15	<u>17,679</u>	<u>17,173</u>
		<u>4,349,086</u>	<u>5,095,531</u>
<b>NON-CURRENT ASSETS:</b>			
Property, plant and equipment	16	<u>5,367,255</u>	<u>4,925,042</u>
<b>Total assets</b>		<u>9,716,341</u>	<u>10,020,573</u>
<b><u>LIABILITIES AND RESERVES</u></b>			
<b>CURRENT LIABILITIES:</b>			
Payables	18	1,179,837	1,531,645
Due to related parties	15	<u>48,273</u>	<u>109,356</u>
		<u>1,228,110</u>	<u>1,641,001</u>
<b>NON-CURRENT LIABILITIES:</b>			
Deferred income	19	119,696	132,706
Post employment benefit obligation	21	<u>498,936</u>	<u>327,973</u>
		<u>618,632</u>	<u>460,679</u>
<b>RESERVES:</b>			
Capital reserve	22	629,340	629,340
Revaluation reserve	23	537,149	537,149
Retained earnings		<u>6,703,110</u>	<u>6,752,404</u>
<b>Total liabilities and reserves</b>		<u>7,869,599</u>	<u>7,918,893</u>
		<u>9,716,341</u>	<u>10,020,573</u>

Approved for issue by the Board of Directors on 27 June 2019 and signed on its behalf:

  
Phillip Henriques

Chairman

  
Nari Williams-Singh - Director General



JAMAICA CIVIL AVIATION AUTHORITY  
AUTHORITY STATEMENT OF CHANGES IN EQUITY  
YEAR ENDED 31 MARCH 2019

	<u>Note</u>	<u>Share Capital \$'000</u>	<u>Revaluation Reserve \$'000</u>	<u>Retained Earnings \$'000</u>	<u>Total \$'000</u>
BALANCE AT 1 APRIL 2017		<u>629,340</u>	<u>537,149</u>	<u>9,827,648</u>	<u>10,994,137</u>
TOTAL COMPREHENSIVE INCOME					
Surplus for the year		-	-	575,464	575,464
Other comprehensive income					
Remeasurement of employee benefits obligation	21	<u>-</u>	<u>-</u>	<u>( 152,103)</u>	<u>( 152,103)</u>
		<u>-</u>	<u>-</u>	<u>423,361</u>	<u>423,361</u>
TRANSACTION WITH OWNERS					
Special distribution	24	<u>-</u>	<u>-</u>	<u>(3,498,605)</u>	<u>( 3,498,605)</u>
BALANCE AT 31 MARCH 2018		<u>629,340</u>	<u>537,149</u>	<u>6,752,404</u>	<u>7,918,893</u>
Impact of initial application IFRS 9		<u>-</u>	<u>-</u>	<u>( 184,785)</u>	<u>( 184,785)</u>
BALANCE AT 1 APRIL 2018		<u>629,340</u>	<u>537,149</u>	<u>6,567,619</u>	<u>7,734,108</u>
TOTAL COMPREHENSIVE INCOME					
Surplus for the year		-	-	851,218	851,218
Other comprehensive income					
Remeasurement of employee benefits obligation	21	<u>-</u>	<u>-</u>	<u>( 141,543)</u>	<u>( 141,543)</u>
		<u>-</u>	<u>-</u>	<u>709,675</u>	<u>709,675</u>
TRANSACTION WITH OWNERS					
Normal distribution	24	<u>-</u>	<u>-</u>	<u>( 574,184)</u>	<u>( 574,184)</u>
BALANCE AT 31 MARCH 2019		<u>629,340</u>	<u>537,149</u>	<u>6,703,110</u>	<u>7,869,599</u>



JAMAICA CIVIL AVIATION AUTHORITY  
AUTHORITY STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2019

	2019 <u>\$'000</u>	2018 <u>\$'000</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Surplus for the year	851,218	575,464
Items not affecting cash resources -		
Allowance for expected credit losses	( 184,785)	-
Effects of exchange rate translation	( 10,216)	15,985
Depreciation	358,958	166,628
Amortisation of deferred income	( 13,010)	( 13,010)
Interest income	( 56,886)	( 70,127)
Loss on disposal of property, plant and equipment	80	-
Employee benefits obligation	<u>29,420</u>	<u>( 13,012)</u>
	974,779	661,928
Changes in operating assets and liabilities:		
Other assets	( 6,358)	1,203
Short term investments	84,265	5,617,279
Receivables	55,861	11,768
Payables	( 346,104)	681,056
Due from related parties	<u>( 61,589)</u>	<u>90,119</u>
Cash provided by operating activities	<u>700,854</u>	<u>7,063,353</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Interest received	69,818	92,569
Acquisition of property, plant and equipment	( 801,251)	( 674,271)
Proceeds from disposal of property, plant and equipment	<u>-</u>	<u>-</u>
Cash used in investing activities	<u>( 731,433)</u>	<u>( 581,702)</u>
CASH FLOWS FROM FINANCING ACTIVITY:		
Distribution to Ministry of Finance	<u>( 574,184)</u>	<u>(3,498,605)</u>
Cash used in financing activity	<u>( 574,184)</u>	<u>(3,498,605)</u>
(DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	( 604,763)	2,983,046
Effect of exchange rate translation	125	( 1,978)
Cash and cash equivalents at beginning of year	<u>3,063,269</u>	<u>82,201</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 11)	<u>2,458,631</u>	<u>3,063,269</u>





JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

1. IDENTIFICATION AND PRINCIPAL ACTIVITIES:

- (a) Jamaica Civil Aviation Authority (the Authority) is a statutory body established by the Jamaica Civil Aviation (Amendment) Act 1995. The Authority is domiciled in Jamaica with registered office at 4 Winchester Avenue, Kingston 10, Jamaica.
- (b) The principal activities of the Authority are to regulate flight safety and provide air navigation and aeronautical services in Jamaica, in accordance with standards set by the International Civil Aviation Organization.

The Authority has a wholly-owned subsidiary, Aeronautical Telecommunications Limited, which is incorporated and domiciled in Jamaica. The subsidiary's principal activity is the provision of telecommunication services on behalf of the Government of Jamaica which includes the operation of a radio station "Kool FM". The Authority and its subsidiary are collectively referred to as the "group".

The Authority is exempt from income tax under Section 6(m) of the Civil Aviation Act. The subsidiary, Aeronautical Telecommunications Limited was treated as a taxable entity up to 31 March 2017. The company being a fully owned Government company's falls within the definition of a public body. The company is therefore exempt from paying Income Tax on its income under Section 12 (i) (b) of the Income Tax Act.

2. REPORTING CURRENCY:

Items included in the financial statements of the group are measured using the currency of the primary economic environment in which the group operates ('the functional currency'). These financial statements are presented in Jamaican dollars, which is considered the group's functional and presentation currency.

3. SIGNIFICANT ACCOUNTING POLICIES:

The principal accounting policies applied in the preparation of these financial statements are set out below. The policies have been consistently applied to all the years presented. Amounts are rounded to the nearest thousand, unless otherwise stated.

(a) Basis of preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs), and have been prepared under the historical cost convention as modified by the revaluation of certain property, plant and equipment that are measured at revalued amounts. Additionally, the defined benefit asset is recognised as the fair value of plan assets less the present value of the defined benefit obligation. They are also prepared in accordance with requirements of the Jamaican Companies Act.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd)

The preparation of financial statements in conformity with IFRSs requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group's accounting policies. Although these estimates are based on management's best knowledge of current events and action, actual results could differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

New, revised and amended standards and interpretations that became effective during the year

Certain new standards, interpretations and amendments to existing standards have been published that became effective during the current financial year. The group has assessed the relevance of all such new standards, interpretations and amendments and has concluded that the following new standards, interpretations and amendments are immediately relevant to its operations:

In these financial statements, the group adopted IFRS 9, Financial Instruments and IFRS 15, Revenue from Contracts with Customers with a transitional date of 1 April 2018. These standards were applied on a retrospective basis, with certain exceptions. As permitted, the group did not restate its prior period comparative financial statements

The nature and the impact of the new standards and amendments is described below:

IFRS 9, 'Financial Instruments', (effective for accounting periods beginning on or after 1 January 2018). IFRS 9 replaces IAS 39 as at 1 January 2018. The group has not restated comparative information for 2018 for financial instruments in the scope of IFRS 9. Therefore, the 2018 comparative information is reported under IAS 39 and is not comparable to the information presented for 2019. Changes arising from the adoption of IFRS 9 are disclosed in note 26.

Changes to classification and measurement

To determine their classification and measurement category, IFRS 9 requires all financial assets, except equity instruments and derivatives, to be assessed based on a combination of the entity's business model for managing the assets and the instruments' contractual cash flow characteristics. The IAS 39 measurement categories of financial assets (fair value through profit or loss (FVPL), available for sale (AFS), held-to-maturity and loans and receivables at amortized cost) have been replaced by:



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd)

New, revised and amended standards and interpretations that became effective during the year (cont'd)

Changes to classification and measurement (cont'd)

- Amortized cost
- Fair value through other comprehensive income (FVOCI)
- Fair value through profit or loss (FVPL)

The accounting for financial liabilities remains largely the same as it was under IAS 39, except for the treatment of gains or losses arising from an entity's own credit risk relating to liabilities designated at FVPL. Such movements are presented in OCI with no subsequent reclassification to the income statement.

Changes to the impairment calculation

The adoption of IFRS 9 has fundamentally changed the group's accounting for doubtful debt provision by replacing IAS 39's incurred loss approach with a forward-looking expected credit loss (ECL) approach. IFRS 9 requires the group to record an allowance for ECLs for trade receivables. The allowance is based on the ECLs associated with probability of default in the next twelve months, unless there has been a significant increase in credit risk since origination. If the financial asset meets the definition of purchased or originated credit impaired (POCI), the allowance is based on the change in ECLs over the life of the asset.

IFRS 15, 'Revenue from Contracts with Customers', (effective for accounting periods beginning on or after 1 January 2019). The standard deals with revenue recognition and establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers. Revenue is recognized when a customer obtains control of a good or service and thus has the ability to direct the use and obtain the benefits from the good or service. The standard replaces IAS 18 'Revenue' and IAS 11 'Construction Contracts' and related interpretations.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd)

New, revised and amended standards and interpretations that became effective during the year (cont'd)

IFRS 15, 'Revenue from Contracts with Customers', (cont'd)

Under IFRS 15, an entity recognizes revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services, following a five step model: Step 1: Identify the contract(s) with a customer (agreement that creates enforceable rights and obligations); Step 2: Identify the different performance obligations (promises) in the contract and account for those separately; Step 3: Determine the transaction price (amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services); Step 4: Allocate the transaction price to each performance obligation based on the relative stand-alone selling prices of each distinct good or service; and Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation by transferring control of a promised good or service to the customer. A performance obligation may be satisfied at a point in time or over time.

IFRS 15 also includes disclosure requirements to provide comprehensive information about the amount, timing and uncertainty of revenue and cash flows arising from the entity's contracts with customers.

Management has assessed the impact on the financial statements and noted that the impact is not material. Management has utilised the modified retrospective transition approach. The group applied IFRS 15 on 1 April 2018 and has elected not to restate comparative information in accordance with the transitional provisions. As a result, the comparative information provided continues to be accounted for in accordance with the group's previous accounting policy.

At the date of authorization of these financial statements, there were certain new standards, amendments and interpretations to existing standards which were in issue but not yet effective and which the group has not early adopted. None was applicable to the group.





JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(b) Basis of consolidation

The consolidated financial statements include the assets, liabilities and results of operations of the Authority and its subsidiary presented as a single economic entity. Intra-group transactions, balances and unrealized gains or losses on transactions between group entities are eliminated. Unrealized losses are not eliminated, if the transaction provides evidence of impairment of the asset transferred.

A subsidiary is an entity controlled by the group. The group controls an entity when it is exposed to, or has rights to, variable returns from its investment with the entity and has the ability to affect those returns through its power over the entity. The subsidiary is consolidated from the date on which control is transferred to the group.

(c) Foreign currency translation

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions.

Monetary items denominated in foreign currency are translated to Jamaican dollars using the closing rate as at the reporting date.

Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognised in profit or loss.

(d) Property, plant and equipment

Items of property, plant and equipment are recorded at historical cost, less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the group and the cost of the item can be measured reliably. The carrying amount of any replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(d) Property, plant and equipment (cont'd)

Depreciation is calculated on straight-line basis at annual rates estimated to write down the relevant assets over their expected useful lives, to their residual values.

Annual rates are as follows:

Buildings	2½% - 4%
Computer equipment	33 1/3%
Equipment, furniture and fixtures	10% -20%
Motor vehicles	20%
Leasehold improvements	4%
Fencing	4%

Land is not depreciated as it is deemed to have an indefinite life.

Gains and losses on disposal are determined by comparing proceeds with carrying amounts and are included in profit or loss.

At the date of revaluation, the accumulated depreciation on the revalued property, plant and equipment is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. The excess depreciation on revalued property, plant and equipment, over the amount that would have been charged on a historical cost basis, is transferred from the revaluation reserve to retained earnings when property, plant and equipment are expensed through the statement of comprehensive income (e.g. through depreciation, impairment). On disposal of the asset the balance of the revaluation reserve is transferred to retained earnings.

(e) Financial instruments

A financial instrument is any contract that gives rise to both a financial asset for one entity and a financial liability or equity instrument of another entity.

Policy applicable after 1 April 2018

(i) Classification

The group classifies all its financial instruments at initial recognition based on their contractual terms and the business model for managing the instruments. Financial instruments are initially measured at their fair value, except in the case of financial assets recorded at FVPL, transaction costs are added to, or subtracted from, this amount.

The group classifies its financial assets as those measured at amortised cost.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(e) Financial instruments (cont'd)

Policy applicable after 1 April 2018 (cont'd)

(ii) Classification (cont'd)

Amortised cost

These assets arise principally from the provision of goods and services to customers (eg. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest (SPPI). They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

The group's financial assets measured at amortised cost comprise trade and other receivables, short term deposits and cash and cash equivalents in the statement of financial position. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets.

Cash and cash equivalents are carried in the statement of financial position at fair value. For the purpose of the statement of cash flows, cash and cash equivalents comprise cash at bank and in hand and short term deposits with original maturities of three months or less.

(ii) Recognition and measurement

Regular purchases and sales of financial assets are recognized on the trade-date - the date on which the group commits to purchase or sell the asset. Financial assets are initially recognized at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all risks and rewards of ownership.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(e) Financial instruments (cont'd)

Policy applicable after 1 April 2018 (cont'd)

Financial assets (cont'd)

(ii) Recognition and measurement (cont'd)

The group assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

(iii) Impairment

Impairment provisions for trade receivables are recognised based on the simplified approach within IFRS 9 using a provision matrix in the determination of the lifetime expected credit losses (ECL).

During this process the probability of the non-payment of the trade receivables is assessed by taking into consideration historical rates of default for each segment of trade receivables as well as the estimated impact of forward looking information. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime ECL for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised within the statement of profit or loss. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Financial liabilities

The group's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method. At the reporting date, the following item was classified as financial liabilities: payables.





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NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(e) Financial instruments (cont'd)

Financial assets

Policy applicable before 1 April 2018

(i) Classification

The group classifies its financial assets in the following category: loans and receivables. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Loans and receivables

Loan and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise principally through the provision of goods and services to customers (e.g. trade receivables) but also incorporate other types of contractual monetary asset.

The group's loans and receivables comprise trade and other receivables, short term investments, long term investments and cash and cash equivalents. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets.

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand and short term deposits with original maturity of three months or less.

Held to maturity investments

Held to maturity investments are non-derivative financial assets with fixed or determined payments and fixed maturity that the group has the positive intention and ability to hold to maturity. These are classified as non-current assets.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(e) Financial instruments (cont'd)

Financial assets (cont'd)

Policy applicable before 1 April 2018 (cont'd)

(ii) Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade-date – the date on which the group commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all risks and rewards of ownership. Loans and receivables are subsequently carried at amortised cost using the effective interest method.

The group assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

For loans and receivables impairment provisions are recognised when there is objective evidence that the group will not collect all of the amounts due under the terms receivable. The amount of the provision is the difference between the net carrying amount and the present value of the future expected cash flows associated with the impaired receivable. For trade receivables which are reported net, such provisions are recorded in a separate allowance account with the loss being recognised in profit or loss. On confirmation that the trade receivable is uncollectible, it is written off against the associated allowance. Subsequent recoveries of amounts previously written off are credited to profit or loss.

Financial liabilities

The group's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method. At the reporting date, the following items were classified as financial liabilities: due to related parties and payables.

(f) Impairment of non-current assets

Property, plant and equipment and other non-current assets are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount, which is the greater of an asset's net selling price and value in use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there are separately identified cash flows.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

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3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(g) Employee benefits

Employee benefits are all forms of consideration given by the group in exchange for service rendered by employees. These include current or short-term benefits such as salaries, bonuses, NIS contributions, annual vacation leave and non-monetary benefits such as medical care; post-employment benefits such as pensions; and other long-term employee benefits such as termination benefits.

Employee benefits that are earned as a result of past or current service are recognised in the following manner: short-term employee benefits are recognised as a liability, net of payments made and charged as expense. The expected cost of vacation leave that accumulates is recognised when the employee becomes entitled to the leave.

Employee benefits comprising pension asset included in 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 are conducted in accordance with IAS 19, and the financial statements reflect the group pension asset as computed by the actuary. In carrying out their audit, the auditors rely on the work of the actuary and the actuary's report.

The group's net obligation in respect of the defined-benefit pension plan is calculated by estimating the amount of future benefits that 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 plan assets is deducted. The discount rate is determined by reference to the yield at the reporting date on long-term Government of Jamaica bonds with dates approximating the terms of the related liability. The calculation is performed by a qualified independent actuary, using the projected unit credit method.

Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in other comprehensive income. The group determines the net interest (expense)/income on the net defined benefit (liability)/asset for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit (liability)/asset taking into account any changes in the net defined benefit (liability)/asset during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to the defined benefit plan are recognised in profit or loss.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(g) Employee benefits (cont'd)

When the benefits of the plan are changed, or when a plan is curtailed, the resulting change in benefit relating to past service or the gain or loss on curtailment is recognised immediately in profit or loss.

(h) Trade and other payables

Trade payables and other payables are stated at amortised cost.

(i) Provisions

Provisions are recognised when the group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

(j) Current and deferred income taxes

Current tax charges are based on taxable profits for the year, which differ from the profit before tax reported because taxable profits exclude items that are taxable or deductible in other years, and items that are never taxable or deductible. The group's liability for current tax is calculated at tax rates that have been enacted at the reporting date.

Deferred tax is the tax that is expected to be paid or recovered on differences between the carrying amounts of assets and liabilities and the corresponding tax bases. Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates that have been enacted or substantially enacted by the reporting date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.





JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(k) Revenue recognition

Policy applicable after 1 April 2018

Sale of goods/services

Revenue is recognised at a point in time in the amount of the price, before general consumption tax, expected to be received by the group for goods supplied as a result of their ordinary activities, as contractual performance obligations are fulfilled, and control of goods passes to the customer. Revenue is decreased by any trade discounts granted to customers.

Interest income

Interest income is recognised in profit or loss using the effective interest method. The "effective interest rate" is the rate that exactly discounts the estimated future cash receipts through the expected life of the financial instruments to its gross carrying amount.

When calculating the effective interest rate for financial instruments, the company estimates future cash flows considering all contractual terms of the financial instrument, but not ECL.

Policy applicable before 1 April 2018

Revenue is recognized in the income statement when service has been provided and recovery of the consideration is probable. Revenue is measured at the fair value of the consideration received or receivable, net of discounts.

Subvention

These are stated at the amounts received during the year in respect of the financial year, from the Government of Jamaica through its parent ministry, The Ministry of Transport and Mining.

Appropriation-in-aid

Regulatory, technical, communication and other fees, received and or receivable are recognized as income, to meet the expenditure of the Authority as approved by the Government of Jamaica.

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



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(j) Inventories

In light of the rapid change in technology, the group opted not carry any inventory of spares; instead it procures spares as the need arise.

(m) Financial distribution

Financial distribution to the group's shareholders is recognised as a liability in the group's financial statements in the period in which the financial distribution is approved by the group's shareholders.

Financial distribution for the year that is declared after the reporting date is dealt with in the subsequent events note.

(n) Receivables

Receivables are measured at amortised cost less impairment losses.

(o) Other assets

Other assets consist of inventory items and withholding tax and are measured at cost less impairment losses.

(p) 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' in this case the Authority).

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

- (i) has control or joint control over the Authority;
- (ii) has significant influence over the Authority; or
- (iii) is a member of the key management personnel of the Authority or of a parent of the Authority.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(p) Related parties (cont'd)

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

- (i) The entity and the Authority 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 employees of either the Authority or an entity related to the Authority.
- (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).
- (viii) The entity or any member of a group of which it is a part provides key management services to the Authority or to the parent of the Authority.

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

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES:

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Critical judgements in applying the group's accounting policies

In the process of applying the group's accounting policies, management has not made any judgements that it believes would cause a significant impact on the amounts recognised in the financial statements.



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS  
31 MARCH 2019

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):

(b) Key sources of estimation uncertainty

The group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Fair value estimation

A number of assets and liabilities included in the group's financial statements require measurement at, and/or disclosure of, fair value.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Market price is used to determine fair value where an active market (such as a recognised stock exchange) exists as it is the best evidence of the fair value of a financial instrument.

The fair value measurement of the group's financial and non financial assets and liabilities utilises market observable inputs and data as far as possible. Inputs used in determining fair value measurements are categorized into different levels based on how observable the inputs used in the valuation technique utilised are.

The standard requires disclosure of fair value measurements by level using the following fair value measurement hierarchy:

Level 1	Quoted prices (unadjusted) in active markets for identical assets or liabilities.
Level 2	Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
Level 3	Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

The classification of an item into the above level is based on the lowest level of the inputs used that has a significant effect on the fair value measurement of the item.





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NOTES TO THE FINANCIAL STATEMENTS  
31 MARCH 2019

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):

(b) Key sources of estimation uncertainty (cont'd)

(i) Fair value estimation (cont'd)

Transfers of items between levels are recognised in the period they occur.

The director finance determine the appropriate valuation techniques and inputs for fair value measurements.

In estimating the fair value of an asset or liability, the group uses market observable data to the extent it is available. Where level 1 inputs are not available, the group engages third party qualified valuers to perform the valuation. The director finance work closely with the qualified valuers to establish the appropriate valuation techniques and inputs to the model. The director finance reports the finance committee's findings to the Board.

The group measures a number of items at fair value -

Property, plant and equipment (note 16)

The fair values of financial instruments that are not traded in an active market are deemed to be determined as follows:

The face value, less any estimated credit adjustments, for financial assets and liabilities with a maturity of less than one year are estimated to approximate their fair values. These financial assets and liabilities include cash and cash equivalents, short term investments, receivables and payables.



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NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):

(b) Key sources of estimation uncertainty (cont'd)

(ii) Defined benefit assumptions

The cost of these benefits and the present value of the future obligations depend on a number of factors that are determined by actuaries using a number of assumptions. The assumptions used in determining the net periodic cost or income for retirement benefits include the expected long-term rate of return on the relevant plan assets and the discount rate. Any changes in these assumptions will impact the net periodic cost or income recorded for retirement benefits and may affect planned funding of the pension plan. The expected return on plan assets assumption is determined on a uniform basis, considering long-term historical returns, asset allocation and future estimates of long-term investment returns. The group determines the appropriate discount rate at the end of each year, which represents the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the retirement benefit obligations. In determining the appropriate discount rate, the group considered interest rate of high-quality Government of Jamaica bonds that are denominated in the currency in which the benefits will be paid, and have terms to maturity approximating the terms of the related obligations. Other key assumptions for the retirement benefits are based on current market conditions.

(iii) Depreciable assets

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The group applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in profit or loss through impairment or adjusted depreciation provisions.

(iv) Allowance for impairment losses on trade receivables

Allowances for doubtful accounts were established using the total credit sales as at 31 March 2019. For all credit sales, a payment pattern was determined for customers within this segment. Based on the incurred loss analyses over delinquent accounts, the credit history, risk profile of each customer and aging of receivables, customers were placed in aging buckets and a default risk percentage calculated for each bucket. Effective 1 April 2018, such allowances are determined upon origination of the trade receivable based on a model that calculates the expected credit loss (ECL) of the trade receivables.



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NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):

(b) Key sources of estimation uncertainty (cont'd)

(iv) Allowance for impairment losses on trade receivables (cont'd)

Under this ECL model, the group segments its trade receivable in a matrix by days past due and determined for each age bracket an average rate of ECL, considering actual credit loss experience over the last 12 months and analysis of future delinquency, that is applied to the balance of the trade receivables.

The historical loss rates were adjusted to reflect current and forward looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group has also identified and assessed the change in the industry in which it sells its goods and has included its impact on historical loss rate percentage.

The average ECL rate increases in each segment of days past due until the rate is 100% for the segment of 365 days or more past due. The use of assumptions make uncertainty inherent in such estimates.

5. FINANCIAL RISK MANAGEMENT:

The group is exposed through its operations to the following financial risks:

- Credit risk
- Fair value or cash flow interest rate risk
- Foreign exchange risk
- Other market price, and
- Liquidity risk

In common with all other businesses, the group's activities expose it to a variety of risks that arise from its use of financial instruments. This note describes the group's objectives, policies and processes for managing those risks to minimize potential adverse effects on the financial performance of the group and the methods used to measure them.

There have been no substantive changes in the group's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous periods unless otherwise stated in this note.



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**NOTES TO THE FINANCIAL STATEMENTS**

**31 MARCH 2019**

**5. FINANCIAL RISK MANAGEMENT (CONT'D):**

**(a) Principal financial instruments**

The principal financial instruments used by the group, from which financial instrument risk arises, are as follows:

- Receivables
- Cash and cash equivalents
- Short term investments
- Long term investments
- Payables
- Due to/from related parties

**(b) Financial instruments by category**

**Financial assets**

	<b>Group</b>		
	<b>Amortised cost 2019 \$'000</b>	<b>Loans and receivables 2018 \$'000</b>	<b>Held to Maturity 2018 \$'000</b>
Cash and cash equivalents	2,643,627	3,153,494	-
Short term investments	1,624,448	1,673,729	-
Long term investments	90,196	-	91,377
Receivables	<u>643,635</u>	<u>735,858</u>	<u>-</u>
<b>Total financial assets</b>	<b><u>5,001,906</u></b>	<b><u>5,563,081</u></b>	<b><u>91,377</u></b>

	<b>Authority</b>	
	<b>Amortised cost 2019 \$'000</b>	<b>Loans and receivables 2018 \$'000</b>
Cash and cash equivalents	2,458,631	3,063,269
Short term investments	1,134,118	1,218,756
Receivables	<u>538,519</u>	<u>661,527</u>
<b>Total financial assets</b>	<b><u>4,131,268</u></b>	<b><u>4,943,552</u></b>





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NOTES TO THE FINANCIAL STATEMENTS

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5. FINANCIAL RISK MANAGEMENT (CONT'D):

(b) Financial instruments by category (cont'd)

Financial liabilities

	<u>Group</u>		<u>Authority</u>	
	<u>Financial Liabilities at Amortised Cost</u>			
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Payables	<u>1,007,299</u>	<u>1,550,702</u>	<u>966,818</u>	<u>1,490,192</u>
Total financial liabilities	<u>1,007,299</u>	<u>1,550,702</u>	<u>966,818</u>	<u>1,490,192</u>

(c) Financial instruments not measured at fair value

Financial instruments not measured at fair value includes cash and cash equivalents, short term investments, long term investments, receivables and payables.

(d) Financial risk factors

The Board of Directors has overall responsibility for the determination of the group's risk management objectives and policies and, whilst retaining ultimate responsibility for them, it has delegated the authority for designing and operating processes that ensure the effective implementation of the objectives and policies to the group's finance function. The Board provides policies for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and investments of excess liquidity.

The overall objective of the Board is to set policies that seek to reduce risk as far as possible without unduly affecting the group's competitiveness and flexibility. Further details regarding these policies are set out below:

The overall objective of the Board is to set policies that seek to reduce risk as far as possible without unduly affecting the group's competitiveness and flexibility. Further details regarding these policies are set out below:



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5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(i) Market risk

Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The group manages its foreign exchange risk by holding foreign currency balances

Currency risk arises from AFTN overflights, ARIN/ACARS and Passenger service fee incomes and US dollar cash and bank balances. The group manages this risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The group further manages this risk by maximizing foreign currency earnings and holding net foreign currency assets.

Concentration of currency risk

The group is exposed to foreign currency risk in respect of US dollar as follows.

	<u>Group</u>		<u>Authority</u>	
	2019	2018	2019	2018
	<u>US\$</u>	<u>US\$</u>	<u>US\$</u>	<u>US\$</u>
	<u>'000</u>	<u>'000</u>	<u>'000</u>	<u>'000</u>
Long term investments	730	730	-	-
Cash and cash equivalents	14,884	18,046	13,472	17,512
Short term investments	11,329	12,223	7,442	8,589
Receivables	6,611	7,850	5,453	6,341
Payables	( 2,425)	( 622)	( 2,274)	( 524)
	<u>31,129</u>	<u>38,227</u>	<u>24,093</u>	<u>31,918</u>



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5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(i) Market risk (cont'd)

Currency risk (cont'd)

Foreign currency sensitivity

The following table indicates the sensitivity of surplus before taxation to changes in foreign exchange rates. The change in currency rate below represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis represents outstanding foreign currency denominated cash and bank balances and adjusts their translation at the year-end for 4% (2018 - 4%) depreciation and a 2% (2018 - 2%) appreciation of the Jamaican dollar against the US dollar. The changes below would have no impact on other components of equity.

Group

		Effect on Surplus before Tax 31 March <u>2019</u> \$'000		Effect on Surplus before Tax 31 March <u>2018</u> \$'000
	% Change in Currency Rate <u>2019</u>		% Change in Currency Rate <u>2018</u>	
Currency:				
USD	-4	153,585	-4	190,606
USD	<u>+2</u>	<u>( 76,793)</u>	<u>+2</u>	<u>( 95,303)</u>

Authority

		Effect on Surplus before Tax 31 March <u>2019</u> \$'000		Effect on Surplus before Tax 31 March <u>2018</u> \$'000
	% Change in Currency Rate <u>2019</u>		% Change in Currency Rate <u>2018</u>	
Currency:				
USD	-4	118,823	-4	159,149
USD	<u>+2</u>	<u>59,412</u>	<u>+2</u>	<u>( 79,574)</u>



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(i) Market risk (cont'd)

Currency risk (cont'd)

Foreign currency sensitivity (cont'd)

Exchange rates, in terms of Jamaica dollars, were as follows:

At 31 March 2019 - J\$123.5735 - US\$1.00

At 31 March 2018 - J\$124.6545 - US\$1.00

Price risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instruments traded in the market. As the group does not have a significant exposure, market price fluctuations are not expected to have a material effect on the net results or stockholders' equity.

Cash flow and fair value 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.

Floating rate instruments expose the group to cash flow interest rate risk, whereas fixed rate instruments expose the group to fair value interest rate risk.

Short term deposits and investments are the only interest bearing assets within the group. The group's short term deposits and investments are due to mature and re-price respectively, within 9 months of the reporting date.

Interest rate sensitivity

There is no significant exposure to interest rate risk on short term deposits and investments, as these deposits have a short term to maturity and are constantly reinvested at current market rates.





JAMAICA CIVIL AVIATION AUTHORITY  
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5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(ii) 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. Credit risk arises from trade receivables and short term deposits and investments, due from related group and cash and bank balances.

Trade receivables

Revenue transactions in respect of the group's primary operations are settled either in cash or by using major credit cards. For its operations done on a credit basis, the group has policies in place to ensure that sales of services are made to customers with an appropriate credit history.

Cash and bank balances

Cash transactions are limited to high credit quality financial institutions. The group has policies that limit the amount of credit exposure to any one financial institution.

Maximum exposure to credit risk

The maximum exposure to credit risk is equal to the carrying amount of trade and other receivables, short term deposits and cash and cash equivalents in the statement of financial position.

Trade receivables that are past due but not impaired

As at 31 March 2019, the group had trade receivables of \$309,788,000 (2018 - \$122,222,000) were past due but not impaired. These relate to independent customers for whom there is no recent history of default.

Trade receivables that are past due and impaired

As of 31 March 2019, the group had trade receivables of \$289,253,000 (2018 - \$214,012,000) that were impaired. The amount of the provision was \$300,104,000 (2018 - \$186,756,000).



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(ii) Credit risk (cont'd)

Trade receivables expected credit losses

The impairment requirements of IFRS 9 are based on the Expected Credit Loss (ECL) model. The guiding principle of the ECL model is to reflect the general pattern of deterioration or improvement in the credit quality of financial instruments.

For trade receivables and contract assets that do not have a financing component, it is a requirement of IFRS 9 to recognize a lifetime expected credit loss. This was achieved in the current year by the development and application of historical data relating to trade receivables and write-offs, as well as forecasting payment probabilities based on historical payment pattern.

The 2019 trade receivables were analyzed in compliance with IFRS 9 and the amount presented in the financial statements appears reasonable and in compliance with the required standard.

The company estimates expected credit losses (ECL) on trade receivables using a provision matrix based on historical credit loss experience. Based on the incurred loss analyses over delinquent accounts, the credit history, risk profile of each customer and aging of receivables, customers were placed in aging buckets and a default risk percentage calculated for each bucket of customers. The following table provides information about the ECLs for trade receivables as at 31 March 2019.

Authority

<u>Aging</u>	<u>Gross Carrying Amount \$'000</u>	<u>Default Rate %</u>	<u>Lifetime ECL Allowance \$'000</u>
Current	491,198	12	58,944
1 -30 days	92,061	53	48,415
31 - 60 days	16,291	91	14,825
61 - 90 days	12,227	95	11,616
Over 90 days	<u>157,979</u>	100	<u>157,979</u>
Total	<u>769,756</u>		<u>291,779</u>



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(ii) Credit risk (cont'd)

Trade receivables expected credit losses (cont'd)

The aging of trade receivables is:

Authority

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Current	491,198	472,393
1-30 days	92,061	122,759
31-60 days	16,291	13,240
61-90 days	12,227	13,289
Over 90 days	<u>157,979</u>	<u>184,869</u>
	<u>769,756</u>	<u>806,550</u>

Group

<u>Aging</u>	<u>Gross</u> <u>Carrying Amount</u> <u>\$'000</u>	<u>Default Rate</u> <u>%</u>	<u>Lifetime</u> <u>ECL Allowance</u> <u>\$'000</u>
Current	491,198	12.1	59,187
1 -30 days	121,050	57.9	70,142
31 - 60 days	40,436	47.5	19,221
61 - 90 days	18,245	84.6	15,476
Over 90 days	<u>228,945</u>	85.4	<u>195,519</u>
Total	<u>899,874</u>		<u>359,545</u>

The aging of trade receivables is:

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Current	491,198	363,258
1-30 days	121,050	118,797
31-60 days	40,436	154,931
61-90 days	18,245	18,764
Over 90 days	<u>228,945</u>	<u>278,429</u>
	<u>899,874</u>	<u>934,179</u>



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(ii) Credit risk (cont'd)

Trade receivables expected credit losses (cont'd)

Movements on the provision for expected credit loss of trade receivables are as follows:

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
At 1 April	248,397	168,935	186,756	113,882
Adjustment to expected credit				
Losses on adoption of IFRS 9	193,867	-	184,785	-
Provision for expected credit loss	(79,665)	79,462	(79,762)	72,874
Receivables written-off	(3,054)	-	-	-
At 31 March	<u>359,545</u>	<u>248,397</u>	<u>291,779</u>	<u>186,756</u>

The creation and release of provision for expected credit losses receivables have been included in expenses in profit or loss. Except wherein the expected credit losses relates to receivables collectible, which is payable to GOJ consolidated fund, then such expected credit losses is charged against amounts payable to the GOJ consolidated fund. Amounts charged to the allowance account are generally written off when there is no expectation of recovering additional cash. Expected credit losses estimates have been adjusted based on actual collection patterns.

Concentration of risk - trade receivables

The following table summarises the group's credit exposure for trade receivables at their carrying amounts, as categorized by the customer sector:

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Air Navigation and AFTN Fees	538,083	605,269	437,767	504,790
Passenger Air Service Charges	311,772	278,818	311,772	278,818
Other	<u>50,019</u>	<u>50,092</u>	<u>20,217</u>	<u>22,942</u>
	899,874	934,179	769,756	806,550
Expected credit losses	<u>(359,545)</u>	<u>(248,397)</u>	<u>(291,779)</u>	<u>(186,756)</u>
	<u>540,329</u>	<u>685,782</u>	<u>477,977</u>	<u>619,794</u>



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5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(iii) Liquidity risk

Liquidity risk is the risk that the group will be unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities.

Liquidity risk management process

The group's liquidity management process, as carried out within the group and monitored by the Finance Department, includes:

- (i) Monitoring future cash flows and liquidity on a regular basis.
- (ii) Maintaining a portfolio of short term deposit balances that can easily be liquidated as protection against any unforeseen interruption to cash flow.
- (iii) Optimising cash returns on investments.

Cash flows of financial liabilities

The maturity profile of the group's financial liabilities, based on contractual undiscounted payments, is as follows:

Cash flows of financial liabilities

	<u>Group</u> Within 1 Year \$'000	<u>Authority</u> Within 1 Year \$'000
31 March 2019		
Payables	1,096,520	1,056,639
Total financial liabilities (contractual maturity dates)	<u>1,096,520</u>	<u>1,056,039</u>





JAMAICA CIVIL AVIATION AUTHORITY  
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31 MARCH 2019

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) Financial risk factors (cont'd)

(iii) Liquidity risk (cont'd)

	<u>Group</u> Within 1 Year \$'000	<u>Authority</u> Within 1 Year \$'000
31 March 2018		
Payables	<u>1,550,702</u>	<u>1,490,192</u>
Total financial liabilities (contractual maturity dates)	<u>1,550,702</u>	<u>1,490,192</u>

6. INCOME:

(i) Subvention

These are stated amount received during the year in respect of the financial year from the Government of Jamaica, through its parent ministry, The Ministry of Transport and Mining.

(ii) Appropriation-in-aid

These represent regulatory, technical, communication and other fees recognized as income, to meet the expenditure of the Authority as approved by the Government of Jamaica.



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**7. OTHER OPERATING INCOME:**

	<u>Group</u>		<u>Authority</u>	
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Permit application fees	2,252	1,812	2,252	1,812
Licence fees	1,148	1,598	1,148	1,598
Examination fees	192	221	192	221
Equipment rental and maintenance	34,843	32,634	-	-
Miscellaneous	62,942	19,819	46,587	11,179
Regulatory fees	45,316	44,595	45,316	44,595
Advertising and production sales	-	8,662	-	-
Transfer from deferred income (note 19)	13,010	13,010	13,010	13,010
Technical support	-	-	22,300	19,695
	<u>159,703</u>	<u>122,351</u>	<u>130,805</u>	<u>92,110</u>

**8. ADMINISTRATIVE AND OTHER OPERATING EXPENSES:**

Total administrative, selling and other expenses:

	<u>Group</u>		<u>Authority</u>	
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Audit fees	5,401	4,823	3,081	2,863
Depreciation	388,392	192,750	358,958	166,628
Expected credit losses, net (	126,527)	9,483	( 126,624)	1,703
Salaries, wages and statutory contributions	2,165,607	2,406,976	1,904,645	2,081,257
staff welfare	366,492	348,919	340,224	327,974
Utilities	118,641	95,373	101,415	81,773
Repairs and maintenance	100,976	156,373	92,076	143,108
JDF search and rescue	3,597	15,292	3,597	15,292
Other	1,035,298	897,960	909,862	801,547
	<u>4,057,877</u>	<u>4,127,949</u>	<u>3,587,234</u>	<u>3,622,145</u>



JAMAICA CIVIL AVIATION AUTHORITY  
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31 MARCH 2019

9. NET FINANCE INCOME:

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Interest on long term and short term investments	71,394	80,568	56,886	70,127
Foreign exchange gains	<u>39,253</u>	<u>6,632</u>	<u>24,023</u>	<u>6,632</u>
	110,647	87,200	80,909	76,759
Finance cost:				
Foreign exchange losses	( <u>17,157</u> )	( <u>98,952</u> )	<u>-</u>	( <u>98,952</u> )
Net finance income	<u>93,490</u>	( <u>11,752</u> )	<u>80,909</u>	( <u>22,193</u> )

10. TAXATION EXPENSE:

- (a) Taxation is based on the profit for the year of the subsidiary, Aeronautical Telecommunication Limited adjusted for tax purpose and is calculated at 25%.

	Group	
	2019	2018
	<u>\$'000</u>	<u>\$'000</u>
Current taxation	-	9,929
Employment tax credit	-	( 2,070 )
(Over)/under-provision of prior year tax charge	( <u>7,859</u> )	<u>618</u>
	( <u>7,859</u> )	8,477
Deferred taxation - written off	( <u>27,786</u> )	-
Deferred taxation (note 20)	<u>-</u>	<u>12,184</u>
Taxation charge in income statement	( <u>35,645</u> )	<u>20,661</u>



JAMAICA CIVIL AVIATION AUTHORITY  
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31 MARCH 2019

10. TAXATION EXPENSE (CONT'D):

- (b) The tax on the profit before taxation differs from the theoretical amount that would arise using the applicable tax rate of 25%, as follows:

	Group	
	2019 \$'000	2018 \$'000
Surplus before taxation	890,581	587,808
Less exempt income (the Authority)	(890,581)	(592,054)
	<u>-</u>	<u>( 4,246)</u>
Taxation @25%	-	( 1,062)
Adjusted for the effects of:		
Difference between depreciation and capital allowances	-	1,156
Expenses not allowed for taxation purposes	-	6,603
Unrealised foreign exchange gain	-	3,232
Deferred taxation - written off	( 27,786)	-
Deferred taxation	-	12,184
Employment tax credit	-	( 2,070)
	<u>( 27,786)</u>	<u>20,043</u>
(Over)/under-provision of prior year tax charge	<u>( 7,859)</u>	<u>618</u>
Taxation charge in income statement	<u>( 35,645)</u>	<u>20,661</u>

11. CASH AND CASH EQUIVALENTS:

	Group		Authority	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Cash and bank balances -				
Foreign currency accounts	501,280	863,806	430,787	796,846
Jamaican currency current accounts	249,540	464,722	212,128	441,537
Short term deposits	1,891,630	1,823,777	1,814,619	1,823,777
Cash in hand	<u>1,177</u>	<u>1,189</u>	<u>1,097</u>	<u>1,109</u>
	<u>2,643,627</u>	<u>3,153,494</u>	<u>2,458,631</u>	<u>3,063,269</u>



JAMAICA CIVIL AVIATION AUTHORITY  
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12. SHORT TERM INVESTMENTS:

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Resale agreements	<u>1,624,448</u>	<u>1,673,729</u>	<u>1,134,118</u>	<u>1,218,756</u>

The fair value of securities collateralizing resale agreements approximates the carry value of the resale agreement for the group and the authority.

13. RECEIVABLES:

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Trade	899,874	934,179	769,756	806,550
Less allowance for Expected credit losses	(359,545)	(248,397)	(291,779)	(186,756)
	540,329	685,782	477,977	619,794
Staff loans and advances	118,871	98,060	111,003	95,609
Prepayments	67,880	50,076	60,542	41,733
Other receivables	28,937	22,197	27,031	19,505
Fixed assets clearing	<u>39,899</u>	<u>4,286</u>	<u>38,182</u>	<u>2,127</u>
	<u>795,916</u>	<u>860,401</u>	<u>714,735</u>	<u>778,768</u>

14. OTHER ASSETS:

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Inventories	22,997	16,988	22,997	16,988
Taxation recoverable	<u>23,716</u>	<u>13,060</u>	<u>926</u>	<u>577</u>
	<u>46,713</u>	<u>30,048</u>	<u>23,923</u>	<u>17,565</u>





JAMAICA CIVIL AVIATION AUTHORITY  
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15. RELATED PARTY TRANSACTIONS AND BALANCES:

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
(a) Key management compensation:				
Directors' fees	7,297	7,760	3,687	4,410
Salaries and other short term benefits	<u>313,118</u>	<u>275,137</u>	<u>208,935</u>	<u>171,552</u>
(b) Year end balances arising from transactions with related parties:				
	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Due (to)/from -				
Aeronautical Telecommunications Limited				
MOU and PASC	-	-	(48,273)	(103,809)
Caribbean Aviation safety and Security Oversight System	-	(5,547)	-	( 5,547)
	-	-	(48,273)	(109,356)
Aeronautical Telecommunications Limited				
Communication fees	-	-	16,233	17,173
Caribbean Aviation safety and Security Oversight System	<u>1,446</u>	-	<u>1,446</u>	-
	<u>1,446</u>	-	<u>17,679</u>	<u>17,173</u>
	<u>1,446</u>	(5,547)	(30,594)	( 92,183)
Income:				
Technical support revenue	-	-	22,300	19,695
Communication fees	-	-	<u>15,313</u>	<u>13,151</u>
	-	-	<u>37,613</u>	<u>32,846</u>
Expenses:				
Technical service expense	-	-	<u>76,362</u>	<u>78,227</u>



JAMAICA CIVIL AVIATION AUTHORITY  
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31 MARCH 2019

16. PROPERTY, PLANT AND EQUIPMENT:

Group

	Land & Building \$'000	Equipment, Furniture & Fixtures \$'000	Motor Vehicles \$'000	Work-in Progress \$'000	Total \$'000
At cost -					
1 April 2017	2,478,200	1,578,820	87,351	1,840,730	5,985,101
Additions	40,145	165,890	11,606	479,123	696,764
Disposal	-	( 45)	-	-	( 45)
31 March 2018	2,518,345	1,744,665	98,957	2,319,853	6,681,820
Additions	-	454,201	39,328	352,603	846,132
Transfer/adjustment	-	2,186,917	-	(2,186,917)	-
Disposal	-	( 300)	( 7,429)	-	( 7,729)
31 March 2019	<u>2,518,345</u>	<u>4,385,483</u>	<u>130,856</u>	<u>485,539</u>	<u>7,520,223</u>
Depreciation -					
1 April 2017	304,064	845,195	50,403	-	1,199,662
Charge for the year	55,081	121,332	16,337	-	192,750
Eliminated on disposal	-	( 15)	-	-	( 15)
Adjustment	-	78	-	-	78
31 March 2018	359,145	966,590	66,740	-	1,392,475
Charge for the year	55,123	314,467	18,802	-	388,392
Eliminated on disposal	-	( 235)	( 7,429)	-	( 7,664)
Adjustment	-	-	-	-	-
31 March 2019	<u>414,268</u>	<u>1,280,822</u>	<u>78,113</u>	<u>-</u>	<u>1,773,203</u>
Net Book Value -					
31 March 2019	<u>2,104,077</u>	<u>3,104,661</u>	<u>53,743</u>	<u>485,539</u>	<u>5,747,020</u>
31 March 2018	<u>2,159,200</u>	<u>778,075</u>	<u>32,217</u>	<u>2,319,853</u>	<u>5,289,345</u>



JAMAICA CIVIL AVIATION AUTHORITY  
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31 MARCH 2019

16. PROPERTY, PLANT AND EQUIPMENT (CONT'D):

Authority

	<u>Land &amp; Building</u> \$'000	<u>Equipment, Furniture &amp; Fixtures</u> \$'000	<u>Motor Vehicles</u> \$'000	<u>Work-in Progress</u> \$'000	<u>Total</u> \$'000
At cost -					
1 April 2017	2,257,500	1,443,150	50,634	1,840,730	5,592,014
Additions	<u>40,145</u>	<u>155,003</u>	<u>-</u>	<u>479,123</u>	<u>674,271</u>
31 March 2018	2,297,645	1,598,153	50,634	2,319,853	6,266,285
Additions	-	438,801	9,847	352,603	801,251
Transfer from WIP	-	2,186,917	-	(2,186,917)	-
Disposal	<u>-</u>	<u>( 222)</u>	<u>-</u>	<u>-</u>	<u>( 222)</u>
31 March 2019	<u>2,297,645</u>	<u>4,223,649</u>	<u>60,481</u>	<u>485,539</u>	<u>7,067,314</u>
Depreciation -					
1 April 2017	304,064	844,907	25,644	-	1,174,615
Charge for the year	<u>50,879</u>	<u>106,812</u>	<u>8,937</u>	<u>-</u>	<u>166,628</u>
31 March 2018	354,943	951,719	34,581	-	1,341,243
Charge for the year	51,706	298,751	8,501	-	358,958
Eliminated on disposal	<u>-</u>	<u>( 142)</u>	<u>-</u>	<u>-</u>	<u>( 142)</u>
31 March 2019	<u>406,649</u>	<u>1,250,328</u>	<u>43,082</u>	<u>-</u>	<u>1,700,059</u>
Net Book Value -					
31 March 2019	<u>1,890,996</u>	<u>2,973,321</u>	<u>17,399</u>	<u>485,539</u>	<u>5,367,255</u>
31 March 2018	<u>1,942,702</u>	<u>646,434</u>	<u>16,053</u>	<u>2,319,853</u>	<u>4,925,042</u>

Land and building valued at \$105,924,000, which are owned by the Commissioner of Lands have been vested in the Authority since 1995. These properties, however, have not been registered in the name of the Authority.

Certain land, building, computer, equipment, furniture and fixtures were revalued by Delano Reid and Associates on an open market value basis at 31 January 2017. Other equipment, furniture and fixtures were revalued by management as at 31 March 2011, based on professional advice received. The surplus arising on revaluation, inclusive of depreciation no longer required, has been included in revaluation reserve (note 22).

Work-in-progress represents the upgrade of the navigational systems and supply and installations of radar, VCCS and Automation System Equipment and Services.



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17. LONG-TERM INVESTMENTS:

These represent US\$ deposits with original maturity of 1 year or more with a weighted average interest rate of 5%.

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Long term investments	<u>90,196</u>	<u>91,377</u>	<u>-</u>	<u>-</u>

18. PAYABLES:

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Trade	95,248	90,161	58,033	53,086
Other payables	271,534	252,104	271,534	252,104
Retention	18,398	9,816	18,398	9,816
Statutory contributions	40,210	44,333	40,210	39,953
Accruals	452,012	272,541	428,116	249,110
Distribution to Government of Jamaica consolidated fund	352,252	926,080	352,252	926,080
Other	<u>11,294</u>	<u>3,833</u>	<u>11,294</u>	<u>1,496</u>
	<u>1,240,948</u>	<u>1,598,868</u>	<u>1,179,837</u>	<u>1,531,645</u>

19. DEFERRED INCOME:

	Group and Authority	
	2019	2018
	\$'000	\$'000
Balance at 1 April	132,706	145,716
Transfer to profit or loss (note 7)	( 13,010)	( 13,010)
Balance at 31 March	<u>119,696</u>	<u>132,706</u>

This represents amounts received from the Government of Jamaica to facilitate the purchase of air traffic control radars and related equipment, training of air traffic controllers and purchase of building. The grants will be written off by amounts expended on training and depreciation of the assets that were bought through the grants.



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20. DEFERRED TAXES:

Deferred taxes are calculated in full on temporary differences under the liability method using a principal tax rate of 25%.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities. The amounts determined after appropriate offsetting are as follows:

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Deferred tax liability	-	27,786	-	-

The movement in deferred tax is as follows:

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Balance at start of year	27,786	17,747	-	-
Charged/(credited) to profit or loss (note 10)	-	12,184	-	-
Written off to other operating income	(27,786)	(2,145)	-	-
	-	27,786	-	-

Deferred tax is due to the following temporary differences:

	2019	2018
	\$'000	\$'000
Accelerated capital allowance	-	39,881
Interest receivable	-	2,227
Accrued vacation leave	-	(7,384)
Unrealised foreign exchange losses	-	(1,243)
Employee benefits obligation profit or loss	-	(3,550)
Employee benefits obligation other comprehensive income	-	(2,145)
	-	27,786





JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

20. DEFERRED TAXES (CONT'D):

Deferred tax charged to profit or loss comprises the following temporary differences:

	2019 <u>\$'000</u>	2018 <u>\$'000</u>
Accelerated capital allowance	-	22,134
Interest receivable	-	2,228
Accrued vacation leave	-	( 7,385)
Unrealised foreign exchange losses	-	( 1,243)
Employee benefits obligation	<u>-</u>	<u>( 3,550)</u>
	<u>-</u>	<u>12,184</u>

Deferred tax charged to other comprehensive income comprises the following temporary differences:

	2019 <u>\$'000</u>	2018 <u>\$'000</u>
Employee benefits obligation	<u>-</u>	<u>( 2,145)</u>

21. POST EMPLOYMENT BENEFIT OBLIGATION:

The group operates a defined benefit pension plan that is open to all employees who have satisfied certain minimum service requirements. The plan is managed by Sagicor Group Jamaica Limited under a deposit administration fund contract and by the Trustees.

The plan is funded by employees' contribution of 5% with the option to contribute an additional 5% of pensionable salaries and the employer contributes the balance as is required to provide the retirement benefits.



JAMAICA CIVIL AVIATION AUTHORITY  
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31 MARCH 2019

21. POST EMPLOYMENT BENEFIT OBLIGATION (CONT'D):

(a) Liability recognised in the statement of financial position:

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Present value of funded obligation	(4,876,929)	(4,126,976)	(4,465,489)	(3,780,939)
Fair value of plan assets	<u>4,345,372</u>	<u>3,781,747</u>	<u>3,966,553</u>	<u>3,452,966</u>
Amount recognised in Statement of financial position	<u>( 531,557)</u>	<u>( 345,229)</u>	<u>( 498,936)</u>	<u>( 327,973)</u>

(b) Movement in the present value of funded obligations:

	Group		Authority	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Balance at beginning of year	(4,126,976)	(3,169,024)	(3,780,939)	(2,893,006)
Benefits paid	111,465	73,158	106,339	66,347
Interest cost	( 307,337)	( 299,312)	( 281,573)	( 273,274)
Current service costs	( 172,978)	( 156,679)	( 155,758)	( 142,122)
Members contributions	( 116,815)	( 123,904)	( 104,463)	( 114,625)
Annuities purchased during the year	( 52,105)	( 35,564)	( 52,105)	( 32,710)
Remeasurement loss	<u>( 212,183)</u>	<u>( 415,651)</u>	<u>( 196,990)</u>	<u>( 391,549)</u>
	<u>(4,876,929)</u>	<u>(4,126,976)</u>	<u>(4,465,489)</u>	<u>(3,780,939)</u>



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

21. POST EMPLOYMENT BENEFIT OBLIGATION (CONT'D):

(c) Movement in plan assets:

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Fair value of plan assets				
at beginning of the year	3,781,747	2,974,325	3,452,966	2,704,124
Members contributions	116,815	123,904	104,463	114,625
Employer contributions -				
Current year	156,446	171,610	141,865	160,314
Interest income on plan				
assets	291,508	294,535	266,046	268,094
Benefits paid	( 111,465)	( 73,158)	( 106,339)	( 66,347)
Annuities purchased				
during the year	52,105	35,564	52,105	32,710
Remeasurement gain	<u>58,216</u>	<u>254,967</u>	<u>55,447</u>	<u>239,446</u>
	<u>4,345,372</u>	<u>3,781,747</u>	<u>3,966,553</u>	<u>3,452,966</u>

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Plan assets consist				
of the following:				
Equities	1,404,546	1,012,622	1,286,052	927,716
Mortgage and real estate	910,000	936,236	833,228	857,735
Fixed income	536,779	409,140	491,496	374,836
Money market investments	97,261	118,380	89,056	108,454
Foreign currency investments	614,281	546,218	562,457	500,419
Global Markets Fund	233,204	220,846	213,530	202,329
Purchased annuities	365,997	306,823	328,578	269,788
Adjustment	( 39,483)	20,551	( 41,834)	18,446
CPI Indexed Fund	<u>222,787</u>	<u>210,931</u>	<u>203,990</u>	<u>193,243</u>
	<u>4,345,372</u>	<u>3,781,747</u>	<u>3,966,553</u>	<u>3,452,966</u>



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

21. POST EMPLOYMENT BENEFIT OBLIGATION (CONT'D):

(d) Movement in obligation recognised in the statement of financial position:

	<u>Group</u>		<u>Authority</u>	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Balance at beginning of the year	(345,229)	(194,699)	(327,973)	(188,882)
Employer contribution - current year	156,446	171,610	141,865	160,314
Net income/(expense) recognised in profit or loss and other comprehensive income	(342,774)	(322,140)	(312,828)	(299,405)
Balance at end of the year	<u>(531,557)</u>	<u>(345,229)</u>	<u>(498,936)</u>	<u>(327,973)</u>

(e) The amounts recognised in profit or loss:

	<u>Group</u>		<u>Authority</u>	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Current service cost	172,978	156,679	155,758	142,122
Interest cost	307,337	299,312	281,573	273,274
Interest income on plan assets	(291,508)	(294,535)	(266,046)	(268,094)
	<u>188,807</u>	<u>161,456</u>	<u>171,285</u>	<u>147,302</u>



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

21. POST EMPLOYMENT BENEFIT OBLIGATION (CONT'D):

(f) Amounts recognised in other comprehensive income:

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Remeasurement loss on obligation	372,760	1,486,119	347,383	1,386,769
Remeasurement gain on assets	(218,793)	( 471,940)	(205,840)	( 433,793)
Change in demographic assumptions	-	( 853,495)	-	( 800,873)
	<u>153,967</u>	<u>160,684</u>	<u>141,543</u>	<u>152,103</u>

(g) Net (income)/expense in profit or loss and other comprehensive income:

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
(Income)/expense recognised in statement of comprehensive income	32,361	( 10,154)	29,420	( 13,012)
Expense recognized in other comprehensive income	<u>153,967</u>	<u>160,684</u>	<u>141,543</u>	<u>152,103</u>
	<u>186,328</u>	<u>150,530</u>	<u>170,963</u>	<u>139,091</u>

(h) Actuarial assumptions:

	Group		Authority	
	2019	2018	2019	2018
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Discount rate	7%	7.5%	7.0%	7.5%
Future salary increases	6.5%	7.0%	6.5%	7.0%
Inflation	<u>3.0%</u>	<u>4.5%</u>	<u>3.0%</u>	<u>4.5%</u>





JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

21. POST EMPLOYMENT BENEFIT OBLIGATION (CONT'D):

(i) Sensitivity analysis:

	Group		Authority	
	Decreased by 1%	Increased by 1%	Decreased by 1%	Increased by 1%
Change in defined benefit obligation resulting from a 1% increase/(decrease) in the discount rate	<u>887,778</u>	<u>(685,371)</u>	<u>825,112</u>	<u>(636,192)</u>
Change in defined benefit obligation resulting from a 1% increase/(decrease) in salary	<u>(307,045)</u>	<u>324,749</u>	<u>(288,332)</u>	<u>303,752</u>

22. CAPITAL RESERVE:

This represents the excess of the value of asset over liabilities transferred from the Government, Civil Aviation Department, to the Authority.

23. REVALUATION RESERVE:

This represents surplus arising on the revaluation of certain properties of the Group and Authority (see note 16).

24. DISTRIBUTION TO GOVERNMENT OF JAMAICA:

The Government of Jamaica, under The Public Bodies Management and Accountability Act requires the Authority to contribute 5% -10% of its audited surplus for the year to the Consolidated Fund, plus a special distribution as the Financial Secretary may determine. During the year, the distributions were as follows:

	Group		Authority	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Normal distribution	-	16,545	-	-
Special distribution	<u>574,184</u>	<u>3,498,605</u>	<u>574,184</u>	<u>3,498,605</u>
	<u>574,184</u>	<u>3,515,150</u>	<u>574,184</u>	<u>3,498,605</u>



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

25. COMMITMENTS:

(a) Lease commitments

The Authority has lease commitments as follows:

- (i) To MJB Airport Limited for the lease of space occupied at Donald Sangster's International Airport for a rent of \$1.00 per annum.
- (ii) To the Authority of Jamaica for the lease of space occupied at Norman Manley International Airport for rent of \$1.00 per annum.

(b) Capital commitment

The Authority in its drive to modernize the air navigation services infrastructure has embarked on an equipment acquisition programme to upgrade the communication navigation surveillance system to include radars. At the reporting date, the Authority had commitment to acquire equipment amounting to J\$852,882,241. This also includes Air Traffic Management equipment and construction of a new building to house the Air Traffic Controllers and other members of the Air Navigation Services Division, and the replacement of high energy air condition system with inverter type air condition units at the head office.

26. CONTINGENCIES:

There are two claims which have been brought against the Authority in respect of damages for alleged breach of contract. The likely exposure is \$14,737,560 and US\$90,000 plus interest at the rate of 25% per annum from March 2005 plus interest on damages for loss of goodwill at such rate as the court deems just.

No provision has been made in the financial statements in relation to these claims.



JAMAICA CIVIL AVIATION AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

27. CHANGES IN ACCOUNTING POLICIES:

This note explains the impact of adoption of IFRS 9 Financial Instruments and IFRS 15 Revenue Recognition on the group's financial statements.

(a) Impact on financial statements

The group has adopted IFRS 9 and IFRS 15 for the financial year ended 31 March 2019 which resulted in a change in the group's accounting policies. As explained in note 3, IFRS 9 and IFRS 15 were generally adopted without restating comparative information. The reclassifications and adjustments arising from the new impairment rules are therefore not reflected in the statement of financial position at 31 March 2018, but are recognized in the opening statement of financial position on 1 April 2018.

(b) IFRS 9 'Financial Instruments'

IFRS 9 replaces the provisions of IAS 39 that relate to the recognition, classification and measurement of financial assets and financial liabilities, de-recognition of financial instruments and impairment of financial assets.

The adoption of IFRS 9, 'Financial Instruments', from 1 April 2018 resulted in changes in accounting policies and adjustments to the amounts recognized in the financial statements. The new accounting policies are set out in note 3 above. In accordance with transitional provisions in IFRS 9, comparative figures have not been restated.

Set out below is the reconciliation of the ending impairment allowances in accordance with IAS 39 to the opening credit losses determined in accordance with IFRS 9.

Group

	Allowance for Impairment under IAS 39 as at 31 March 2018 \$'000	Remeasurement \$'000	ECL under IFRS 9 as at 1 April 2018 \$'000
Receivables under IAS 39/ financial assets at amortised cost under IFRS 9	<u>248,397</u>	<u>193,867</u>	<u>442,264</u>



JAMAICA CIVIL AVIATION AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

27. CHANGES IN ACCOUNTING POLICIES (CONT'D):

(c) IFRS 9 'Financial Instruments' (cont'd)

Authority

	Allowance for Impairment under IAS 39 as at <u>31 March 2018</u> <u>\$'000</u>	<u>Remeasurement</u> <u>\$'000</u>	ECL under IFRS 9 as at <u>1 April 2018</u> <u>\$'000</u>
Receivables under IAS 39/ financial assets at amortised cost under IFRS 9	<u>186,756</u>	<u>184,785</u>	<u>371,541</u>

(d) Impairment of financial assets

Trade receivables

The group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

(e) IFRS 15

The adoption of IFRS 15 has not resulted in any impact on the group's financial statements.



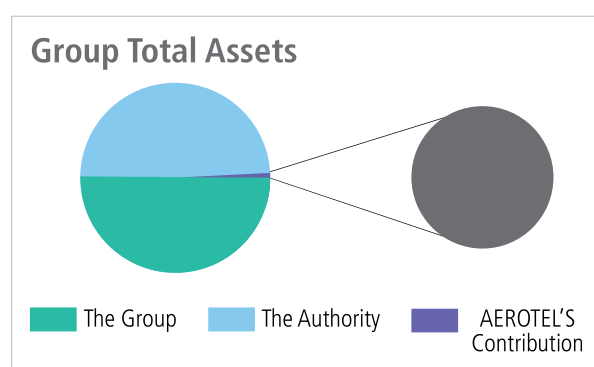
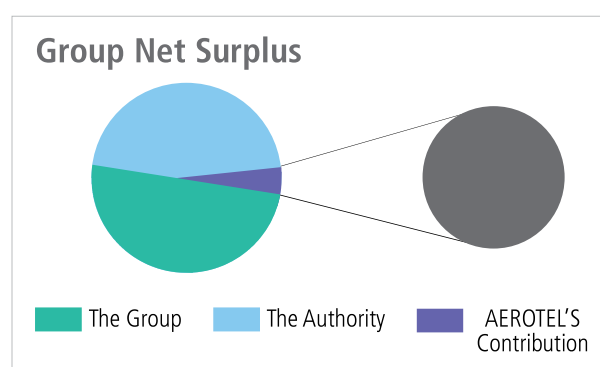
# Explanatory Notes to the Financial Statements

## Financial Review

The financial statements incorporate those of The Jamaica Civil Aviation Authority (The Authority) and its subsidiary, Aeronautical Telecommunications Limited (AEROTEL). The consolidated results indicate a net surplus of J\$994.36 million, of which AEROTEL reported a

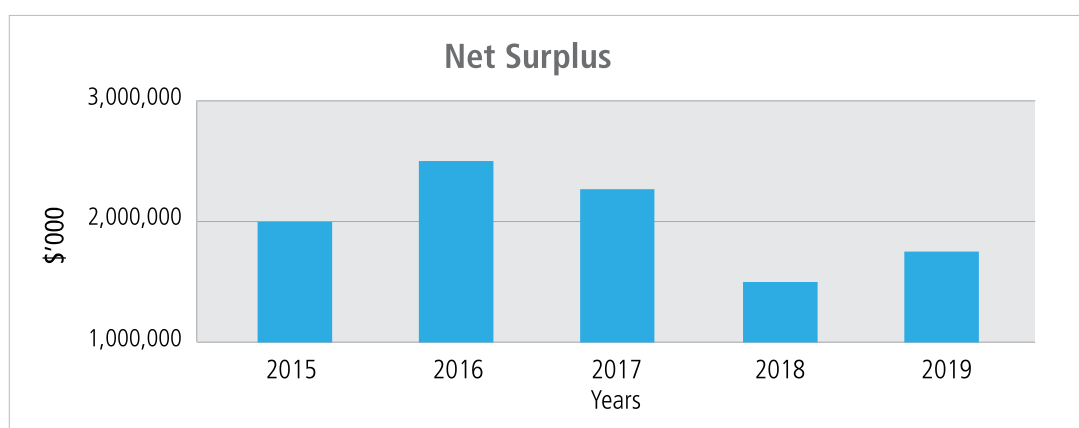
profit of J\$146 million. 2019's results compare favourably to the preceding year's surplus of J\$567.15 million.

The Group's total assets closed the year at J\$10.949 billion, down J\$149.03 million from 2018's out-turn of J\$11.098 billion.



The Authority's principal responsibilities are the provision of regulatory oversight and air navigation services on behalf of the Government of Jamaica. The principal activity of the subsidiary is the provision of telecommunications services on behalf of Jamaica Civil Aviation Authority, including ensuring that the equipment used and owned by the Authority in the provision of aeronautical services, operates effectively and in keeping with prescribed international standards.

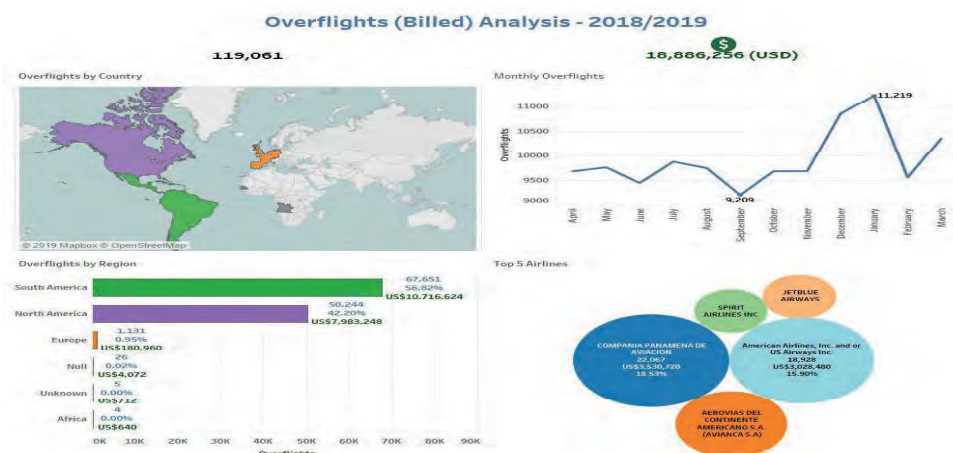
For the twelve months ended March 31, 2019, the Authority recorded a net surplus of J\$851.22 million as compared to J\$575.46 million for the previous financial year ended March 31, 2018. The J\$275.75 million (48%) increase in net surplus is attributable to a reduction in operating expenses by J\$34.91 million and an increase in net finance income of J\$103.10 million.





The Authority's two main sources of income (Air Navigation Fees and the Passenger Aviation Service Charge (PASC) ) totaling J\$5.41 billion were transferred to the Consolidated Fund and replaced by J\$4.21 billion received as subvention from the Government.

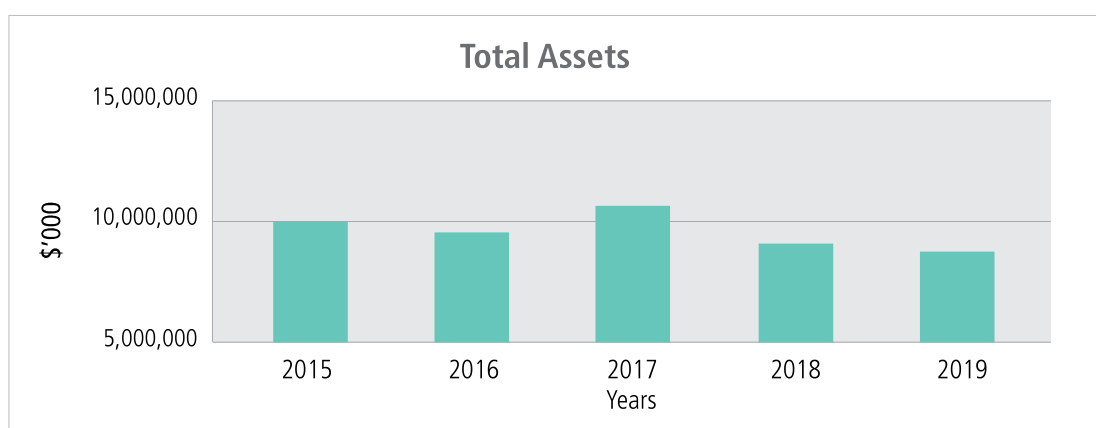
Air Navigation Fees grew by J\$315.68 million to J\$2.46 billion for year ended March 31, 2019. The 15% increase in income is attributable to increased activity from overflight movements within the Kingston Flight Information Region (FIR), derived from significant capital investments by the Authority, coupled with foreign exchange gains experienced during the period.



The Passenger Aviation Service Charge (PASC) is directly aligned to the number of passenger seats sold. Of the total seats sold, 85% were from North America, 11% from Europe and 4% from South America. At March 2019, total PASC revenue was recorded at \$2.94 billion, an increase of 9% or \$237.10 million over the \$2.71 billion recorded in 2018. The increase resulted from foreign exchange gains of 26% or J\$61.09 million, with the remaining 74% or J\$176.01 million arising from increased activity with passenger seats increasing to 6,247,421 from 5,857,202 over the previous year.

## Assets, Reserves and Liabilities

Total assets at year-end were J\$9.72 billion, a decrease of \$304.23 million or 3% when compared with the 2018 year-end balance of J\$10.02 billion. The marginal decrease relates to a decrease in cash equivalents held at year end. Total current assets decreased by 15% and include liquid assets of J\$3.59 billion this year, compared to J\$5.10 billion last year. Total non-current assets recorded a net increase of J\$442.21 million or 9%.



Current liabilities decreased by 25% and included accounts payables of J\$1.23 billion this year, compared to J\$1.64 billion last year. This included J\$352.25 million payable to the Government of Jamaica for uncollected Passenger Aviation Service Charge and Air Navigation Fees. Total non-current liabilities recorded a net increase of J\$157.95 million or 34%. The main contributor is an increase in employee benefit cost of J\$170.96 million or 52%, as a result of an increase in the company's pension, that contributed to a decline in the value of pension fund's assets.

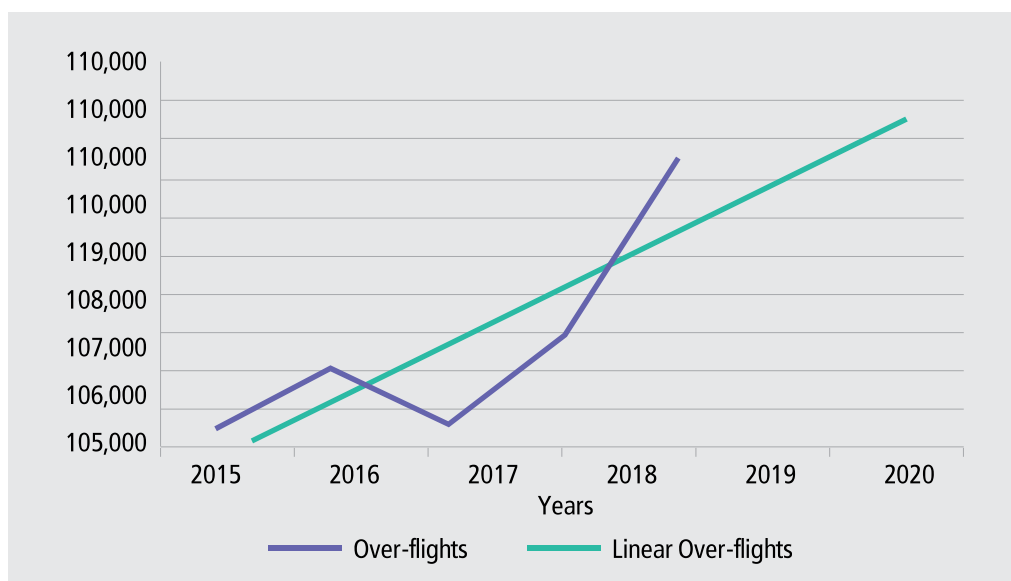
Overall, growth is positive and financial performance is good. Return on assets for the year is nine per cent (9%), (2018: 6%). Liquidity, as measured by the current ratio is 4 times current liabilities this year. (2018: 3 times).

All activities of the Authority for the year, both capital and recurrent, were financed from the Consolidated Fund.

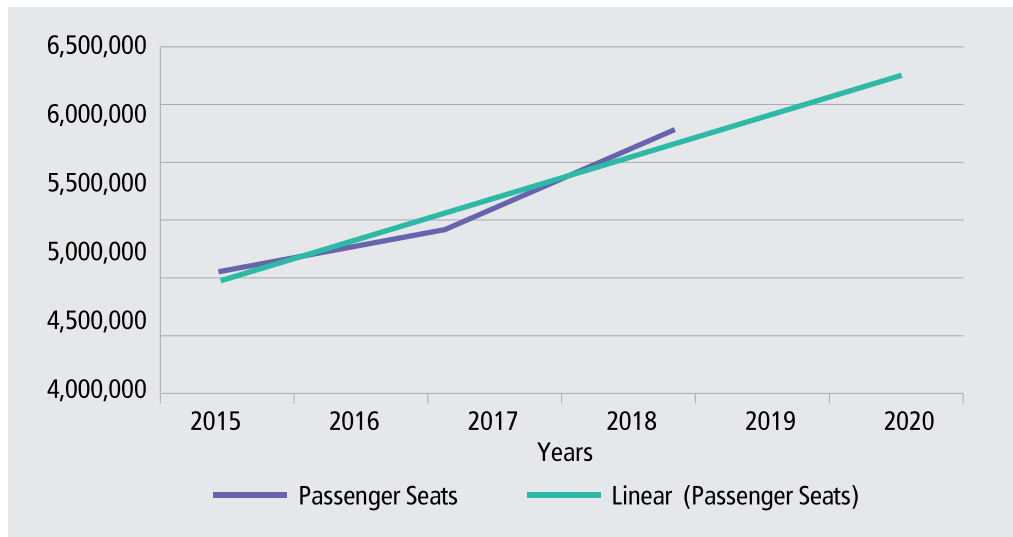
## Projected Growth in earnings

The prospects for increased earnings from both Air Navigation fees and Passenger Service Aviation Charge remain positive. The income realised from Air navigation fees is expected to grow in tandem with over-flight activities, from which Jamaica has experienced an average growth rate of approximately 3.02% over the last five years.

### Over-flights



## Passenger Seats



# Directors' Compensation

## For Year April 1, 2018 To March 31, 2019

Name and 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 (\$)
Mr. Phillip Henriques - Chairman	423,200.00	34,207.00			457,407.00
Mr. Robert Evans - Member	103,375.00	8,911.20			112,286.20
Mr. Deanroy Bernard - Member	41,800.00	6,720.00			48,520.00
Capt. Mr. Geoffrey Campbell - Member	278,400.00	59,355.60			337,755.60
Capt. Robert Chin - Member	335,700.00	27,999.20			363,699.20
Mr. Milton Daley - Member	430,600.00	88,405.60			519,005.60
Mr. Eric George HoSang - Member	436,700.00	31,331.60			468,031.60
Dr. Janine Dawkins - Member	303,900.00	13,160.00			317,060.00
Dr. Kavita Johnson - Member	232,000.00	28,230.60			260,230.60
Mr. Douglas Lindo - Member	358,500.00	36,829.50			395,329.50
Mr. Marc Ramsay - Member	324,000.00	28,664.20			352,664.20
Mrs. Susan Rosen - Member	307,700.00	25,349.60			333,049.60
Mrs. Amoy Bernard-Morrison - Member	111,600.00	17,434.00			129,034.00

### Notes

- Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be quantified and stated in the appropriate column above.



# Senior Executives' Compensation

For Year April 1, 2018 To March 31, 2019

Name and Position of Senior Executive	Year	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Mr. Nari Williams Singh – Director General	2018/2019	18,457,363		120,000	1,845,736	100,013		20,523,112
Mr. Rohan Campbell – Deputy Director General, Reg. Affairs	2018/2019	15,825,550		120,000	1,582,555	100,013		17,628,118
Mrs. Nichole Morgan – Deputy Director General, Corporate Services	2018/2019	16,153,091		120,000	1,615,309	100,013		17,988,413
Mr. Carl Gaynair – Deputy Director General, Air Navigation Services	2018/2019	15,297,596		120,000	1,529,760	922,038		17,869,394
Ms. Gillian Richards – Director, Research, Planning & Risk Assessment	2018/2019	8,370,953		1,542,864	837,095	799,381		11,550,294
Mr. Michael Hepburn – Director, Economic Regulation	2018/2019	8,941,742		1,542,864	894,174	219,450		11,598,230
Mr. Noel Ellis – Director, Flight Safety	2018/2019	13,028,121		1,542,864	1,302,812	549,708		16,423,505
Ms. Janet Henry – Director, Human Resource	2018/2019	8,798,504		1,542,864	879,850	100,013		11,321,231
Ms. Shian Edwards – Director, Finance	2018/2019	8,698,973		1,542,864	869,897	100,013		11,211,748
Mrs. Marva Gordon – General Counsel	2018/2019	9,515,126		1,542,864	951,513	1,674,827		13,684,330
Mr. Howard Greaves – Director, Air Traffic Management	2018/2019	12,530,615		1,542,864	1,253,062	2,588,369		17,914,910
Mr. Douglas Williamson – Chief Information Officer	2018/2019	8,320,755	4,161,128	4,161,128	1,542,864	377,372		14,402,118
Mr Donald Shaw – Director Safety & Compliance	2018/2019	11,497,834		1,299,764	1,149,783	462,157		14,409,538
Mr. Derrick Grant – Director, Engineering and Maintenance	2018/2019	12,953,354		1,668,140	1,295,335	3,109,825		19,026,656
Mr. Christopher Chambers – Director, Aeronautical Information Management	2018/2019	6,029,043		771,432	153,119	333,546		7,287,139
<b>Total</b>		<b>174,418,620</b>	<b>4,161,128</b>	<b>16,562,248</b>	<b>16,160,001</b>	<b>11,536,738</b>	<b>-</b>	<b>222,838,736</b>

1. Cash Allowances include motor vehicle upkeep and clothing for all, plus Operations Facility Premium paid to Deputy Director General Air Navigation Services and Director Air Traffic Management for maintaining valid Air Traffic Control rating.
2. The \$120,000 allocated to Director General Deputy Director General Regulatory Affairs and Deputy Director General Admin and Services represents value of assignment of motor vehicle with up to 50% private use based on Income Tax Act, 2nd Sch. Part 1, Appendix (Regulation 11)
3. Cash Allowance includes Corporate Secretaria Duties, Library and Robing Allowances for General Legal Counsel
4. Key Management Compensation: Salaries and short term benefits are subsets of the total salaries, wages and statutory contributions of \$1.9 billion outlined on page 130 of the Audited Financial Statements. Compensation for the Director, Safety & Compliance was erroneously omitted from the Key Management Compensation outlined on page 134 of the Audited Financial Statements. Notwithstanding, the compensation is included in the Authority's total staff emoluments outlined on page 130.





# Glossary of Acronyms

AD/ARO	AIS Aerodrome Reporting Office
ADAP	Aviation Data Analysis Panel
ADS-B	Automatic Dependent Surveillance Broadcast
AEROTEL	Aeronautical Telecommunications Ltd.
A-G	Air-to-Ground
AGA	Aerodromes & Ground Aid
AIDC	ATS Interfacility Data Communication Implementation
AIG	Aircraft Accident & Incident Investigation
AIM	Aeronautical Information Management
AIRPROX	Aircraft Proximity
AIS	Aeronautical Information Services
AIXM	Aeronautical Information Exchange Model
AMHS	Air Traffic Management Message Handling System
AMOs	Approved Maintenance Organisations
ANS	Air Navigation Services
ANSP	Air Navigation Services Provider
AOC	Air Operators Certificate
APV	Approach Procedures with Vertical Guidance
ASBU	Aviation System Block Upgrade
ATCs	Air Traffic Centres/ Air Traffic Controllers
ATFM	Air Traffic Flow Management
ATM	Air Traffic Management
ATOs	Approved Training Organisations
ATS	Air Traffic Services/ Air Traffic Systems
AVSEC	Aviation Security
AW	Air Worthiness
BASA	Bilateral Air Service Agreement
BITU	Bustamante Industrial Trade Union
Baro-Vnav	Barometric Vertical Navigation
CAATI	Civil Aviation Authority Training Institute
CAR/SAM	Caribbean & South American (region)



CASSOS	Caribbean Aviation Safety & Security Oversight System
CAP	Corrective Action Plan
CAR	Caribbean
CCIS	Corporate Communications & Information Services (Department)
CDO	Continuous Descent Operations
CNS	Communications, Navigation & Surveillance
COTS	Commercial-Off-The-Shelf
CPDLC	Controller Pilot Data Link Communication
CPL/LAM	Current Flight Plan/Logical Acknowledgement Message
DANS	Director, Air Navigation Services
DDGANS	Deputy Director General, Air Navigation Services
DNOTAM	Digital Notices to Airmen
EAIPs	Electronic Aeronautical Information Publications
EECP	Energy Efficiency Conservation Programme
FAA	Federal Aviation Authority
FAL	Facilitation
FAOC	Foreign Air Operator Certificate
FAT	Factory Acceptance Test
FDP	Flight Data Processor
FIR	Flight Information Region
FSD	Flight Safety Department
FSN	Flight Safety Notification
FY	Financial Year
GANP	Global Air Navigation Plan
GASP	Global Aviation Safety Plan
GDP	Gross Domestic Product
GOJ	Government Of Jamaica
HQ/NOT	AIS Headquarters NOTAM Office
HVAC	Heating Ventilation & Air Conditioning Unit
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
ICAO USAP-CMA	ICAO Universal Safety Audit Programme-Continuous Monitoring Approach
IFSET	ICAO Fuel Saving Estimating Tool
ILS	Instrument Landing System
IP	Internet Protocol

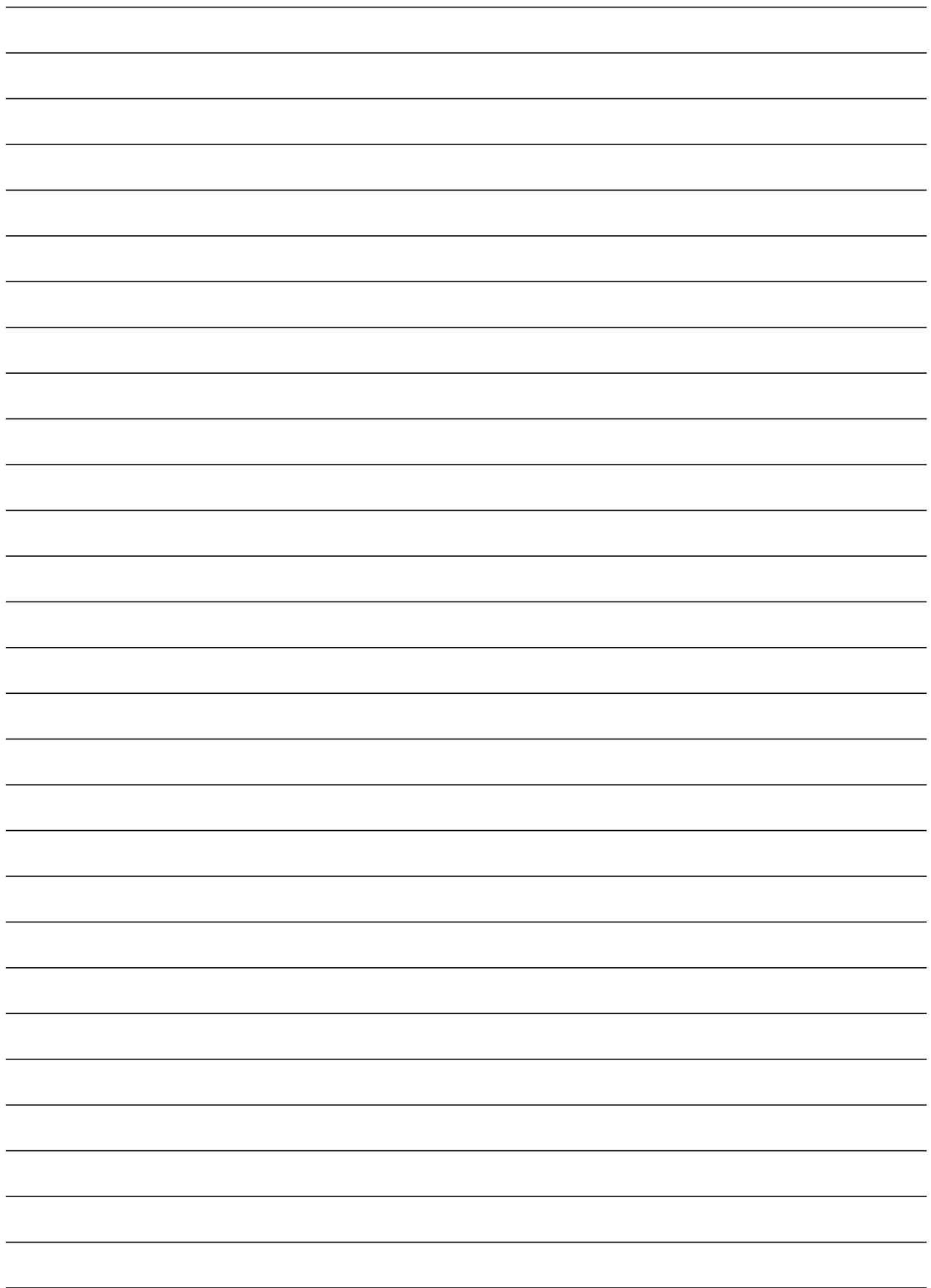


IR	Industrial Relations
IWAF	ICAO World Aviation Forum
JAIA	Jamaica Aviation Inspectors Association
JATCA	Jamaica Air Traffic Controllers Association
JCAA	Jamaica Civil Aviation Authority
JCAR	Jamaica Civil Aviation Regulations
KATCC	Kingston Air Traffic Control Centre
KFIR	Kingston Flight Information Region
KRA	Key Results Area
MAJ	Maritime Authority of Jamaica
NAM/CAR	North American/Caribbean
MANSA	Management Staff Association
MASA	Multinational Air Services Agreement
MIND	Management Institute for National Development
MOU	Memorandum Of Understanding
MRO	Mass Rescue Operation
NACC	North American, Central American & Caribbean Region
NMIA	Norman Manley International Airport
NOCC	Network Operations & Control Centre
NOTAM	Notice to Airmen
NTSB	National Transportation Safety Board (U.S.)
ODPEM	Office of Disaster Preparedness & Emergency Management
OEPD	Obstacle Evaluation & Procedure Development
OJT	On-The-Job-Training
OLF	Online Framework
OPS	Operations
PASC	Passenger Aviation Service Charge
PBMA	Public Bodies Management and Accountability Act
PBN	Performance Based Navigation
PEL	Personnel Equipment Licensing
PMS	Performance Management System
QAM	Quality Assurance Manual
QMS	Quality Management System
RNAV	Area Navigation Approaches
RPAS	Remotely Piloted Aircraft Systems
RSOO	Regional Safety Oversight Organisation



SARPs	Standards & Recommended Practices
SD	System Design
SDR	System Design Review
SIA	Sangster International Airport
SMS	Safety Management System
SNMP	Simple Network Management Protocol
SWIM	System Wide Information Management
TCB	Technical Cooperation Bureau
TDC	Training Developers Course
TIC	Training Instructors Course
TPLS	Training & Personnel Licensing Manual
UAS	Unmanned Aircraft Systems
UNFCCC	United Nations Framework Convention on Climate Change
USAP	Universal Safety Audit Programme
USM	Unit Specific Manual
USOAP	Universal Safety Oversight Audit Programme
VCCS	Voice Communication & Control System
VOIP	Voice Over Internet Protocol
VOR	Very High Frequency Omnidirectional Range
VSAT	Very Small Aperture Terminal











**Jamaica Civil Aviation Authority**

4 Winchester Road  
Kingston 10

Office: (876) 960-3948

Fax: (876) 920-0194

Website: [www.jcaa.gov.jm](http://www.jcaa.gov.jm)