



# ANNUAL REPORT 2021-2022

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) 2021-22 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 2021-22 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, 2022.

The Report also contains financial information and statements for the 2021–2022 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 2021-22 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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# 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

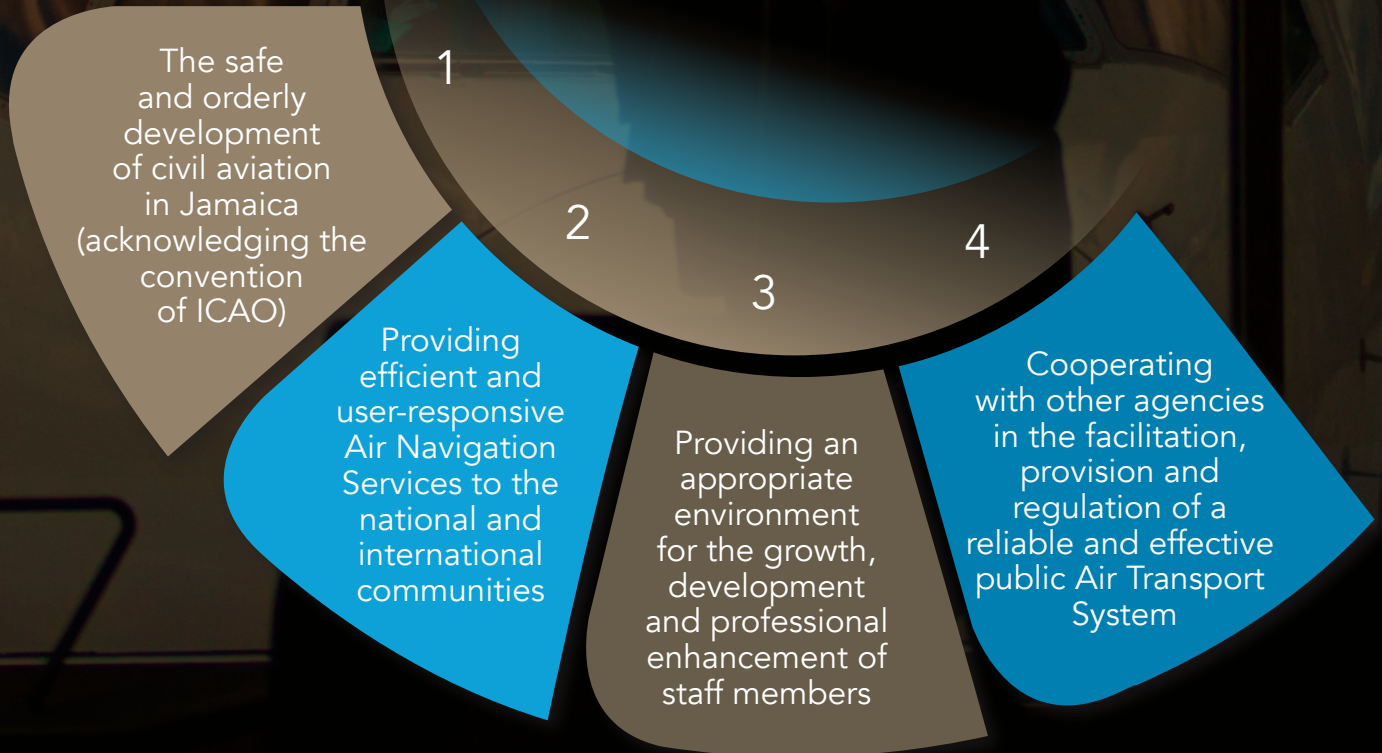
To ensure that the public is provided with a safe, reliable, efficient and user-friendly Air Transport System, being cognizant of the standards and recommended practices developed by the International Civil Aviation Organization (ICAO).



# 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:





# Corporate Data

## Registered Office

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

## Board of Directors

Mr. Lloyd Pommells, OD, JP  
Major Dudley Beek (Ret'd.)  
Ms. Tanya T. Bedward, JP  
Ms. Allison Cole Philbert  
Dr. Kavita Johnson  
Captain Edward Miller  
Mr. Mark Knight  
DCP Richard Stewart  
Ms. Joniann Mittoo  
Ms. Georgia Hamilton  
Mr. Damion Young  
Mr. Nari Williams-Singh, JP

- Chairman
- Deputy Chairman
- Member
- Member
- Member
- Member
- Member
- Member
- Member
- Member
- Member
- Director General,  
Ex Officio Member

## Auditors

KPMG  
The Victoria Mutual Building  
6 Duke Street  
Kingston  
Tel: (876) 922-6640  
Fax: (876) 922-7198

## Bankers

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

## Leadership Team

Mr. Nari Williams-Singh, JP  
Mrs. Nichole Morgan

Mr. Rohan Campbell

Mr. Howard Greaves

- Director General
- Deputy Director General,  
Corporate Services
- Deputy Director General,  
Regulatory Affairs
- Deputy Director General,  
Air Navigation Services

# Guiding Principles

We will achieve our mission by:

pledging to lead and manage, using best industrial practices

operating in a framework that fosters transparency, accountability and inclusiveness.

working cooperatively to achieve the JCAA's objectives, while respecting the views of each other

striving to exceed the expectations of our clients and customers at all times

aiming for excellence in the services we deliver, and in our daily performance

promoting and supporting adherence to applicable environmental standards at all times

carrying out the mandate of the JCAA with honesty, openness, impartiality and reliability





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

## JAMAICA CIVIL AVIATION AUTHORITY

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

July 31, 2022

The Hon. Audley Shaw, CD, 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, 2021 to March 31, 2022.

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 team members, I wish to thank you for your support of the JCAA's mandate and operations during the period under review. This support continues to be crucial, as the JCAA undertakes efforts to support Jamaica's development goals, by ensuring the safe and orderly development of our nation's aviation industry.

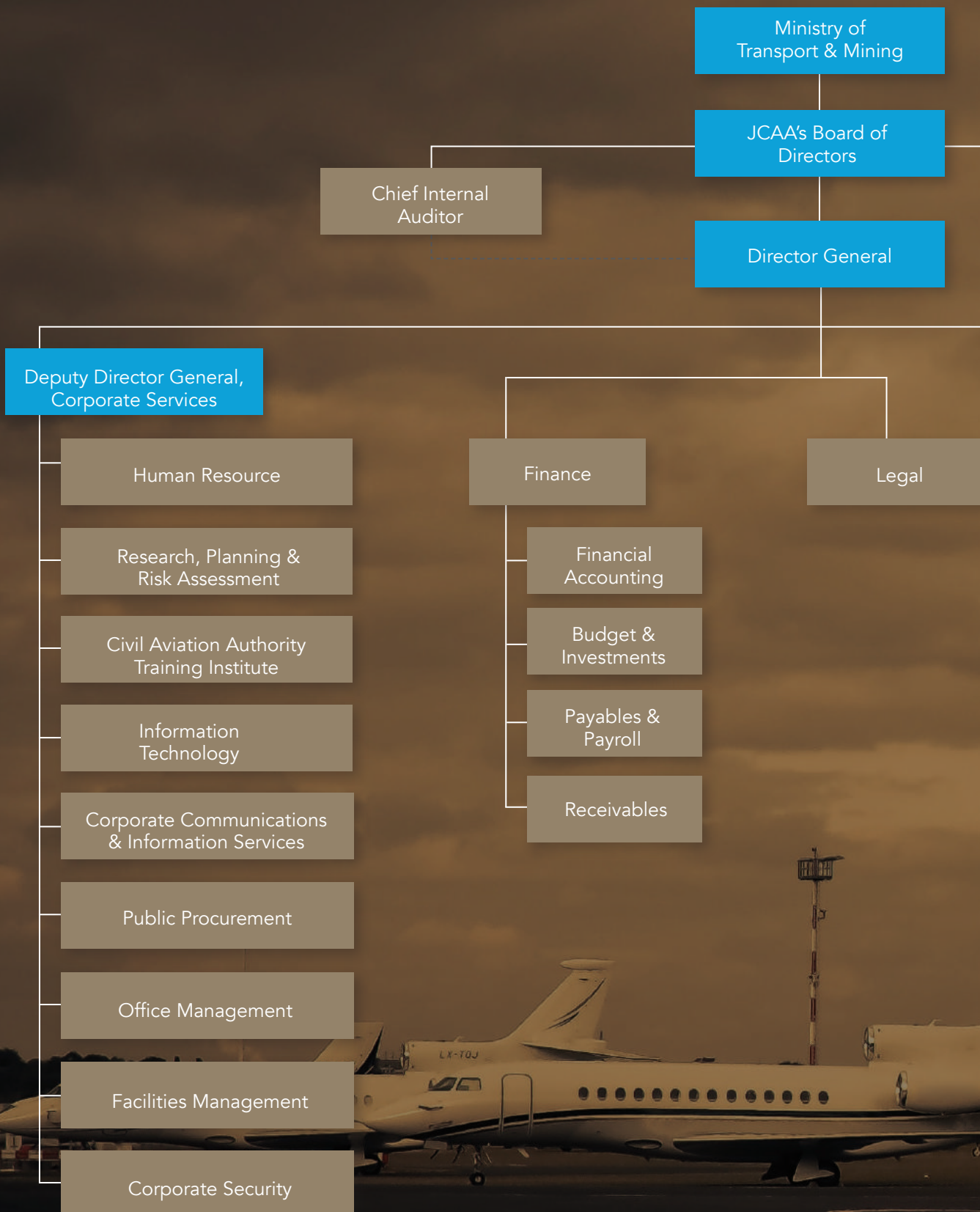
Sincerely

**JAMAICA CIVIL AVIATION AUTHORITY**

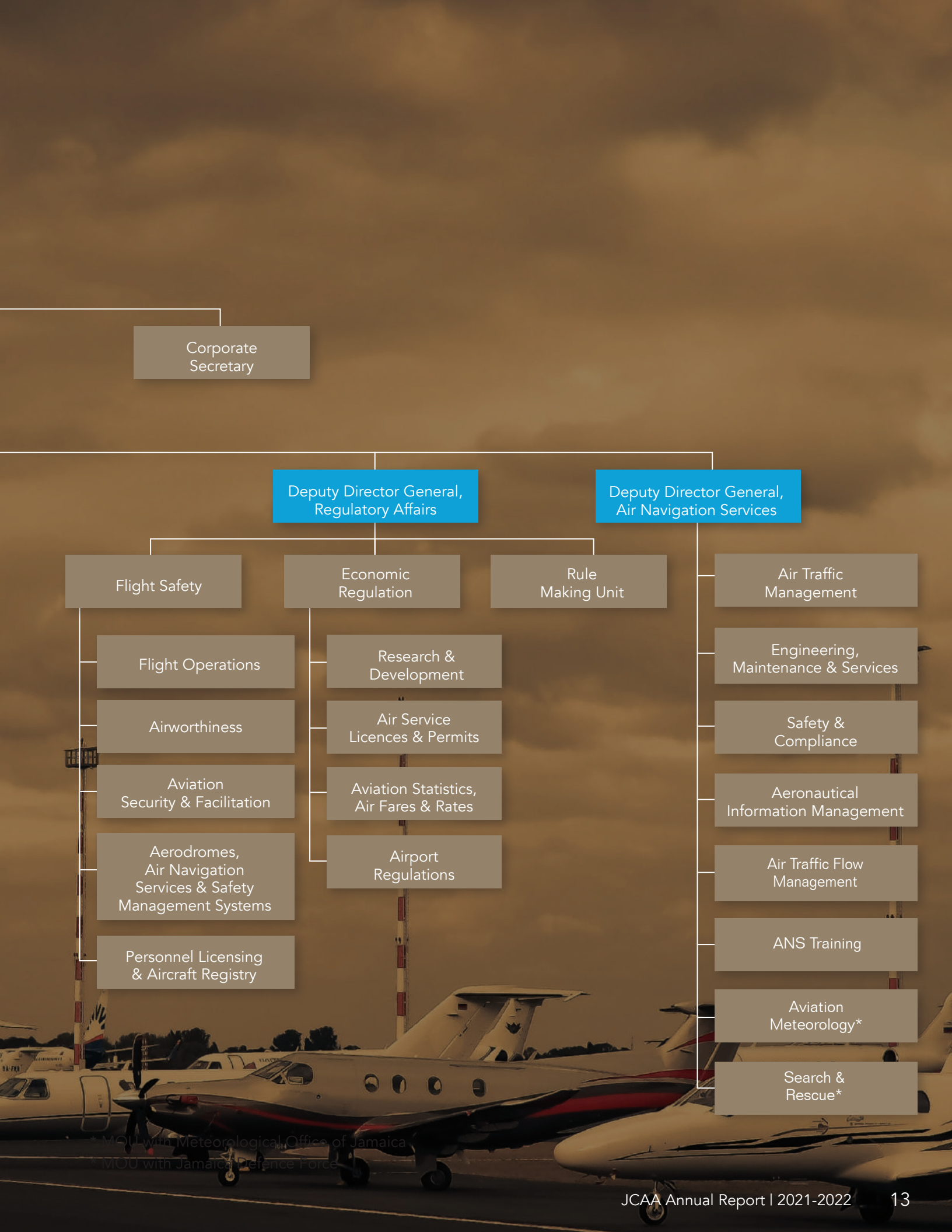
A handwritten signature in black ink, appearing to read "Lloyd Pommells", with a stylized flourish at the end.

Lloyd Pommells, OD, JP  
**CHAIRMAN**

# Organisational Chart







Corporate Secretary

Deputy Director General,  
Regulatory Affairs

Deputy Director General,  
Air Navigation Services

Flight Safety

Flight Operations

Airworthiness

Aviation  
Security & Facilitation

Aerodromes,  
Air Navigation  
Services & Safety  
Management Systems

Personnel Licensing  
& Aircraft Registry

Economic  
Regulation

Research &  
Development

Air Service  
Licences & Permits

Aviation Statistics,  
Air Fares & Rates

Airport  
Regulations

Rule  
Making Unit

Air Traffic  
Management

Engineering,  
Maintenance & Services

Safety &  
Compliance

Aeronautical  
Information Management

Air Traffic Flow  
Management

ANS Training

Aviation  
Meteorology\*

Search &  
Rescue\*

\* MOU with Meteorological Office of Jamaica

\* MOU with Jamaica Defence Force



Foreword by The Hon. Audley Shaw, CD, MP.  
**Minister of Transport & Mining**



**Resilience and Growth,  
Amidst a Challenging  
Environment**

Since the onset of the COVID-19 Pandemic, there has been considerable variability in the global recovery experience, and it appears that our world and nation are finally gaining traction in efforts to mitigate the most catastrophic impacts leveled by the virus, since the global outbreak in 2020. After acute disruption of the social, technological and economic edifices that have defined modern life, there is growing

recovery in many regions, including North America, Latin America and the Caribbean. Concomitantly, the aviation sector is regaining strength and recording increasing air traffic volumes across many regions, despite periods of instability. Indeed, while the experience of the industry is one of vulnerability to shocks, it is also a unique and explosive capacitor of stabilization and regrowth. The industry continues to play a critical role in pandemic containment efforts through emergency humanitarian initiatives and vaccine distribution efforts, while stimulating recovery and growth, as an enabler and multiplier of economic activity.

Commercial success remains a critical factor that ensures the sustainability of the global aviation sector. However, the industry, supported by governments and the societies we serve, has always maintained a wider focus on its enduring value as a safe, high-



speed, innovative and essential facilitator of progress. Throughout the pandemic, the industry continues to play an essential role in reconnecting and returning societies everywhere to semblances of normalcy, while providing the 'lift' required to surmount a variety of human challenges.



### **Aviation Remains a Key Enabler of Our Long-Term Development Interests**

Through the formulation of propitious government and aviation policies, as well as the integration of the air transport sector's strategic plans into the country's development plans, Jamaica has embraced a long-term focus on aviation sustainability, repositioning and growth. This approach has been championed by the Government of Jamaica, as we support international development efforts and the resourceful charting of pathways to exploiting opportunities, while playing a pivotal role in resolving each contemporary challenge our nation and, indeed, the world faces.

With our focus riveted on sustainability, Jamaica continues to support the indisputable proposition that robust economies require strong and robust air transport industries for survival. Jamaica's air transport industry, therefore, remains positioned for sustainability, with the common understanding that we must secure our long term economic wellbeing by securing the interests of the industry and its stakeholders. While we build resilience to sporadic, endemic, public health and other threats, aviation is a business of relationships, which encompass support and assistance for a variety of sectors and interests, including tourism, trade, international connectivity and a variety of high-tech and high-value industries.



### **Jamaica's Aviation Vision is Long-term and Future Focussed**

As an aviation industry player, Jamaica is not a passive survivor of difficult challenges. Our vision is forever upwards and skywards, as we plan ahead to support and attain a strong recovery and future exponential growth. The Jamaica Civil Aviation Authority's (JCAA) and industry's operational plans are, therefore, focused on enhancing our technologies, facilities and services, while continuously improving and planning for the future. Recovery, though different projections abound, is certain, with predominant expectations for a full return to pre-pandemic levels of travel and trajectories in 2024. This upturn is expected to be followed by industry growth at a projected rate of 2-3% per annum.



### **The Transformation Imperative**

The national and global aviation industries are positioned at a juncture, where they can and must accelerate the transition from survival mode, to rebuilding and ensuring lasting transformations of the industry, through various programmes. As the pandemic has taught us, resilience and agility require technological advances and adaptations, and increasing levels of cooperation and efficiency to achieve objectives in an environment that is rapidly evolving. The stakes are high, and the goals lofty, but achievable. As a primary objective, the JCAA and other industry players must accelerate and deploy efforts to reorganise the airspace, to safely and efficiently maximise capacity and throughput.

Additionally, while the industry's carbon footprint is small, with an estimated

contribution of 2.5% to global carbon emissions, the industry is growing and must responsibly manage its great visibility and a commanding presence. The local and global sectors will, therefore, be hard pressed to maintain the carbon-reduction successes demonstrated in the low traffic period, while acting on commitments to decrease greenhouse gas emissions, to meet the industry's goal of net-zero carbon emissions by 2050.



### **Ongoing Air Navigation Services Modernisation**

Through the JCAA's ongoing programmes, such as the Controller Pilot Data Link Communications (CPDLC), the upgraded Aeronautical Information Management system, and the ongoing implementation of Air Traffic Services Inter-facility Data Communication (AIDC), Jamaica is supporting the acceleration of strategies that will enable a transition towards what has been termed "a total performance management system". In this operating paradigm – with oversight from the regulator, airspace users and other stakeholders will be empowered to undertake coordinated, safer, more choreographed, collaborative and optimized use of the airspace, in line with their strategic operational and business objectives. This is requiring a rapid migration to new technologies, systems and processes, as well as the continuous upskilling of manpower resources to ensure the required proficiencies.



### **A Defining Moment Heralding Phenomenal Potential**

As the industry forges ahead in efforts to build back stronger, it is, indeed, positioned at a defining moment, where it must transform to ensure sustainability, meet future market demands and explore arising opportunities.

Continued automation is, perhaps, the most pressing requirement transcending all areas of the air transport environment. As the JCAA and its counterparts accelerate automation priorities, the trend towards smarter systems that employ digital technologies and related efficiencies, will be invasive. Indeed, automation trends implemented by the JCAA have included an extensive customer service enhancement, with the introduction of a convenient, new, full-service e-pay platform, over the year. This trajectory is expected to be accelerated across the industry with smarter airports that employ more automated, check-in processes and digital interfaces, while transitioning to automated security clearances and paperless boarding. Going forward, Jamaica is positioning to employ more advanced technologies, including artificial intelligence platforms that further improve the resilience, efficiency, performance and services of the industry.



### Living the Safety Promise

The JCAA places a premium on the safety priority and a compendium of security measures, which safeguard the interests of all industry stakeholders. Change management methodologies are employed to ensure that new technologies and processes uncompromisingly enhance industry safety and efficiency. With safety as the predominant focus, I applaud the efforts of the JCAA's management and team members, who, as agents of governmental regulation, have ensured compliance with the rules and regulations of the industry by all stakeholders. They have undertaken these measures with great professionalism and dedication, while adapting risk-based and flexible approaches. The results, indeed, show that the JCAA has performed creditably, over the year, to ensure industry-wide safety and security, and that airports, aerodromes, flight services, air operators, navigational structures, meteorological services and air navigations services, all perform in accordance with established standards. Through a slew of ongoing and revamped initiatives, the JCAA has continued to successfully monitor flight activities, as it undertook the necessary surveillance, audited operations, proactively analysed data, and managed identified risks to ensure a safe, efficient and reliable air transport service.



### A Safe, Promising and Modern Future

The JCAA and the Government remain committed to industry transformation, growth and protecting the well-being of the travelling public and industry workers. We will continue to ensure the highest levels of safety, in accordance with the International Civil Aviation Organization's (ICAO's) Standards and Recommended Practices, while collaborating with our regional and international partners to attain the benefits of harmonized and globally interoperable systems.

The focus of the local aviation sector will remain on our value to the industry and wider society, as we improve service excellence to all stakeholders and customers. We will accelerate long-term modernisation and safety-enhancing trends that benefit and ensure the sustainability of the industry. This approach will remain critical, as we ensure the industry's promise as a safe, agile and responsive enabler that powers economies and societal progress through sustainable, green and future-focussed strategies.





# Chairman's Statement & Board Report on Corporate Governance

Mr. Lloyd Pommells, OD, JP,  
Board Chairman



## **Commendable Resolve and Resilience: Industry braces and pivots to successfully restore 'lift', amidst Protracted Turbulence**

The two-year period, which began with the onset of the COVID-19 pandemic in March 2020, has been the most challenging epoch that the local and global aviation industries have ever witnessed. Despite a variety of catastrophic impacts, it was also a period that demonstrated the remarkable resilience, agility and valour of the local and global air transport industries. These trademark qualities have continued to allow the industry to pivot, cruise when unable to climb, and continuously position

and restructure itself to 'build back stronger.' By the end of the 2021-22 reporting period, the COVID-19 pandemic was considered to have entered the endemic stages in many locations across the world. However, the recovery journey remained steep, as the industry and world strategically seek to claw back gains lost after massive hemorrhaging, in terms of economic growth, life and quality of life losses.

The quantum of the losses remains staggering, but also suggests a potential inflection or turning point. At the International Air Transport Association's (IATA's) 2021 Annual General Meeting, the predominant trade association for the world's airlines announced its outlook, which showed improved results for the airline industry's financial performance, amid the continuing COVID-19 crisis. Based on current industry performance, wider trends and conditions, IATA projected a reduction of net airline industry losses to \$11.6 billion by the end of 2022. This follows \$51.8 billion in losses in 2021 and estimated net losses of \$137.7 billion for 2020. While the losses are reducing, accumulated losses over the 2020-2022 period are expected to reach \$201 billion.





### **Protracted but Resilient Recovery**

In line with the industry's current trajectories and performance, there is widespread optimism that the worst of the crisis is behind us. However, the scale of the devastation continues to require the most strategic management and oversight, as well as partnerships, coordination and prudent actions, at the national, global and industry levels. These remain imperative, if we are to reestablish global connectivity, grow and thrive in an industry prone to seismic vulnerabilities and long-term structural shifts.

Given the above, the JCAA continues to be focussed on strategic, future-oriented and stabilising measures, such as increasing digitization and automation, enhancing our operational efficiencies through our people, technologies and processes, and adopting an agile, resilient, and effective operating model.

Through fiscal prudence, strong governance and the pursuit of new revenue possibilities, the JCAA is positioning to adapt to fluctuating fortunes and demands. The entity continues to prepare itself to capitalize on any structural or other shifts and opportunities, as we facilitate the maintenance of the tremendous benefits that accrue to our nation and stakeholders from restored and growing international air connectivity.

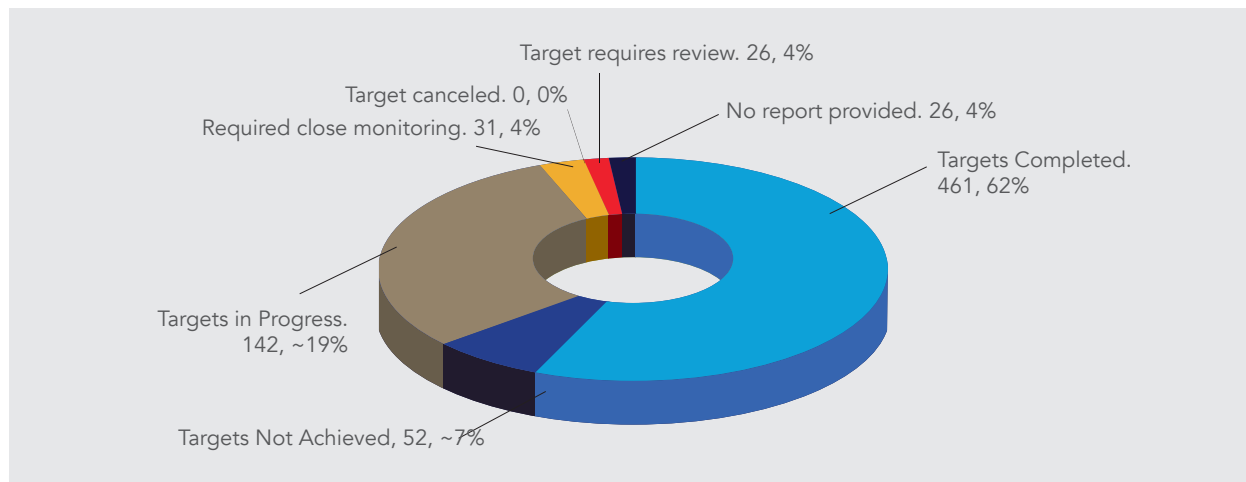


### **Beacons Of Hope And Progress**

Over the 2021-22 financial year, passenger, aircraft and cargo traffic, though not fully recovered, reached their highest numbers since the onset of the pandemic, two years ago. It remained clear that aviation continued to be valued as a vital social and economic engine, buoyed by the unwaning human appetite for air travel and its economic, social, life-sustaining and life-enhancing benefits.

Despite the continued unpredictable and volatile nature of the aviation sector, the JCAA remained focussed on several strategies. Firstly, in line with its historical practices, the JCAA continued to enhance cooperation with key stakeholders. We are partnering with our region to implement innovations and technological advancements through a set of Aviation System Block Upgrades, as outlined under the Global Air Navigation Plan. Though delayed by the impact of the pandemic, the JCAA has advanced certain agreed priorities relating to Performance Based Navigation, Aeronautical Information Management, the implementation of globally interoperable systems and data, and optimising airspace capacity and flexibility to create safer, greener, more agile and more efficient flight paths. The JCAA also expedited a variety of other digital transformation strategies, as it sought to prioritise and enhance service to the aviation community.

## Organisational PERFORMANCE 2021-2022 Financial Year



While the JCAA's organisational performance continued to be impacted by the pandemic, over the 2021-2022 financial year, the Authority successfully partnered with and supported industry stakeholders to achieve our fundamental safety objective of zero accidents, while increasing efficiencies, automation and productivity in several key areas. Over the period, the Authority tracked and reported on a total of 738 targets. These supported the achievement of the Authority's strategic goals related to Safety and Security; Capacity Building, Operational Efficiency and Innovation; the Growth and Development of our Air Transport industry; Governance and Industry Engagement; and ensuring a Sustainable Aviation Future through Environmental Protection.

While continuous improvement opportunities remain, the Authority performed commendably by achieving 461 or 62% of targets, in accordance with the parameters of the established operational plan. This outcome was an improvement on last year's

performance, where 57% of targets were achieved. A further total of 142 or 19% of the monitored targets were being implemented, and were in various stages of progress at the end of the financial year.

The implementation of 31 activities or 4% of the monitored targets were deemed to require close monitoring, to ensure and support their achievement. Additionally, 4% or 26 targets were assessed as requiring review, while no report was available for another 26 or 4% of the targets monitored. No target was cancelled within the 2021-22 financial year.

### Key Performance Indicators (KPIs) for the 2021-22 Financial Year

The Key Performance Indicators (KPIs) outlined below summarise the JCAA's performance against a number of key indicators and objectives, which were established for the reporting period.



## Strategic Goal No. 1

**SAFETY AND SECURITY:** To enhance safety and security in civil aviation

### KPI 1: # of runway incursions per year

Focus Area: Target Level of Safety

Status: Achieved

JCAA met target of not more than three (3) runway incursions, or Air Proximity incidents in Approach or Area Control, over the reporting period

Key Performance Indicator		Target	Achievement
1	Target Level of Safety (Aerodrome Control)  KPI: # of runway incursions per year	Not more than three (3) runway incursions per year	One (1) runway incursion (Aerodrome)
2	Target Level of Safety (Approach Control)  KPI: # of AIRPROX incidents per year	Not more than three (3) AIRPROX incidents per year	One (1) AIRPROX incident (Approach)
3	Target Level of Safety (Area Control)  KPI: # of AIRPROX incidents per year	Not more than three (3) AIRPROX incidents per year	One (1) AIRPROX incident (Area)

### KPI 2: % service availability maintained for our Communications, Navigation and Surveillance (CNS) systems

Focus Area: CNS systems availability

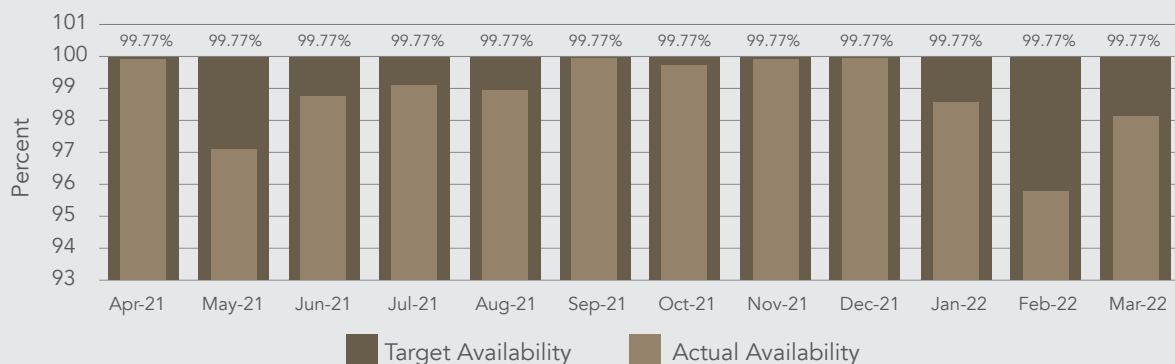
Target: To maintain 99.97% service availability

Status: Not Achieved

99.03% service availability maintained

#### Service Availability - Communications, Navigation & Surveillance Infrastructure & Systems (Percentage availability Trend Analysis Against Target)

April 2021 through March 2022



### KPI 3: % of safety and security oversight inspections conducted in accordance with Flight Safety Surveillance Plan

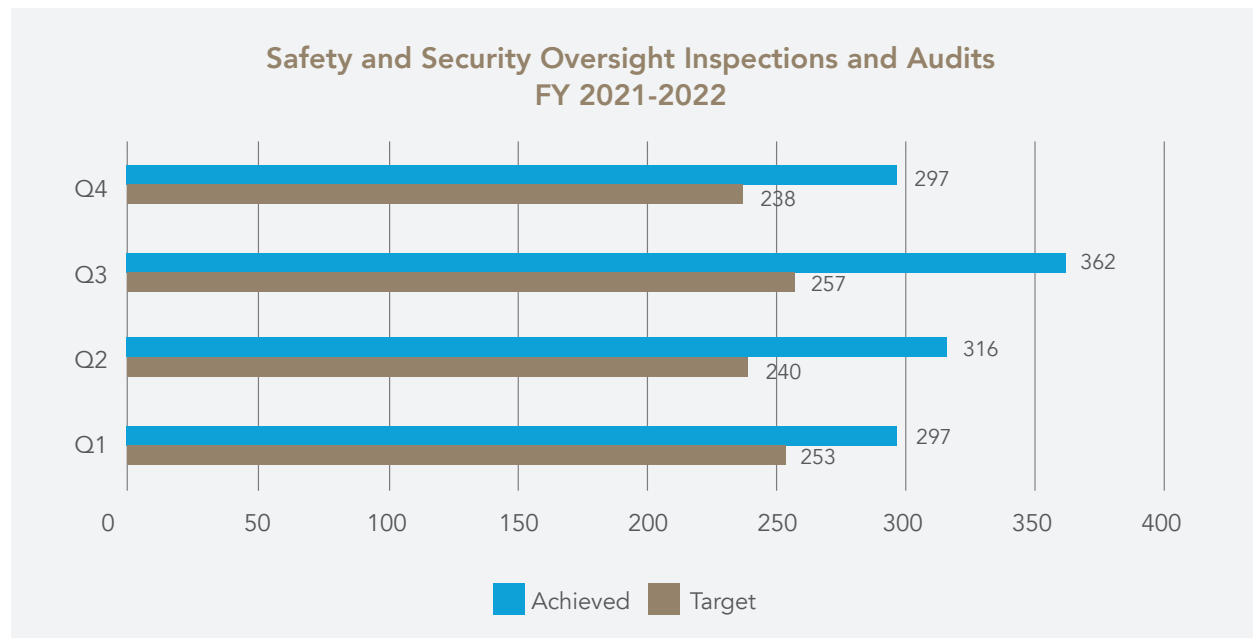
Focus Area: Safety and Security Oversight Surveillance

Target: 100% of safety and security oversight inspections conducted in accordance with Flight Safety Surveillance Plan

Status: Achieved

1,271 inspections and audits completed

Achievement is 29% above target for conducting 988 inspections and audits.



## Strategic Goal No. 2

**OPERATIONAL EFFICIENCY, CAPACITY BUILDING AND INNOVATION:** To increase the operational efficiency of the JCAA by continuously strengthening skills, resources, and processes

### KPI 4: % of applications for operations over 30 days processed within eight (8) weeks

Focus Area: Efficiency of Permitting and Licensing Application process

Target: 95% of applications for operations over 30 days processed within eight (8) weeks

Status: Achieved

98%, i.e., 42 of 43, applications for operations over 30 days processed within eight (8) weeks

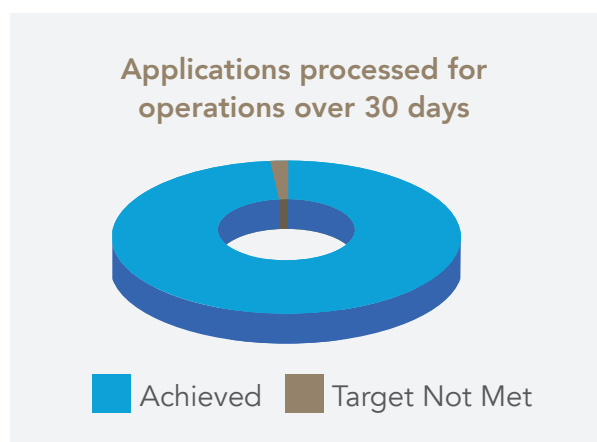
### KPI 5: % of applications for operations under 30 days processed within seven (7) days

Focus Area: Efficiency of Permitting and Licensing Application process

Target: 98% of applications for operations under 30 days processed within seven (7) days

Status: Achieved

100% (635 of 635) of applications for operations under 30 days processed within seven (7) days



### 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

#### **KPI 6: % of expenditure exceeding approved Budget**

Focus Area: Adherence to approved budget  
 Target: 0% of expenditure exceeds approved budget  
 Status: Achieved  
 100% of expenditures made within approved budget

#### **KPI 7: # of days for settlement of bills**

Focus Area: Bills settled  
 Target: Bills settled within 15-30 days  
 Status: Achieved  
 Bills settled within 15-30 days

#### **KPI 8: % collection of PASC invoices**

Focus Area: Collection of Passenger Aviation Service Charge (PASC) Invoices  
 Target: 100% collection on PASC invoices  
 Status: Not Achieved  
 92% collection on PASC invoices

#### **KPI 9: % collection of Air Navigation Fees invoices**

Focus Area: Collection of Air Navigation Fees  
 Target: 95% collection on Air Navigation fees invoices  
 Status: Not Achieved  
 94.9% collection on Air Navigation fees invoices

### 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

#### **KPI 10: % of financial reports issued on time**

Focus Area: Financial Reporting  
 Target: 100% of financial reports submitted on time  
 Status: Achieved  
 100% of financial reports submitted on time

#### **KPI 11: % of separators per annum**

Focus Area: Turnover Rate  
 Target: Not more than 5% of employees separated per annum  
 Status: Achieved  
 4.7% Turnover Rate



### **KPI 12: Average # of technical support tickets closed per day**

Focus Area: IT Help Desk Tickets Resolution

Target: Five (5) technical support tickets closed per day

Status: Achieved

5.8 tickets resolved per day. A total of 1,468 tickets resolved, over the reporting period.

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

### **KPI 13: # of PBN routes implemented and published**

Focus Area: Performance-Based Navigation

Target: Four (4) PBN routes implemented and published

Status: Not Achieved

Two (2) conventional routes were converted to RNAV 5 routes & became effective on May 20, 2021

The above KPI report shows that the JCAA was able to meet and exceed critical safety targets, in the areas of surveillance activities and the containment of incidents and accidents. In the case of the latter, the JCAA continued to pursue measures, including operational reviews and coaching, where necessary, to mitigate all identified risks, underscore best practices and exploit learning opportunities.

Revenue collection was, no doubt, impacted by the challenging economic environment. However, targets to facilitate the growth, expansion and development of Jamaica's civil aviation industry were successfully executed, particularly in relation to the efficiency of the JCAA's Permitting and Licensing Application processes for air service licences and permits. This achievement was enhanced by the roll out of a full-service, electronic platform that prioritised customer service efficiency and satisfaction.

The JCAA was also able to retain key technical expertise and achieved a satisfactory turnover rate of 4.7% for the 2021-22 financial year. The Authority was also enabled to strengthen its corporate governance structure, with 100% of financial reports submitted within the required timelines. IT support also remained robust, with the resolution of tickets meeting the required performance parameters.

However, opportunities for improvement continued to exist in relation to the service availability trend for the JCAA's Communications, Navigation and Surveillance systems, which achieved 99.03% availability – a performance that was below the targeted 99.97% service availability. This performance gap was impacted by pandemic-induced supply chain disruptions, production backlogs and logistical delays, in relation to parts sent for repairs.

Additionally, though important advancements were made under the Performance Based Navigation project, the JCAA fell short of the target of implementing and publishing 4 new Area Navigation (RNAV) routes, largely as a result of impacts from the ongoing pandemic.

## Outlook for the next year

The Authority continues to modernise its communications, navigation, and surveillance systems, with budgeted outlay of J\$281.03 million for the next financial year, as safety and security remain the Authority's key priorities.

For the coming fiscal year, a total revenue of J\$6.58 billion is anticipated. When compared to income for the current year, this constitutes a 40% growth. The GOJ Subvention accounts for approximately J\$6.51 billion, or 99% of the overall income forecast. Operating costs are forecast to reach \$6.51 billion, resulting in an operating surplus of J\$65.24 million. For the next fiscal year, net finance income of J\$111.96 million is predicted, resulting in a net surplus of J\$177.20 million. This is a decrease of J\$21.70 million, or 11% over current results.

As the world progressively recovers from the impact of the COVID-19 pandemic, there has been a gradual resurgence in air traffic movements and passenger movements. Air Navigation Fees and PASC, the Authority's two principal sources of revenue, continue to rise in correlation with global air traffic growth and passenger mobility. The Authority predicts that this growth will continue in the medium to long term, as countries reopen their borders, vaccination rates increase worldwide, and pent-up demand is met, amid consumer confidence increases. In the upcoming financial year, air navigation fees are expected to increase by 10 percent and Passenger Aviation Service Charge income, by 31 percent.

## Our Indefatigable Ability To Rise Above The Odds

The recovery and, ultimately, growth of the local and global aviation industries will continue to be buttressed by the sectors' incredible resilience and resourcefulness. With the continued support of favourable government and global policies, Jamaica has joined the States which have safely reopened and are repositioning to manage the adversities head-on. The prevailing focus will remain on restoring the enormous social and economic benefits that accrue and expand from revitalised and enhanced international connectivity.

The aviation industry will remain an indispensable enabler and springboard of national and international progress. As a key component of our rebound strategy, Jamaica will continue to bolster and refine our contingency plans on a regular basis. With all hands on deck, we will also optimise the deployment of our resources, strengthen cooperation and partnerships with key stakeholders and enhance our technological and human proficiencies to ensure a safe, sustainable and resilient sector.

With the continued support of all stakeholders, including JCAA team members, executive management support, the JCAA's Board of Directors, and all industry players, the aviation sector will remain a highway for growth, while giving lifeblood support to dependent industries and populations.

# Corporate Governance Board Report

## for the 2021-2022 Financial Year

### FOREWORD

The Jamaica Civil Aviation Authority's Board of Directors is pleased to submit the Board Report for the 2021-2022 financial year, which ended March 31, 2022. In keeping with the Corporate Governance Framework, the Board of Directors skillfully executed its duties and responsibilities, amidst the appointment of a new Honourable Minister of Transport and Mining and the imminent naming of a new Board. Given the continued presence of the COVID-19 pandemic, all meetings were convened virtually. The year ended with a complement of eleven (11) Appointed Members, pursuant to the Civil Aviation (Amendment) Act, 2015, in addition to the Director General, an Ex-Officio Member.

The Board of Directors for the period under review is as follows:

Mr. Lloyd Pommells, OD, JP	Chairman
Major Dudley Beek (Ret'd)	Deputy Chairman
Mrs. Allison Cole Philbert	Member
Dr. Kavita Johnson	Member
Ms. Tanya Bedward, JP	Member (MTM Representative)
Ms. Joniann Mittoo	Member
DCP Richard Stewart	Member
Ms. Georgia Hamilton	Member
Mr. Mark Knight	Member
Capt. Edward Miller	Member
Mr. Damion Young	Member
Mr. Nari Williams-Singh, JP	Director General, Ex-Officio Member



Mr. Leroy Lindsay, Senior Aviation Specialist, continued as a resource person in the capacity of Board Invitee, and Ms. Karen Baghaloo, served as Chairman of the Audit and Risk Management Committee and Board Invitee. Ms. Nardia P. Andrews, Attorney-at-Law and the Authority's General Counsel, continued to provide duties as Corporate Secretary.

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 law, as well as 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.

## Exercising diligence & commitment to ensure the fulfilment of the JCAA's mandate

Over the year, the Board of Directors employed their diverse professional expertise to successfully meet the obligations placed on them under Section 6 of the Public Bodies Management & Accountability Act (PBMA).

This included:

<b>ensuring the efficient and effective management of the JCAA, as a public body</b>
<b>ensuring the accountability of all persons who manage the JCAA's resources</b>
<b>developing adequate information, control, evaluation and reporting systems within the JCAA</b>
<b>developing specific and measurable objectives and performance targets for the JCAA</b>
<b>advising the Minister on matters of general policy relating to the management of the JCAA.</b>

The Board also conducted its oversight activities to accord with the directives of the Ministry of Transport and Mining, the Ministry of Finance & the Public Service and the wider Government of Jamaica (GOJ), as it sought to maintain the integrity, accountability, and effectiveness of the JCAA.

The Chairman and Directors of the JCAA also strengthened their corporate governance capacity through continued engagement and focus on this area at all virtually convened Board meetings, as they ensured principled and sound decision-making for the betterment of the JCAA.

## 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:

the health, safety and welfare of team members and stakeholders, in the context of the ongoing pandemic

efficient and effective management and performance of the JCAA, through the adoption of a safety-prioritised, flexible, remote, and digitised work environment, amidst 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 ("KFIR") (i.e. Jamaica's airspace)

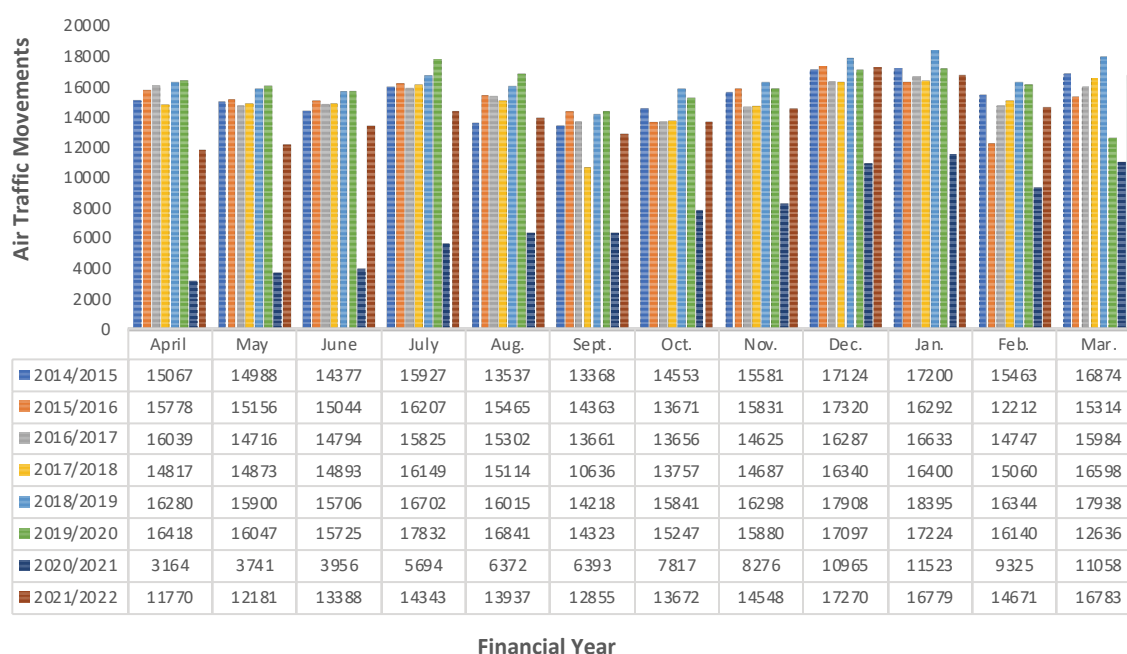
Human Resource digitalisation to strengthen the management of the JCAA's processes

legislative strengthening for the JCAA, through ongoing processes for holistically amending the Civil Aviation Act

continued implementation and enhancement of the JCAA's Business Continuity Plans and Processes.

## The Authority's Air Traffic Movements for the 2021-2022 Financial Year

Air Traffic Movements Comparison by Financial Year (FY 2014/15) to Fourth Quarter FY 2021/2022



When the full year was analyzed, the total number of air traffic movements managed in the FY 2021/2022 was 172,197; an increase of 95% above those managed in FY 2020/2021. 191,410 movements had been reported for FY 2019/2020.

The recovery is ongoing, and a return to pre-COVID movement levels is aligned with the recovery in air travel being experienced across the globe. Additional details on air traffic movements managed in the KFIR are provided in the chart above.

## Supporting Our National Community Through Corporate Social Responsibility

Over the period, the Board also exercised oversight with respect to the JCAA's corporate social responsibility programme, as it supported the tenets of corporate social responsibility within the context of a public organisation. With the continued presence of the Covid-19 pandemic, and the Government of Jamaica directives in terms of fiscal restraint and restrictions to essential spending only, the JCAA sought to support Jamaica's development efforts, in a reduced manner during the period. Nonetheless, the JCAA made donations to entities, including charitable and educational institutions, to aid, inter alia, with efforts to manage Covid-19 challenges.

## Member Attendance at Board Meetings

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

### Board Members' Attendance: April 2021 - March 2022

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Mr. Lloyd Pommells (Chairman)	12	12	-
Major Dudley Beek (Ret'd.)	12	12	-
Mr. Damion Young	12	11	1
Ms. Joniann Mittoo	12	12	-
Ms. Georgia Hamilton	12	5	7
DCP Richard Stewart	12	9	3
Mr. Mark Knight	12	8	4
Capt. Edward Miller	12	12	-
Ms. Tanya Bedward	12	10	2
Dr. Kavita Johnson	12	9	3
Mrs. Allison Cole Philbert	12	10	2
Mr. Leroy Lindsay	12	7	5
Ms. Karen Baghaloo	12	8	4 (Assumed Duties May 2021)

## 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 administered through electronic means to obtain approvals for matters, where little or no rigorous debate was required. Matters for which this approach was utilised primarily related to the approval of air transport licences and permits. A simple majority served to approve these decisions, and all Round Robin approvals were ratified at the ensuing Board meeting.

## Efficiency at all levels

There was robust use of the existing features of the Diligent software, and this meant greater efficiencies for the Board, as well as enhanced environmental protection from a largely paperless preparation and review process by Members. This was complemented by the use of the Microsoft Teams application, which was extensively utilised throughout the period. With continued COVID-19 measures in force, all Board Meetings and Committee Meetings were conducted virtually, with electronic, real-time recordings enabling the timely documentation of Minutes.

## 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 Corporate Governance guidelines.

## Committees

The following outlines the Board Committees, their composition and major activities. Each Committee was supported by Executive and Management staff, as required.

### Finance Committee

The Finance Committee comprised DCP Richard Stewart (Chairman), Mr. Mark Knight, Ms. Georgina Hamilton, Ms. Joniann Mittoo, and Mr. Damion Young.

This committee oversaw the work of the external Auditors, KPMG, 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, the regularization of land ownership to secure boundaries and the JCAA's rights and interests in its properties, the payment of taxes and resolving breaches, where applicable.

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

<b>Mr. Nari Williams-Singh – Director General</b>
<b>Mrs. Nichole Morgan – Deputy Director General, Corporate Services</b>
<b>Ms. Gillian Richards – Director, Research, Planning and Risk Assessment</b>
<b>Ms. Shian Edwards – Director, Finance</b>
<b>Mrs. Michelle Henry – Senior Financial Accountant</b>

## Finance Committee Members' Attendance: April 2021- March 2022

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS PRESENT	MEETINGS EXCUSED
Mr. Richard Stewart (Chairman)	10	9	1
Mr. Mark Knight	10	9	1
Mr. Damion Young	10	5	5
Ms. Georgia Hamilton	1	1	Reassigned effective May 2021
Ms. Joniann Mittoo	9	8	1 Assigned effective May 2021

## Audit & Risk Management Committee

The Audit & Risk Management Committee comprised Ms. Joniann Mittoo (Chairman until April 2021), Ms. Karen Baghaloo (Chairman effective May 2021), Mrs. Allison Cole Philbert, Ms. Tanya Bedward (assigned effective May 2021), and Capt. Edward Miller.

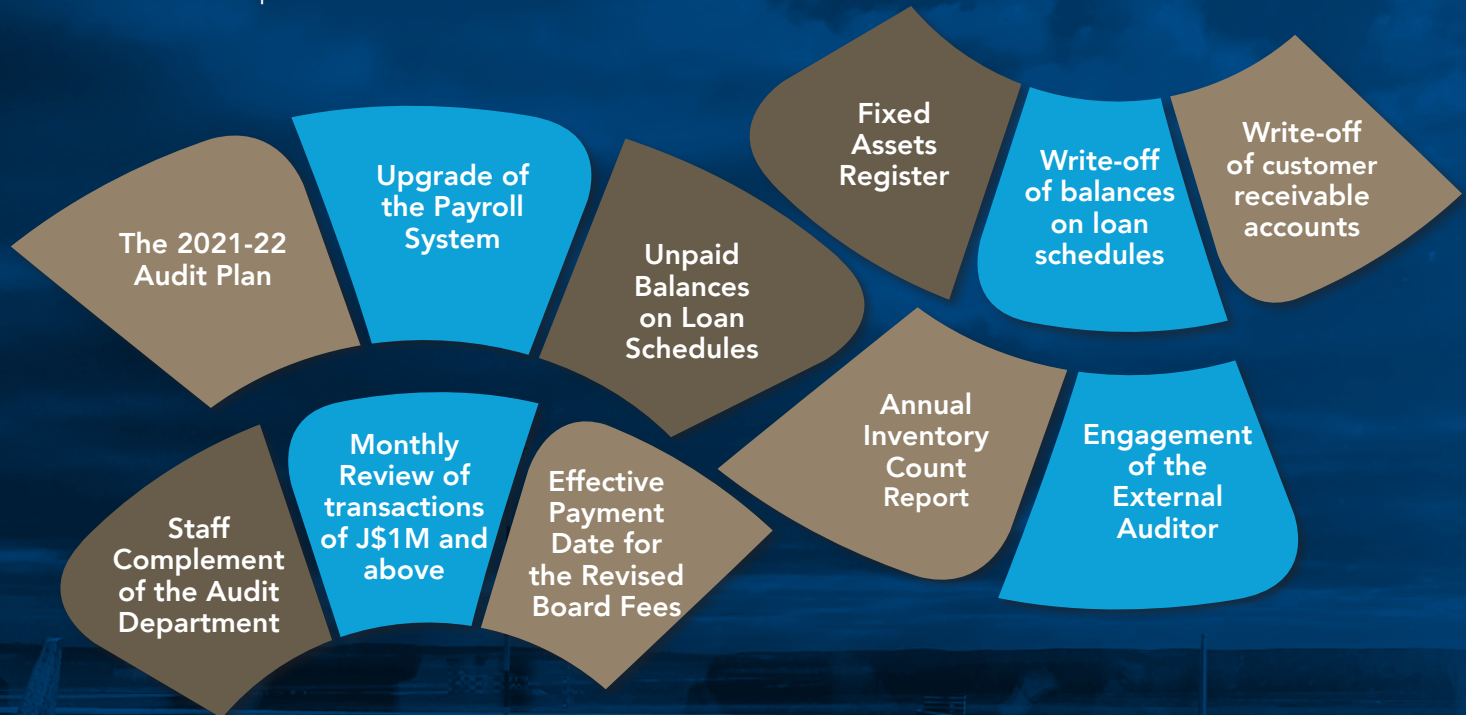
The JCAA's Management staff representatives on the Committee comprised:

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

Over the 2021-22 period, the Committee addressed and exercised oversight in relation to a list of important items, including the following:

<b>Review of the Draft Audited Financials</b>
<b>JCAA's Pension Scheme</b>
<b>JCAA's Finance Policy and Procedures Manual</b>
<b>JCAA's Fixed Assets and Inventory</b>

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



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





AUDIT & RISK MANAGEMENT COMMITTEE MEMBERS' ATTENDANCE:  
APRIL 2021- MARCH 2022

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS PRESENT	MEETINGS EXCUSED
Ms. Joniann Mittoo (Chairman)	1	1	Reassigned effective May 2021
Ms. Karen Baghaloo (Chairman)	11	11	Assigned effective May 2021
Ms. Tanya Bedward	11	9	2 Assigned effective May 2021
Capt. Edward Miller	12	12	-
Mrs. Allison Cole Philbert	12	8	4

### Human Resource Committee

The Human Resource Committee comprised Dr. Kavita Johnson (Chairman effective May 2021), Mr. Richard Stewart (Chairman until April 2021), Ms. Joni-Ann Mittoo (assigned until April 2021), and Mr. Mark Knight.

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

<b>Mr. Nari Williams-Singh – Director General</b>
<b>Mrs. Nichole Morgan – Deputy Director General, Corporate Services</b>
<b>Dr. Carvell McLeary – Director, Human Resource</b>
<b>Mrs. Antoinette Rockhead-Reid – Human Resource Manager</b>

Over the year, the Committee addressed and oversaw the following matters:

<b>development and implementation of a Flexible Work Arrangement Policy, which is an extension of the JCAA's previous Flexi-Time Policy</b>
<b>development and implementation of an Occupational Safety and Health Policy</b>
<b>revision of the JCAA's Conditions of Service Manual</b>
<b>Compliance Policy for Issuance and Renewal of Air Traffic Control Licences, Permits and Class 3 Aviation Medicals</b>
<b>implementation of a rental allowance in lieu of the provision and maintenance of cottages for Air Traffic Controllers and Air Traffic Control Trainees stationed at the Sangster International Airport (SIA)</b>
<b>Transition and Development Plan for the Civil Aviation Authority Training Institute (CAATI)</b>
<b>approval of the extension of the JCAA's Health Insurance Policy with Sagicor Life Jamaica Limited</b>

The above and other activities involved the identification of the required staff levels, obtaining the requisite GOJ approvals, recruitment, and ensuring the 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

Wage and Fringe Benefits Claims for the 2021 – 2023 Contract Period were received from all four (4) Bargaining Units, namely, the Jamaica Air Traffic Controllers Association (JATCA), the Jamaica Aviation Inspectors Association (JAIA), the Management Staff Association (MANSA), and the Bustamante Industrial Trade Union (BITU). Negotiations were held with JATCA, JAIA and MANSA, but none had accepted the offers at the end of the reporting period.

### Training of personnel

The training and development of JCAA staff continued for the period under review. Local courses were delivered virtually or online and some international courses were delivered via similar modality. Overseas travel was effected, only for critical international courses that could not be conducted virtually.

On-the-job training of Flight Data Processors transitioning to Aerodrome Controllers commenced June 2021, while classroom training for a second cohort of this category of staff continued. Training of Radar Controllers to Air Traffic Control Supervisors was ongoing since June 2021 to fill staff shortage in this category.

#### HUMAN RESOURCE COMMITTEE MEMBERS' ATTENDANCE: APRIL 2021- MARCH 2022

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Dr. Kavita Johnson (Chairman effective May 2021)	10	10	-
Mr. Richard Stewart (Chairman until April 2021)	11	7	4
Mr. Mark Knight	11	10	1
Ms. Joni-Ann Mittoo	1	1	Reassigned effective May 2021

## Technical Committee

The Technical Committee comprised Mrs. Allison Cole Philbert (Chairman), Major Dudley Beek (Ret'd.), Mr. Damion Young, and Invitee, Mr. Leroy Lindsay.

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

<b>Mr. Nari Williams-Singh – Director General</b>
<b>Mr. Howard Greaves – Deputy Director General, Air Navigation Services</b>
<b>Mr. Howard Armstrong – Managing Director, AEROTEL</b>
<b>Mr. Derrick Grant – Director, Communications, Navigation and Surveillance (CNS)</b>
<b>Mr. Fabian Taylor – Chief CNS Engineer</b>
<b>Mr. Deano Ledford – Director, Air Traffic Management (ATM)</b>
<b>Mr. Christopher Chambers – Director, Aeronautical Information Management (AIM)</b>
<b>Mr. Donald Shaw – Director, Safety and Compliance</b>
<b>Mr. Orville Shaw – Special Projects Officer, ANS Division (until retirement)</b>

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

The Technical Committee also guided the Authority's general management, maintenance and replacement of equipment at the KATCC, NMIA and SIA, radar and other air navigation site locations. 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 upgrades of the Thales TopSky Air Traffic Management (ATM) System, among other facilities and systems.

Other critical accomplishments of the Technical Committee, during the period, included:

<b>oversight of the policy development processes for a Just Culture and the JCAA's Safety &amp; Quality Management Systems</b>
<b>oversight to support the completion of phase one of the implementation of a Safety &amp; Quality Management System in Air Navigation Services</b>
<b>guidance for the ongoing development of all manuals and documents critical for the certification of the Air Navigation Services Division.</b>

Another key accomplishment for the Technical Committee, over the period, was the completion of the review of service disruption events e.g., the lightning strike of September 2017 to determine the resilience of our air navigation services to similar events.



### Technical Committee Members' Attendance: April 2021- March 2022

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Mrs. Allison Cole Philbert (Chairman)	12	12	-
Major Dudley Beek (Ret'd.)	12	12	"
Mr. Damion Young	12	10	2
Mr. Leroy Lindsay	12	12	-

### Procurement Committee

The Procurement Committee comprised Major Dudley Beek (Ret'd.) (Chairman) and Ms. Georgia Hamilton. Over the year, the committee ensured an effective procurement process with regard to acquisitions and the deployment of necessary resources within its portfolio. It also ensured full compliance with the strictures of the GOJ's legislative and policy requirements.

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.

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

<b>Mrs. Jacene Richards Harris – Director, Public Procurement</b>
<b>Ms. Shian Edwards – Director, Finance</b>
<b>Mr. Noel Ellis – Director, Flight Safety</b>
<b>Mr. Michael Hepburn – Director, Economic Regulation</b>
<b>Mrs. Antoinette Rockhead-Reid – Human Resource Manager</b>

### Procurement Committee Members' Attendance: April 2021- March 2022

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Major Dudley Beek (Ret'd.), (Chairman)	11	11	-
Ms. Georgia Hamilton	11	6	5

## Regulatory Committee

The Regulatory Committee provided oversight for the management of the Authority's regulatory duties and functions. The Committee comprised Dr. Kavita Johnson (Chairman), Capt. Edward Miller, Ms. Joniann Mittoo and Ms. Georgia Hamilton.

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

<b>Mr. Nari Williams-Singh – Director General</b>
<b>Mr. Rohan Campbell – Deputy Director General, Regulatory Affairs</b>
<b>Mr. Michael Hepburn – Director, Economic Regulation</b>
<b>Mr. Noel Ellis – Director, Flight Safety</b>

The Committee provided strategic advice and direction to management by continuing to support processes related to the Bill to amend the Civil Aviation Act. It also provided support for processes to develop Unmanned Aircraft Vehicle Regulations, as well as other Regulations. The Committee also monitored the process regarding the acquisition of a Civil Aviation Regulatory Oversight Software Platform for the Flight Safety Department, as well as the development of a new air transportation service product, in the form of Public Charters, for the GOJ's consideration.

The Regulatory Committee was also active in monitoring the process for the implementation of a State Safety Programme, as per ICAO Standards, in addition to providing oversight for the implementation of multiple programmes to aid in the development of the General Aviation.

The Committee was also responsible for the monthly review of all applications for air service licences and permits, which were submitted to the Authority.

### Regulatory Committee Members' Attendance April 2021- March 2022

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Dr. Kavita Johnson (Chair)	11	10	1
Ms. Joniann Mittoo	10	9	1 Assigned effective May 2021
Ms. Georgia Hamilton	10	2	8 Assigned effective May 2021
Capt. Edward Miller	11	11	-

## CONCLUSION

The governance framework employed by the JCAA's Board of Directors, over the 2021-22 year, continues to provide 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.

Despite the challenging realities and stipulations, which continued to exist as a result of the Covid-19 pandemic, the JCAA has sought to remain enabled and empowered to support the earliest industry and economic recoveries. Through an overarching focus on safety, maintaining agility, effectively managing risks and revenues and providing exceptional service, the JCAA will seek to achieve its mandate and play its part in advancing the welfare of our stakeholders, our nation and its partners.







# Board of Directors



**Mr. Lloyd Pommells, OD, JP**  
Board Chairman



**Major Dudley Beek (Ret'd.)**  
Deputy Chairman



**Ms. Tanya T. Bedward, JP**  
Board Member



**Captain Edward Miller**  
Board Member



**Mr. Mark Knight**  
Board Member



**DCP Richard Stewart**  
Board Member



**Ms. Allison Cole Philbert**  
Board Member



**Dr. Kavita Johnson**  
Board Member



**Ms. Joniann Mittoo**  
Board Member



**Ms. Georgia Hamilton**  
Board Member



**Mr. Damion Young**  
Board Member

# Profile of the JCAA's Directors



**Mr. Lloyd Pommells, OD, JP**  
Board Chairman

Mr. Lloyd 'Bunny' Pommells is an accomplished business and finance executive, who amassed extensive experience, particularly in the retail banking and finance sector, over several years.

A variety of sectors continue to benefit from his business acumen, and Mr. Pommells' most stalwart contributions have been made within the sports and aviation arenas. He currently serves, not only as Chairman of the JCAA, but as a Director of the Sports Development Foundation (SDF).

Mr. Pommells has also served as a Former Director of the Norman Manley International Airport Limited (NMIAL), Former Chair of the Social Development Commission, Former Chairman of the Institute of Sports (INSPTS), and a Former Director of the GC Foster College of Physical Education and Sport.

He was awarded the National Honour of the Order of Distinction in the rank of Officer (OD) in 2017, for his indelible impact on sports and national development, and specifically, his sterling contribution to the Social Development Commission and the Sports Development Foundation.

His other contributions have included active participation on the Government of Jamaica's committees, involved in managing the Prime Minister's Youth Award programme and the Jamaica Olympics 2012 initiative. He is also the founder and a current executive member of the Police Officer's Tennis Club, and a founding member of the NCB Staff Association, where he advocated for equity in the treatment of workers.



**Major Dudley Beek (Ret'd.)**  
Board Member

Major Dudley Beek is a renowned aviator and engineer, whose career began, when he gained his Private Pilot Licence (PPL) in 1965, after being taught to fly by the pioneer, who earned Jamaica's first Commercial Pilot Licence.

Hailing from a family of military aviators, Major Beek later joined the Jamaica Defence Force (JDF) and was selected for training at the Royal Military Academy, Sandhurst, in the United Kingdom.

He received helicopter training from the British Army Air Corps, multi-engine/instrument training with the US Army and Flying Instructor training with the Royal Canadian Air Force. Maj. Beek was transferred to the Reserves in 1978, and subsequently joined Crop Culture in 1978, where he worked as an agricultural pilot, treating crops islandwide, before becoming Chief Pilot. He was also engaged in weather modification or cloud seeding, mosquito control, and crop fertilisation and spraying for the control of fungi and insects.

Major Beek formed Dustair Ltd. in 1984, and after several years of distinguished service, retired as Officer, Commanding of the Jamaica Defence Force Air Wing (National Reserve) in 2008.

Among Major Beek's proudest achievements was a project, undertaken for the government of Haiti and the United Nations Development Programme (UNDP), which sought to re-forest 100,000 acres of mountainous land in one of Haiti's most deforested environments, with over 133 million seeds of various plants.





**Ms. Tanya T. Bedward, JP**  
Board Member

Ms. Tanya Bedward is the Senior Director, Transport Policy (International & Land) at the Ministry of Transport and Mining, where she has worked for over seventeen (17) years. She has tremendous knowledge and experience in transport administration at the Central Government level, spanning, inter alia, the areas of transport planning, transport policy development, projects development and implementation, international transport (air and maritime), and government procurement.

Ms. Bedward has previously served on the Boards of Toll Authority, and the Airports Authority of Jamaica. She has also been integrally involved on several teams, tasked with evaluating various aspects of the different modes of transport, with a view to developing and streamlining policies to enhance the efficiency, effectiveness and sustainability of the island's transport sector.

Ms. Bedward has taught at the University of Technology, Jamaica on a part time basis for several years. She holds an M.Sc. in City and Regional Planning (Transport Specialization) from the Georgia Institute of Technology; an M.Sc. (Dist.) in Planning and Development from the University of the West Indies, Trinidad; and a B.Sc. (Hon.) in Urban and Regional Planning from the University of Technology, Jamaica. Ms. Bedward was the recipient of a Fulbright Graduate Scholarship in 2011, and is currently a Ph.D. Candidate focussing on Sustainable Development at the University of the West



**Mrs. Allison Cole Philbert**  
Board Member

Mrs. Allison Cole Philbert is an astute business and telecommunications executive, with nearly 20 years' experience in the telecommunications industry. Among her recent assignments was her appointment as CEO of Digicel Jamaica in 2019. Mrs. Cole Philbert led the company's transformation to a Digital Operator to include reworking business activities, processes and models to fully engage customers at every touchpoint of the customer experience. Her vast industry experience in telecommunications has allowed her to leverage, develop and deliver simple, innovative and customer-centric solutions that meet the needs of customers.

Prior to joining Digicel, she served as Regional President for Verizon, New England. Mrs. Cole Philbert led the team responsible for the deployment of an extensive fibre infrastructure in Boston that laid the groundwork for 5G implementation, Smart Cities and Internet of Things (IoT).

A St. Hugh's alumna, she holds an MBA from Georgetown University, having pursued a Bachelor of Science in Computer Engineering, as well as a Master's in Telecommunications at The George Washington University.

Mrs. Cole Philbert is married with two children. She is passionate about creating universal access to broadband services and the advancement of women in STEM.



**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).



**Captain Edward Miller**  
Board Member

Captain Edward Miller is an experienced airline captain, with over thirty-eight (38) years flying and technical experience in both commercial airline and general aviation operations. Over his career, he amassed over 21,750 hours of flying time, which includes over 17,000 as pilot-in-command.

Captain Miller has worked with various companies—from small commuter airlines to multi-national airlines, as well as various multi-national organisations. For several years, he served as Captain at Saudi Airlines, Captain at Air Jamaica & Caribbean Airlines, Captain at Air Jamaica Express /Trans Jamaican, and worked at Wings Jamaica/Airways International.

Captain Miller has given sustained and faithful service to the local, regional and international aviation sectors. This has included appointments as President of the Caribbean Airline Pilots Association (CARIALPA); President and Vice President of the Jamaica Airline Pilots Association (JALPA); Chairman of the Jamaica Airline Pilots Association Technical Committee; member of the Air Jamaica Safety Committee; member of the International Federation Of Airline Pilots Association's (IFALPA's) Accident Analysis & Prevention Committee; and an Accredited Accident Investigator, responsible for investigations within the home association, while providing assistance to other member associations.

Captain Miller's formal education and training have been augmented by a diploma in Aviation Safety & Security from the University of Southern California, and related qualifications from Cranfield University and IFALPA.



**Mr. Mark Knight, JP**  
Board Member

Mr. Mark Knight is an accomplished entrepreneur and business executive, who has amassed over fifteen (15) years' experience in the building and road construction industries. He is, currently, the Managing Director of Wadmar Construction Ltd., one of the leading construction companies in the parish of St. Mary.

As a past student of the St. Mary High School, Mr. Knight remains extremely passionate about community and human development. He has consistently displayed a willingness to serve his country, and was, accordingly, commissioned as a Justice of the Peace in 2017.

Mr. Knight has also served as a respected member of the St. Mary Kiwanis Club, since 2015, and was elected President from 2017-2019. His service to the nation and support for community development was also advanced through appointments as Board Member of Rural Water Supply Limited and Chairman of the Jackson Primary School Board.

Philanthropy and altruism continue to be hallmarks of Mr. Knight's endeavours, and he continues to take pleasure in national and community service, as he supports the ultimate goal of a better Jamaica.



**DCP Richard Stewart**  
Board Member

Richard Stewart is the Deputy Commissioner of Police in the Jamaica Constabulary Force with responsibility for the Administration & Support Services Portfolio which includes training. He is a career officer who enlisted to the organisation, July 15, 1991 and has served in the Criminal Investigation Branch, as Divisional Commander, the JCF Staff Officer and as the Administration Officer for the Organisation.

He holds a Master of Science degree in Accounting, and a Bachelors Degree in Accounting and Management. He is also an Attorney at Law having obtained a Bachelors of Law Degree (Honours) from the University of the West Indies, as well as a Certificate of Legal Education obtained at the Norman Manley Law School. He was called to the Bar in 2011.

Additionally, DCP Stewart has acquired certification in Advance Public Procurement (UN Institute for Training & Research), Advanced Procurement Management & Administering Administrative Tribunals (Osgoode Hall Law School), Access to Information (Public Administration London) and several others from the National Police College of Jamaica. He also obtained Project and Portfolio Management Certificates from the University of the West Indies, Mona. Some of his major achievements include:

1. A revamp of the disciplinary machinery to allow for shorter turnaround and fair outcomes.
2. Fine-tuned the administrative processes to facilitate successful removal of unworthy members.
3. Developed the curriculum and prepared the manual for Separation tools training in the JCF.
4. Provided the administrative management for the Selection Procedure for promotion.
5. Developed and implemented the policing plan that saw the greatest reduction of violence in the violence hot spot police division of St. Andrew South.
6. He has participated in professional training in leadership, management and administration.



### **Ms. Joniann Mittoo**

Board Member

Ms. Joniann Mittoo is a trained communication specialist and lawyer, who was called to the Jamaican bar in 2015, after receiving her Certificate in Legal Education and a Bachelor of Laws (Hons.) from the University of the West Indies. Her experience has included legal conveyancing at the National Land Agency, as well as assignments at various law firms.

Ms. Mittoo currently serves the Ministry of National Security's Protective Security and Small Arms Branch, and has previously been appointed supervising attorney for the Firearm Review Project of the Ministry.

Her voluntary and leadership positions have included appointments as Member of the Board of Directors at Aeronautical Telecommunications Limited (AEROTEL); and member of the AEROTEL Board's Risk Management, Human Resource and Kool 97 FM Sub-Committees. She has also volunteered at the Jamaica Youth Advocacy Network, where she supported the development and implementation of a public awareness programmes on HIV, in collaboration with the Ministry of Health.

Ms. Mittoo continues to pursue her passion for supporting work to advance national security, community strengthening, and the pursuit of structures that bind us together as a safe, successful and progressive society.



### **Ms. Georgia Hamilton**

Board Member

Ms. Georgia Hamilton is an accomplished attorney-at-law, whose extensive range of specialized legal expertise includes conveyancing for the transfer and registration of land, making miscellaneous applications for the discharge and registration of mortgages, handling the discharge and modification of restrictive covenants, corporate and commercial law, and the drafting and negotiation of commercial contracts.

Ms. Hamilton also possesses a wealth of experience in matters involving principles of judicial review and administrative law, negligence, trust and estates, contract law, landlord and tenant matters, as well as family and employment law, which she has successfully pursued at the magisterial, Supreme Court & the Court of Appeal levels.

She also serves as Managing Director for Island Market Researchers Limited Jamaica, and her previous assignments include professional roles at Chancellor & Company Jamaica, where she litigated a variety of matters in the Resident Magistrate's Court, Supreme Court and the Court of Appeal, Jamaica. She has also provided legal services to the General Accident Insurance Company.

Her public service appointments include her current service as Director of the Real Estate Board; Advisory Board Chairperson for the Child Protection & Family Services Agency; Chair for the Lawrence Tavern Adjudication Committee; Chair of the Rock Hall Adjudication Committee; and Member of the Disciplinary Committee of the Institute of Chartered Accountants of Jamaica.





## Mr. Damion St. Christopher Young

Board Member

Mr. Damion Young is a public sector management specialist, programme and project management expert and a trained, secondary-level, specialist teacher. Mr. Young received his education from the University of the West Indies, the International University of the Caribbean (IUC) in partnership with Sheffield University, UK, and the Mico University College.

He has facilitated and led community and organisational renewal; ensured skills-based training; supported crime reduction strategies; guided the launch and implementation of entrepreneurship projects in agriculture, culture and education; and aided the completion of infrastructural projects for the building of community centres, playfields, water and electricity regularisation, zinc fence removal and road rehabilitation.

Mr. Young has previously served as a Consultant to the Jamaica Social Investment Fund (JSIF), with responsibility for implementing and monitoring social projects in challenged communities. He has also functioned as a consultant to the Housing Agency of Jamaica (HAJ), and Local Economic Development (LED) Projects Officer for the Canadian-sponsored Caribbean Local Economic Development Project (CARILED), and the Clarendon Municipal Corporation.

His extensive community and public service assignments have also included appointments as Vice-President for the May Pen Chamber of Commerce, Member of the Clarendon Crime Prevention Committee, President of the Clarendon Youth Council, Member of the Clarendon Parish Development Committee, President of the Spalding Citizens' Association and Member of the Spalding Gospel Assembly.

# Executive Management Team



**Mr. Nari Williams-Singh, JP**  
Director General



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



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



**Mr. Howard Greaves**  
Deputy Director General  
Air Navigation Services

# Senior Management Team



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



**Dr. Carvell McLeary**  
Director, Human Resource



**Ms. Shian Edwards**  
Director, Finance



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



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



**Mr. Douglas Williamson**  
Director, Information  
Technology



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



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



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



**Ms. Nardia P. Andrews**  
General Counsel & Corporate  
Secretary



**Mrs. Jacene Richards-Harris**  
Director, Public Procurement



**Mr. Deano Ledford**  
Director, Air Traffic  
Management





## Director General's Report

Mr. Nari Williams-Singh, JP, Director General



### Optimism abounds, as Jamaica's air transport industry experiences significant rebound, amid pervasive threats

The culmination of the 2021-22 reporting year coincided with the ignoble juncture of approximately two years since the COVID-19 pandemic levelled the largest, most sustained, systemic and exogenous shock, the aviation industry has ever had to withstand. However, despite intermittent periods of volatility and disruptions, triggered by new variants and other developments, the 2021-2022 period recorded a convincing, though sometimes unstable trend of stabilisation and rebound for states like Jamaica. Indeed, Jamaica is fortunate to be numbered among the nations, which continue to experience incremental, and in some sectors, significant rebound in air traffic volumes.

Positioned by agility in our air navigations and regulatory structures, as well as wider governmental policies that balanced public health priorities with the social and economic imperatives of an open, connected economy, the JCAA, over the year, readied itself to capitalize on, stimulate and accommodate the recovery of the aviation sector in the shortest possible time. With passenger traffic within Jamaica's airspace rebounding, and cargo and general aircraft movement resiliently pursuing an upward trend in relation to pre-pandemic volumes, there is widespread (but measured) optimism about the earliest, full rebound and growth of air traffic volumes and commerce to pre-pandemic levels in the local air transport industry.

As a result, Jamaica's air transport industry and our counterpart industries continue to maintain their unrivalled and distinguished positions as bastions of modernity, mobility and progress for Jamaica and all countries, particularly in the post-pandemic era. This is especially the case for developing countries, like Jamaica, which depend on access to the international tourism and trade markets for sustainable development.







### **Projections for Rebound and Growth Contingent on Favourable Exogenous environment**

As the statistics suggest, there is growing momentum towards a full rebound and return to growth, that, could (in Jamaica's case) occur as early as 2023, or more cautiously, be realized in 2024. This forecast is in line with the general projections of ICAO, ACI and IATA, which indicate the possibility of a full recovery to pre-pandemic levels by 2024. The trajectory continues to be bolstered by the general lifting and relaxation of many health measures and travel restrictions in North America, several European nations and other countries within our main feeder markets, as nations and individuals exert greater dexterity in safely and more competently handling international public health concerns. The recovery is also being propelled by slow, but steady reductions in the number of serious COVID-19 infections and recovering air travel confidence. The Caribbean's persuasive pull on vacationers and other travel segments, as well as the imperatives of a vibrant aviation sector for trade, tourism and economic growth have also been seminal influences.



### **JCAA and Industry prepare to ride out Expected Bouts of Turbulence along the Recovery Pathway**

Despite the generally favourable air traffic trends, some uncertainty remains, regarding the full and uniform global recovery of the aviation industry in the medium to long term. As the industry assesses and benefits from many positive recovery indicators, there are significant challenges and steep climbs, aptly described as 'headwinds', which the local and global industries must navigate along their recovery pathways. These headwinds include supply chain disruptions, geopolitical conflicts, elevated inflation rates, and the risks of economic downturn. Other risks and

challenges also loom from labour shortages, the rapid rise of oil and gas prices, including jet fuel, and potential new outbreaks.

However, significant optimism remains from many earlier outlined factors, in addition to other considerations. With regard to the latter, the industry's optimism has been emboldened by continued surges in air travel demand from the likely combination of the need to reconnect with family, friends and colleagues, savings accumulated from surpluses that may have been generated during the pandemic, and travel deprivation experienced by many persons, who are anxious to deploy their pent-up travel energies. Some of the main air travel markets from which air travel traffic originates, have also, in large part, reached over 70% vaccination rates and have removed, or accelerated the relaxation of, travel restrictions, greatly stimulating air traffic.

The outlook is, therefore, optimistically, positive for the local and global air transport industry in the medium to long term.

## **Jamaica's Air Traffic Performance in the 2021-22 year**



### **Our People / Passenger-Traffic Performance**

Despite adverse impacts from the Omicron variant of the coronavirus, there was a generally positive trajectory towards the rebound of passenger traffic within Jamaica's airspace, over the 2021-22 reporting year. Over the year, there was a total of 4,165,789, passenger movements into Jamaica, which compared favourably with the total of 1,171,730 passenger movements, recorded for the previous year. Jamaica's performance for the 2021-22 year represented an annual increase of 2,994,059 or 256%, over the previous,

2020-21 year, with the results signalling the significant and continuing recovery of Jamaica's passenger movements to 65% of its pre-pandemic, 2019-2020 figures. This performance also compared very favourably with the 2020-21 year, where there was only an 18% recovery of passenger movements, in comparison to the 2019-20 year.

Jamaica's 2021-22 performance was generally in sync with the experience of the Latin American-Caribbean region, which recorded a fairly strong second half performance for the 2021 year. Whereas Jamaica recorded a 35% shortfall in passenger figures for the 2021-22 year, when compared with the 2019-20 year, the region's 2021 performance reported a decline of 39.1%, compared to its 2019 performance level.

It is notable that the Latin American-Caribbean, as well as the North American regions, recovered more quickly than the other regions in 2021. Indeed, buoyed by leisure travel, amidst continuing uncertainties and challenges, the region's recovery performance is projected to persist. Latin America and the Caribbean are anticipated to experience a decline of only 17% by the end of 2022, in comparison with the 2019 performance.



### **Rebounding Aircraft Movements Amid Fleet and Schedule Rationalization Practices**

Despite a variety of fleet rationalisation and other operator coping mechanisms, gradually rebounding demand, coupled with measures to maintain Jamaica's airspace readiness, facilitated a total of 21,376 aircraft movements for the 2021-22 year. This represented an increase of 66%, over the previous year, when colossal declines were recorded from the impact of the pandemic. The increase recorded in the 2021-22 year also represented a 76% recovery of aircraft movements, when compared with the 2019/20 figures.



### **Near-Perfect Overflight recovery, as Jamaica readies to support and advance potentially seismic air cargo shift**

Jamaica's overflight performance experienced its closest, though not complete rebound during the 2021-22 year. Overflights within Jamaica's Flight Information Region (FIR) amassed a total of 111,971 overflights in the reporting period. This figure represented a significant increase of 102.8%, over the 55,212 recorded for the previous year. The increase also represented a 95.4% recovery of pre-pandemic, overflight movements, based on the 2019-2020 year.

While global supply bottlenecks have precipitated some market softening, amidst the resilient uptick in air cargo demand, the global air cargo market continues to experience significant growth and is regarded as a constellation of hope for the global air transport industry. The demand for air cargo has remained resilient, and continues to be fuelled by e-commerce growth, particularly as a response to the pandemic, as well as supply chain and logistics disruptions, which have affected marine freight and other segments, resulting in inordinate delays.

As data from the International Air Transport Association's (IATA's) Air Cargo Market Analysis shows, there has been a robust monthly resurgence in air freight performance since May 2020, onwards. This follows a period of sluggish growth and then, continuous decline, where Cargo Tonne Kilometres (CTK) plummeted almost every month within the second half of 2018, and subsequently, the entire 2019, and then in March and April 2020, following the pandemic's onset.

Jamaica continues to position itself to capitalize on any continued surge in the cargo market. This positioning continues to be important, as airlines, eyeing the market potential, despite skyrocketing air cargo rates, adjust their business

models by converting passenger aircraft to freighter aircraft or purchase dedicated freighter aircraft. The latter was, previously, a less common option for operators with belly cargo capacity, who simultaneously used wide body passenger aircraft for freight. As Jamaica continues to track the promising air cargo trend, we have noted IATA's Economic Outlook, which projects total cargo revenues increasing from 35% in 2020 to 37% in 2021.



### **The Preeminent Safety Focus**

Safety remained the shared goal and preeminent priority of Jamaica's aviation industry, over the reporting year. As a result of our risk-based surveillance, proactive practices and compliance with the standards and recommended practices of ICAO and the Jamaica Civil Aviation Regulations, Jamaica's safety performance was commendable, and no accidents occurred during the year under review.

The JCAA tracked and addressed identified safety concerns, and intervened, where necessary, to mitigate and increase awareness about arising risks, as part of our proactive safety management culture. The safety of Jamaica's air transport industry remains our most resolute, enduring and uncompromising commitment to all stakeholders.



### **Continuing modernisation and 'lift' of the aviation industry**

Whether during times of crises or in 'normal' times, the local and global industries have maintained their intrinsic long-term focus. This is based on our enduring commitment to the industry's value as a safe, high-speed, innovative and essential enabler of national and societal progress, rebound and recovery. As highlighted during the on-going pandemic, the industry continues to play an essential role in reconnecting societies and returning

them to progress, growth and semblances of normalcy, as it provides the 'lift' required to surmount a variety of human challenges.

The industry's resilience has remained strong, and despite the decimating impact of prolonged industry instability, the focus remains on continued transformation and modernisation of the local and global sectors. This has been particularly important in the areas of air traffic management, flight operations, communications and navigation infrastructure, and air navigation services, in general. Work is, therefore, ongoing to support optimized airspace design, greener and more efficient flight routing, greater harmonization and integration with counterpart aviation authorities – all processes that require advanced technologies and operational decision-making capabilities.



### **Jamaica Upgrades Important Navigational Aids**

Over the reporting period, two main navigational aids, serving the Norman Manley and Sangster International Airports, were upgraded. The project involved upgrades of the counterpoise infrastructure and antenna systems associated with the Doppler Very High Frequency Omni-directional Range (DVOR) with Distance Measuring Equipment (DME), which serve two of Jamaica's main international airports.

While commissioning of the Sangster DVOR awaits the completion of the standardised information cycle and change management process, that enable airspace users to safely update their flight management systems with new settings and data prior to commissioning, work on the DVOR system included an extensive refurbishing of the shelter. The SIA DVOR was successfully flight checked and the associated Site Acceptance Test (SAT) completed successfully.



### **Ongoing Implementation of Controller Pilot Data Link Communication (CPDLC)**

Jamaica's ability to provide Future Air Navigation Services, through the implementation of Controller Pilot Data Link Communication (CPDLC), was advanced through a milestone airline interface activity, that was completed during the reporting period. Extensive testing was conducted with service provider, ARINC, and Jamaica was able to successfully conduct live testing of Controller Pilot Data Link Communication with Jet Blue airlines on March 2, 2022, via our automation system test bed.

This development successfully completed Phase 1 of testing and the upcoming phase (Phase II) will involve configuration of the online system to communicate with live traffic, in addition to staff sensitisation and training.

CPDLC will enable enhanced safety and efficiency, by reducing congestion in voice channels, and the susceptibility to the static noises that plague audio communication, due to the modulation technique used in voice communication.



### **Delayed but Steady Progress with AIDC implementation**

As a counterpart initiative for enhancing safety, efficiency and the optimized harmonization and integration of the global and regional aviation communications environment, a Level I test with Cuba, and preliminary test with Panama and Columbia were completed, over the period. These activities represented important steps, as the region advanced toward the multi-regional implementation of Air Traffic Services Inter-facility Data Communication (AIDC). AIDC will allow for safe and efficient information exchange between Air Traffic Service Units (ATSUs), to support critical Air Traffic Control functions.

The latter include notification of flights approaching a Flight Information Region (FIR) boundary, coordination of boundary conditions and the transfer of control and communications authority.

ATS Inter-Facility Data Communication (AIDC) was not fully implemented, over the period, as a required software upgrade remained outstanding. Efforts to complete the implementation were scheduled for completion in the upcoming financial year.



### **OPTIMISING Aviation Pathways and Supporting Climate Change through PERFORMANCE BASED NAVIGATION (PBN)**

Over the 2021-22 period, Performance Based Navigation (PBN) continued to be pursued as a key element of the regional and national aviation plans. As components of the ongoing project, and based on an agreement at the Optimization of the Caribbean (CAR) Regional Airspace Meeting in October 2020, several route changes were effected in the Kingston Flight Information Region (FIR). These changes included the implementation of five (5) Area Navigation (RNAV) routes. New routes were established, and a number of conventional routes removed and realigned. Collaboration with stakeholders remained robust and ongoing, concerning matters relative to the Global Air Navigation Plan, of which PBN is a component.

Concomitantly, Jamaica continued to participate in the regional Air Navigation Plan for Area Navigation (RNAV) route restructuring. The JCAA's Obstacle Evaluation and Procedure Development (OEPD) Manager was appointed as one of two Jamaican representatives at the Joint North American, Central American and Caribbean (NACC) Working Group (NACC/WG) Airspace Optimization Task Force & 4th North American & Caribbean (NAM/CAR) Airspace Optimization Team.



Supported by the process of transitioning our operations from ground-based to satellite-based navigational technologies, PBN and the route restructuring processes will continue to:

**significantly improve efficiency and safety**

**increase the accuracy, reliability, integrity and availability of navigational data**

**promote more direct routing and the benefits of reduced in-flight miles**

**reduce fuel burn, while promoting cost efficiency**

**support our industry's climate change initiatives, as part of our "green and clean" environmental responsibility**

**safely increase airspace capacity, amidst growing congestion caused by industry growth**



#### **Digitalisation to enhance connectivity, efficiency and service in our Aviation Industry**

Over the reporting period, the JCAA advanced various efforts to improve the efficiency, service and connectivity of the industry, through various digitalisation projects.

To achieve the required levels of safety and efficiency, while complying with the standards and recommended practices stipulated by the International Civil Aviation Organization (ICAO) and the Jamaica Civil Aviation Regulations (JCARs), the JCAA's Aeronautical Information Management (AIM) department continued to manage and execute processes to ensure the effective flow of safety-critical and operational aeronautical information to aviation stakeholders. Over the period, the process was significantly enhanced, when the subscription process for the Integrated Aeronautical Information Package (IAIP) was transformed through a new electronic IAIP portal and e-Pay system. This portal has facilitated easy and efficient access to information necessary for the safety, regularity, economy and efficiency of air navigation. Through the system, stakeholders now access Aeronautical Information Publications, amendments, supplements, and Notices to Airmen (NOTAM), electronically.



#### **E-System improves ease of the JCAA's Permits & Licences Application Processes**

The full implementation of the Permits and Licences Management System (PALMS) in April 2021 significantly enhanced the application and management processes related to the issuing of air service and aviation licences and permits. PALMS enabled the efficient management of applications from air operators overflying and operating within Jamaica's airspace, aircraft handlers, the Ministry of Foreign Affairs & Foreign Trade and other interests. With the JCAA embarking on a process to improve and achieve continued service excellence, air operators were enabled to register, submit applications, upload supporting documents, receive updates on expiring certificates, and receive their respective air service licences or permits, at the end of the processing period.



#### **E-Pay any day**

More generally, as we prioritised service efficiency to stakeholders, the JCAA, since December 2021, has succeeded in implementing an e-platform to facilitate credit card payments for several business transactions. These include the payment

of Air Navigation fees, Passenger Aviation Service Charges (PASC), subscriptions and inspection fees, Personnel Licences fees, Air Service Licences and Permits, and fees for training courses and exams.



The JCAA's successes and overall agility, as well as our improved business efficiencies and processes are all attributable to the efforts of the JCAA team. With excellent management and Board oversight, we were able to circumvent the challenges of the pandemic, while aiding the continued recovery of the authority and industry. Buoyed by the maxim that success is never final and failure never fatal, team JCAA has poised itself to continue improving on our performances in key areas, while further exploring each arising opportunity.

Given the JCAA's recognition of team members as our most important asset, the JCAA has continued to prioritise and protect the safety, welfare and wellbeing of team

members throughout this unprecedented period. Over the reporting year, the Authority continuously reviewed our operating paradigms, and adjusted, maintained and enhanced our safety and health protocols, as we safely and resiliently provided services that promoted economic recovery, while maintaining Jamaica's connection to the world.

Through training, the implementation of a risk-based approach, and the maintenance of our safety priority both internally and beyond our organisation, the JCAA will continue to invest heavily in our people. The loyalty, dedication and commitment shown by our team have kept our industry in flight and continues to assist its climb to altitudes never before attained.

A grateful organisation extends gratitude to our diligent team members. Their grit, resilience and partnership with our aviation stakeholders will ensure the earliest end to the pandemic, and the full rebound and growth of the national and global air transport industries, in the shortest possible time.



# DIVISIONAL REPORTS





# REGULATORY AFFAIRS DIVISION





# FLIGHT SAFETY



# Overview

Despite continued disruptions, as a result of the ongoing COVID-19 pandemic, regulatory oversight continued, utilising risk-based analyses and implementation protocols. With the cooperation of the local aviation community, COVID-19 protocols continued to be utilised for the safe conduct of regulatory oversight activities, in a manner which protected both the inspectors and regulated entities.

Notwithstanding the global downturn in aviation, Jamaica saw promising signs of recovery for the local aviation industry, including the addition of a new Approved Training Organization (ATO) with a Flight Training Unit (FTU). The Aeronautical School of the West Indies received Approved Training Organization (ATO) / Flight Training Unit (FTU) certification in August 2021. Subsequently, the first two candidates from the Aeronautical School of the West Indies received their respective Private Pilot's Licences in March 2022.



**The Aeronautical School of the West Indies received Approved Training Organization (ATO) / Flight Training Unit (FTU) certification from the JCAA in August 2021.**

The 2021-2022 financial year also showed improved pilot licensing activities, with the issuing of 38 student pilot licenses. This compared favourably with the 2020-2021 financial year, during which no student pilot licenses were issued.

A new aviation security provider was also added to the list of aviation security providers in 2022, when Quest Security Services was certified in June 2022.

Amidst the many challenges, the Flight Safety Department continued to perform an effective role as the regulatory body, for the reporting period.

In the year under review, there were:

<b>Five (5) active Air Operators</b>
<b>Two (2) active Approved Maintenance Organisations</b>
<b>Three (3) active Approved Training Organisations</b>
<b>Three (3) International Airports</b>
<b>Three (3) Public Domestic Aerodromes</b>
<b>Twelve (12) Private Licensed Domestic Aerodromes</b>
<b>Nine (9) Certified Aviation Security Services Providers</b>
<b>Four (4) Certified Security Handling Agents</b>
<b>Three (3) Dangerous Goods Handlers Certificate Holders</b>
<b>One (1) Air Navigation Services Provider</b>
<b>Seventeen (17) Certified Aviation Security Instructors</b>
<b>One Hundred and Twenty-Six (126) Pilots (various categories)</b>
<b>One Hundred and One (101) Aircraft Maintenance Engineers</b>
<b>One Hundred and Seven (107) Air Traffic Controllers</b>
<b>Thirteen (13) Flight Dispatchers</b>

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

## Major Initiatives

### Industry Engagements

As a component of the JCAA's thrust to increase industry engagement, there were significant and sustained efforts to intensify the JCAA's engagement with industry, beyond the inspection framework, during the financial year. Accordingly, 12 seminars were held with the local aviation community, in areas such as understanding the aviation certification process, conversion of military to civilian airmen licenses and security matters.

Nine Flight Safety Notifications and two Flight Safety Directives were issued to industry to provide guidance on various issues throughout the financial year.

### Manpower

The staff complement of the Flight Safety Department increased by one, with the addition of a Cabin Safety / Dangerous Goods inspector. At the end of the financial year, the department had a vacancy for an Avionics Inspector in the Airworthiness sub-division. It is expected that this vacancy will be filled in the new financial year.

A Memorandum of Understanding was also signed during the Financial Year with the MBJ Airports Limited, operators of the Sangster International Airport, for the establishment of a satellite office for the JCAA at the airport. This office will allow inspectors to be in a convenient location when they are required to do inspections in the second city, in addition to accommodating other inspectorate services.

## Training

During the financial year, many of our local and international training partners continued to pursue virtual and online training formats, due to travel restrictions related to COVID-19. This allowed the Flight Safety Department to take advantage of many training opportunities that would have been impossible, while utilising traditional training techniques. With the opening up of the global economy, many of our training partners are returning to face-to-face engagement. Nonetheless, we expect that in the post-pandemic era, some of these training interventions will continue to be done in a virtual environment, leading to greater participation.

There were 106 training interventions, inclusive of conferences, seminars, workshops, meetings, forums and training courses, which were attended by members of the Flight Safety Department.

Among the noteworthy international training organizations, which provided regulatory training were the Singapore Aviation Academy, the Federal Aviation Administration (FAA) Training Academy, the International Air Transport Association (IATA), Airports Council International (ACI), Embry Riddle University, the International Civil Aviation Organization (ICAO), and the National Transport Safety Board of the United States.

## Surveillance

Surveillance activities which encompass much of the oversight conducted by our inspectors were planned and executed, based on a risk assessment model. Due to existing social distancing criteria, inspections had to be curtailed and re-organised to meet health and safety protocols during the year. For the financial year, the Flight Safety Department conducted the following surveillance activities:

Activities	Target	# Achieved
Air Worthiness Inspections (including Base, Line, Records, Training and Ramp inspections)	278	458
Operations Inspections (including Base, Line, Records, Training, Ramp and Proficiency checks)	333	374
Security Surveillance and Interventions (including Tests, Audits, Surveys and Inspections)	241	327
Air Navigation Services Providers (including Air Traffic Services, Aeronautical Information Management, Meteorology, Search and Rescue and Communications, Navigation & Surveillance)	79	71
Aerodromes	61	40
Civil Aviation Medical Examiners Audit	12	12



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

There were also 6 enforcement activities that had to be executed during the financial year to correct breaches of the civil aviation regulations by operators and airmen.

## Personnel Licences

Under Jamaica's aviation regulatory framework, there are Four (4) sets of airmen that require licenses. These are, namely, Pilots, Flight Dispatchers, Aircraft Maintenance Engineers and Air Traffic Controllers. Licenses issued or renewed for the 2021-2022 financial year were as follows:

Licences	# Issued	# Renewed	Total
Pilot	50	32	82
Flight Dispatchers	0	0	0
Aircraft Maintenance Engineer	3	56	59
Air Traffic Controller	2	79	81

Due to a significant increase in pilot training at approved training institutions, the JCAA made the policy decision to accommodate the issuance of pilot licences to foreign nationals. Prior to the 2021-2022 financial year, foreign nationals were not eligible for a Jamaican airman's licence, unless they were operating a Jamaican registered aircraft. This opportunity simultaneously caused the JCAA to look more intensely at international language proficiency requirements. In March 2022, a foreign airman was issued the first language proficiency test and awarded a pilot licence under this new regime.



## Certifications for Year

During the year under review, enquiries were made by several companies interested in certification. Many of these companies are, however, yet to commence the certification process, after initial meetings with JCAA personnel, while others have paused or delayed the completion of their certification process, pending a return to normalcy in the post-pandemic era. The following companies followed through and have been certified:

**Aviation School of the West Indies – (Approved Training Organization, Flight Training Unit)**

**Quest Security (Aviation Security Provider)**

## Regional & International Partnerships

The Flight Safety Department remained an active participant in the Regional Safety Oversight Organization, The Caribbean Aviation Safety and Security Oversight System (CASSOS). This forum continued to provide for the cooperation and support of Member States, through ICAO's "No Country Left Behind" initiative, which continues to enhance safety and security oversight activities through data sharing, mutually-reinforcing processes for ensuring compliance with international standards, and the sharing of technical resources and expertise. Assistance was provided to our regional and international partners in the areas of their Communications, Navigation and Surveillance systems, Instrument Procedure Design, Dangerous Goods Training, Security Screening and Cyber Security.

The Flight Safety Department also hosted a Cyber Security international workshop, with participants from Botswana, United Kingdom and Netherlands, along with some of our local partners.

## Accident Investigations

No accidents occurred during the 2021-2022 financial year.



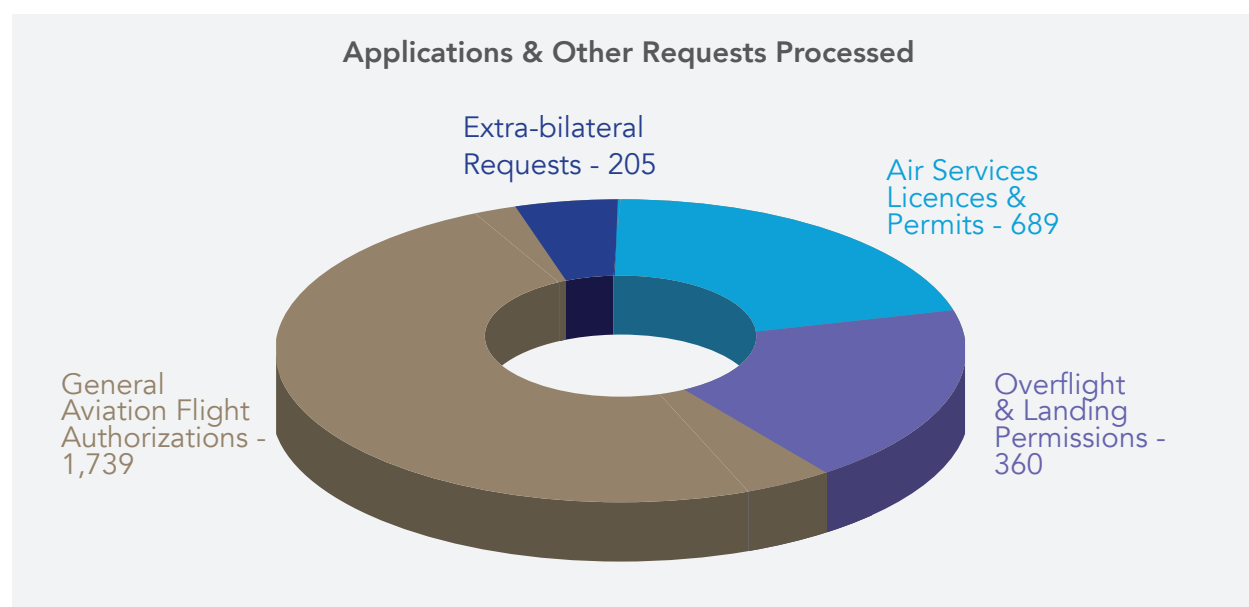


# ECONOMIC REGULATION

# Air Service Licences and Permits

The second year of the pandemic precipitated another period of unprecedented increases in applications for the granting of air services licences and permits for scheduled and non-scheduled journeys for hire or reward. The JCAA's Economic Regulation Department processed a total of 2,776 applications, which represented a 48% increase over the previous year's total of 1,879. The JCAA's team members again rose to the challenge of "going the extra mile", with cross-functional support from stakeholders in the Flight Safety, Finance and Information Technology departments. The Economic Regulation Department staff and supporting teams are commended for their unwavering contribution to the execution of the department's responsibilities, over the past two years. Figure 1 shows the numbers and types of applications processed.

Fig. 1



Applications from scheduled operations increased by 40 - 42%, when compared to a 30% increase for the previous year. This was supported by reduced COVID-19 restrictions in the North American and the Caribbean markets, as well as the move by operators to capitalise on arising opportunities. There was even greater vibrancy with regard to processed applications for non-scheduled or charter operators, which totalled 635, and represented an increase of 56% over the previous year's figure of 408. Of this number, 208 applications, or 52%, were from five (5) Caribbean air operators, who conducted services via the Norman Manley International Airport. A total of 205 extra-bilateral approvals were sought from the Ministry of Transport & Mining to support the large majority of these operations, where air services agreements were not concluded.



For the second consecutive year, general aviation air operators were required, by the Disaster Management Order, to request flight authorisation from the JCAA's Economic Regulation department and to present a valid COVID-19 travel authorisation from the Ministry of Health, for each passenger on-board. The department processed 1,739 of these requests, compared to 1,235 for the previous year. This represented an increase of 504 or 41%. The department also processed 360 requests for overflight and landing clearances of state aircraft, involving the transportation of heads of state, diplomatic missions, customs and immigration personnel. This represented a 75% increase in requests. over the previous period.

The Economic Regulation department was able to meet its Key Performance Indicators (KPI), due to efficiencies gained from the full implementation of the Permits and Licences Management System (PALMS) in April, 2021. The system accepted applications from air operators, aircraft handlers, the Ministry of Foreign Affairs & Foreign Trade and other operators overflying the Jamaican air space. Air operators were able to register, submit applications, upload supporting documents, receive updates on expiring certificates, and receive an air service licence or permit, at the end of the processing period. Improvements, which enhanced users' experiences were delivered, with other enhancements, including user manuals for all modules, expected in the next reporting period. The department exceeded its KPI targets and achieved 99% productivity.

Table 1 shows the applications processed, the KPIs and the productivity achieved.

Table 1

#### Licences & Permits Unit Productivity

Applications	Number Processed	KPI	Productivity
Under 30 days - Processed	635	98%	100%
Over 30 days - Processed	42	95%	98%
Overflight & Landing Permits - 24 hrs	360	100%	100%
Flight Authorizations - On request	1,739	100%	100%
<b>Total</b>	<b>2,776</b>		<b>99%</b>

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

As the country settled into the 'new normal' occasioned by the COVID-19 pandemic, the Air Policy Committee and Technical Committee were fully supported at all meetings by representatives of the Economic Regulation department. Comments and technical inputs were provided on five (5) occasions, and sixteen (16) air services agreements were reviewed, in furtherance of Jamaica's negotiations with other States. These activities culminated in the country's attendance at the ICAO Air Services Negotiation Event (ICAN2021), held from December 6-10, 2021.

The Jamaica delegation attended the hybrid event virtually and the department's Research and Development Manager was appointed Chief Negotiator. Jamaica held meetings with six (6) countries, namely, Chile, Curacao, Malaysia, Jordan, Netherlands and Oman. These engagements positioned Jamaica to support the completion of Air Services Agreements, Memoranda of Understanding & Agreed Minutes with the partnering countries.

## Airport Regulation

The Authority reviewed submissions from the two scheduled airport operators for adjustments to the schedule of charges, in conformance with the respective revenue yield caps established at the last 5-year airport charges review. The assessments were completed in July 2021 and became effective January 1, 2022. The new charges were also posted to the Jamaica Civil Aviation Authority's website. The Authority awaits the airport operators submission of new, proposed concession terms, in response to the economic fallout caused by COVID-19 pandemic. The Authority stands ready to provide regulatory input at the appropriate time.

## Environmental Stewardship

The department produced technical guidance material to support the Ministry of Transport & Mining's issuing of drafting instructions for national regulations to guide the industry. The national regulations will support the International Civil Aviation Organization (ICAO) initiative, promulgated under Resolution A39-3, to reduce the CO<sup>2</sup> emissions of the international aviation sector and achieve its aspirational goals of 2% fuel efficiency improvement through 2050, and carbon neutral growth from 2020 onwards.

## Aviation Statistics

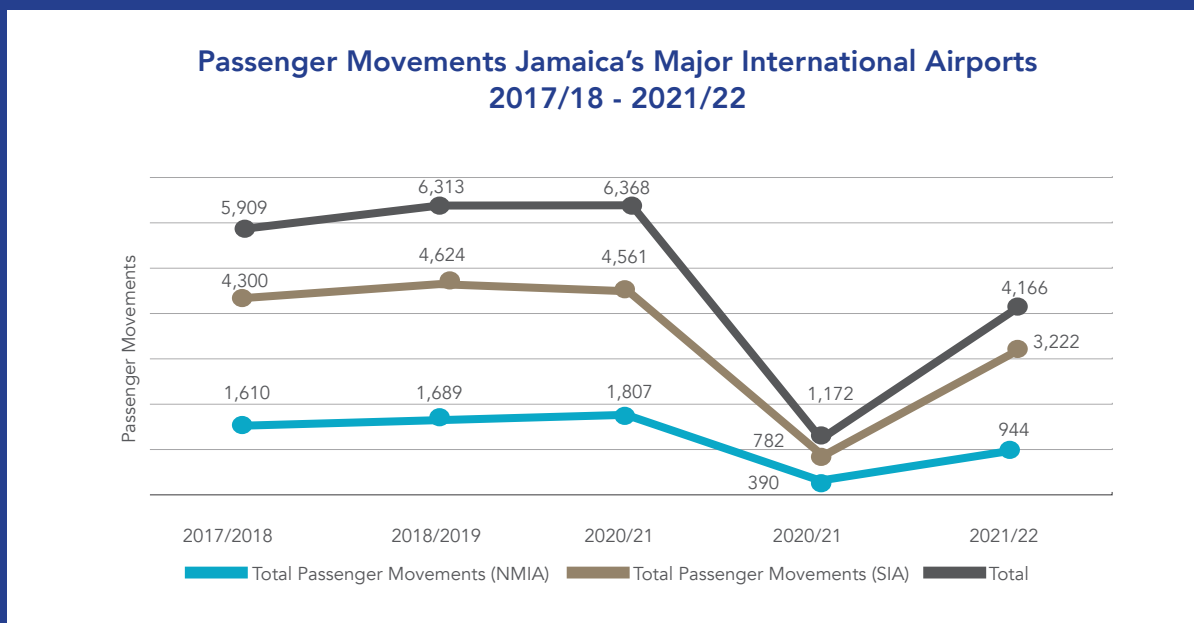
The COVID-19 pandemic continued to impact civil aviation globally. However, the signs are positive. The continued revival and rebound of aviation are opportunities to build back global connectivity and the economic benefits that air transport provides, in a way that sets the industry on a course to full recovery. In Jamaica, the aviation sector has shown encouraging signs of a rebound, as Jamaica benefited from relatively low COVID-19 infection rates, especially at times when the world grappled with new variants of the disease.

## Passenger Movements

Total passenger movements into Jamaica for the 2021-2022 year were 4,165,789, compared with 1,171,730 for the previous year. This represented an annual increase of 2,994,059 or 256%. The upturn in passenger numbers for the current reporting year signalled a significant and continuing recovery, with Jamaica returning to 65% of its pre-pandemic, 2019-2020 figures. This also compared favourably with the 18% recovery recorded for passenger movements in the 2020-21 year.

With regard to the recovering passenger movements, Sangster International Airport accounted for 2,440,338 or 71% of the recovery, when compared with the 2019/2020 figures. Although less buoyant, Norman Manley International Airport accounted for an increase of 553,721 passengers or 52%, in relation to the 2019/2020 figures.

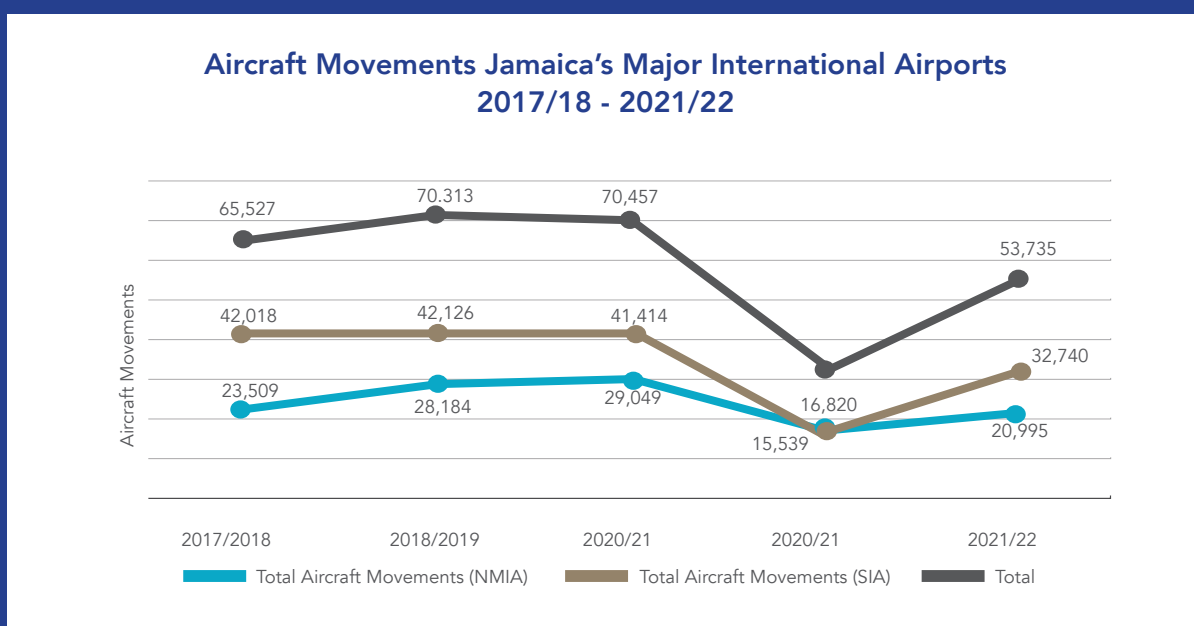
Fig. 2



## Aircraft Movements

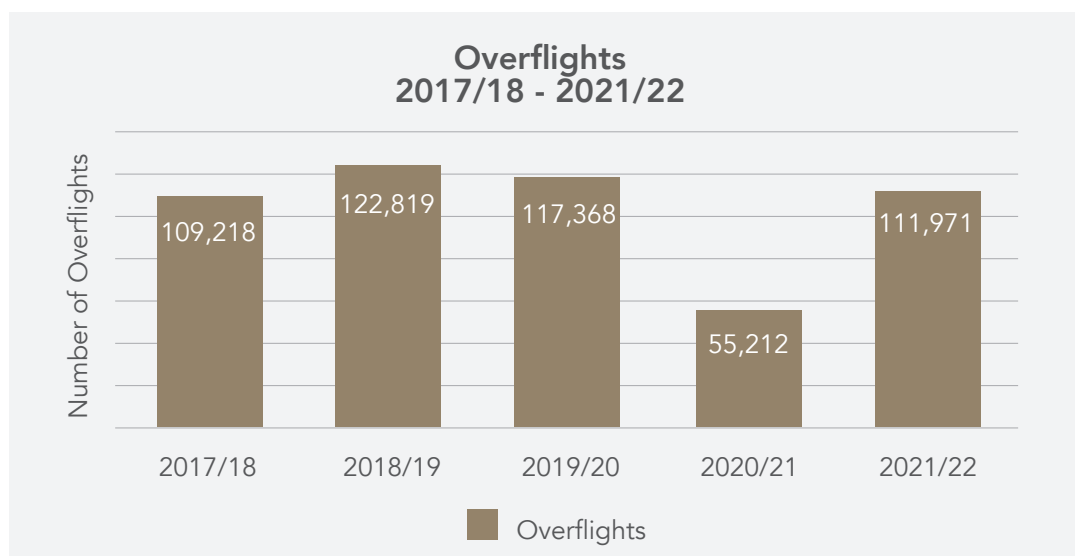
Total aircraft movements recorded an increase of 66% or 21,376 movements, over the previous year, where major declines were recorded from the colossal impact of the pandemic. The recorded increase in the current reporting period represented a 76% recovery in aircraft movements, when compared with the 2019/2020 figures. Sangster International Airport experienced the greater share of the increase in relation to 17,201 additional movements, when compared to Norman Manley International Airport's increase of 4,175 aircraft movements. The increase at Sangster International was indicative of increased tourist arrivals in Montego Bay over the year, and augurs well for the Jamaican economy

Fig. 3



## Overflight Movements

At the start of 2022, the world was hit by the global proliferation of the Omicron coronavirus variant. Nevertheless, overflights into Jamaica's Flight Information Region (FIR) rebounded for the 2021/2022 period, with a total of 111,971 overflights. This figure represented a significant increase of 102.8% over the 55,212 recorded for the previous year. The increase also represented a 95.4% recovery of pre-pandemic, 2019/2020 overflight movements and is an indication of the recovery of international air traffic in the Americas region, north and south of Jamaica.



## Long Term Traffic Forecast

Due to the impact of the COVID-19 pandemic, an updated set of Long-Term Forecast (LTF) parameters has been developed, as those developed prior to the crisis can no longer be used as a reference. Given the high level of uncertainty surrounding the recovery, ICAO has produced post-COVID-19 scenario forecasts, by route groups, for the period 2018-2050, using 2018 as the baseline year. These scenarios were based on low, mid and high-level recovery models. The Long-Term Forecast (LTF), despite the name, has factored in the short-term impacts of COVID-19 pandemic and long-term recovery models.

The passenger traffic scenario forecasts and the freight scenario forecasts in the tables below reflect the above-outlined approach. The passenger forecasts, over the specified 32-year period, range from a high of 3.9% to a low of 2.8% for the Central American/Caribbean group, which includes Jamaica. This compares to the previous, 2018 forecast of 4.1%. The freight forecasts, over the similar period, range from a high of 1.5% to a low 0.8%, when compared to the 2018 baseline forecast of 1.2%.



Table 2 – ICAO Global Passenger Forecast Scenarios by Route Group

**32-Year Compound Annual Growth Rates (CAGR) -  
Revenue Passenger Kilometres (RPK) Comparison by Route Group**

Route Group	2018 LTF	High	COVID-19 Mild	Low
Africa & Middle East - Central America/Caribbean	5.5%	4.8%	4.3%	3.6%
Central American/Caribbean	4.1%	3.9%	3.2%	2.8%
Central American/Caribbean - Europe	3.7%	3.8%	3.2%	2.6%
Central American/Caribbean - North America	3.3%	3.7%	3.2%	2.6%
Central American/Caribbean - South America	4.2%	3.9%	3.3%	2.6%
Intra Central America/ Caribbean	4.1%	3.9%	3.2%	2.8%
Latin America/ Caribbean - China	4.7%	4.5%	3.9%	3.1%
Latin America/ Caribbean - North Asia & Pacific Southeast Asia	4.2%	3.9%	3.3%	2.7%
<b>WORLD</b>	<b>4.2%</b>	<b>4.2%</b>	<b>3.6%</b>	<b>2.9%</b>

Table 3 – ICAO Global Freightster Forecast Scenarios by Regions

**32 - Year Compound Annual Growth Rates (CAGR) -  
Freight Tonne Kilometres (FTK) Comparison by Region**

Route Group	2018 LTF	High	COVID-19 Mild	Low
Middle East	6.1%	7.2%	6.0%	4.4%
Asia & Pacific	3.0%	3.5%	3.1%	2.6%
Africa	4.1%	4.6%	3.8%	3.0%
North America	3.2%	3.9%	3.2%	2.1%
Europe	1.9%	2.4%	1.9%	1.5%
Latin America/ Caribbean	1.2%	1.5%	1.2%	0.8%
<b>WORLD TOTAL</b>	<b>3.5%</b>	<b>4.2%</b>	<b>3.5%</b>	<b>2.6%</b>

Jamaica is included in the Central American/Caribbean forecasts for Revenue Passenger Kilometres (RPK) and the Latin American/Caribbean forecasts for the Freight Tonne Kilometres (FTK) Comparison by Region.

# AIR NAVIGATION SERVICES



As delegated by the Jamaica Civil Aviation Authority (JCAA), the Air Traffic Management (ATM) Department of the JCAA's Air Navigation Services Division remained responsible for ensuring the safe and efficient movement of aircraft, throughout all phases of flight within and across the Kingston Flight Information Region (KFIR). Over the period under review, all Air Traffic Management (ATM) responsibilities were carried out by the ATM Department, which consists of the following units:

the Kingston Air Traffic Control Centre (KATCC)
the Manley Aerodrome Control Unit
the Sangster Aerodrome Control Unit
the Tinson Pen Aerodrome Flight Information Service Unit (TPN AFISU) and
the Kingston Flight Information Region (KFIR) Flow Management Unit (KFMU).

The strategic goals of the Jamaica Civil Aviation Authority, as pursued by the Air Navigation Services Division for the period April 1, 2021 – March 31, 2022 were as follows:

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

The following provides an overview of activities undertaken by the ATM Department in relation to the JCAA's goals, in the following areas:

Coronavirus 2019 (COVID-19) Response
Staffing
Training and Development
Air Traffic Control (ATC) Occurrences/Incidents
Air Traffic Movement
Air Traffic Services (ATS) Manual of Operations (MANOPS)
Amendment 2021 – Working Group (ATS-MA21WG)
Air Traffic Flow Management
Performance Based Navigation
Implementation of ATS Inter-Facility Data Communication (AIDC)

# Coronavirus (COVID-19) Response

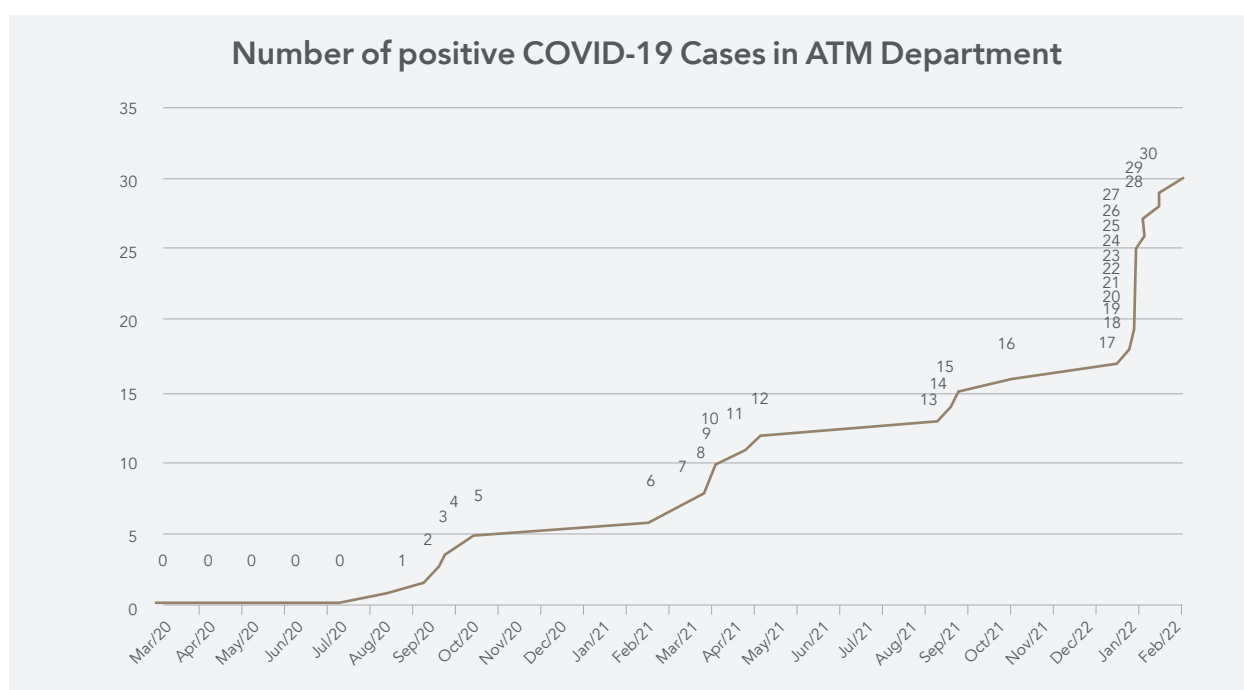
The ATM Department continued to navigate the challenges related to the COVID-19 pandemic, throughout the period, and remained steadfast in its purpose of maintaining safe skies and the well-being of team members.

The Department made proactive and critical decisions, as the pandemic continued to impact team members and our operations, while traffic levels steadily increased. Accordingly, these developments required a balanced approach, prioritising the COVID-19 measures and the need to ensure safe and orderly operations.

At the beginning of the reporting period, the country was emerging from a development, which the Ministry of Health and Wellness (MoHW) described as Jamaica's second COVID-19 wave. The second wave was, fortunately, not very impactful to our ATM operations.

A more significant operational and staff impact was experienced from the country's third wave of the pandemic, which occurred from July 29 to October 11, 2021. However, the greatest impact to our operations occurred when the country experienced its fourth wave, which began around December 29, 2021 and continued to March 5, 2022 with the emergence of the milder Omicron variant. Notwithstanding the mildness of the variant, the fourth wave resulted in the number of positive COVID-19 cases among ATM team members almost doubling, during the period, and the roster at the Kingston Air Traffic Control Centre (KATCC) had to be adjusted to maintain operations and staffing. The number of positive COVID-19 cases in the Department over the period is illustrated in figure 1.

Figure 1: COVID-19 Positive Cases in the ATM Department

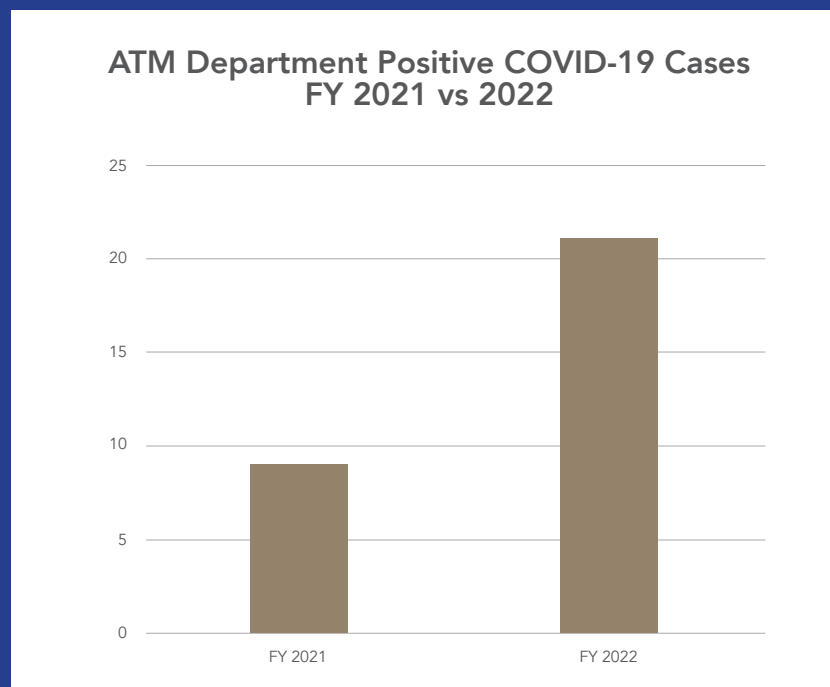




The initiatives that were implemented to manage the pandemic in the previous reporting period were continued or adjusted to ensure adequate staffing to meet air traffic demand. In addition, the ATM Department monitored the number of active cases in Jamaica, as a benchmark of potential operational impact, given the observed correlation between the number of active cases within the department and the number of active cases in Jamaica.

A comparison between the 2021 and 2022 financial years shows a doubling of positive cases in the latter period, as the Department recorded twenty-one (21) positive cases, when compared to nine (9) cases recorded for the previous period. This information is shown in Figure 2 below.

Figure 2: Comparison of COVID-19 Cases between FYs 2021 and 2022



The COVID-19 strategies, which the ATM Department continued to implement, were:

**an enhanced sanitization programme at all units, with increased frequency of cleaning for general areas, while paying special attention to door handles and handrails**

**sanitisation of the unit transporting team members after each trip**

**increased availability of sanitisation products**

**suspension of all non-essential visits to the operational units, including visits by team members within the ATM Department, who were not required to be at the unit**

**restriction of access to visitors and all non-ATS team members in relation to all ATS units, unless absolutely necessary, and authorized by the Unit Manager's office.**

**deactivation of access to the control room facilities for persons not assigned to the ATS units**

personal headsets use recommendations for the operational rooms to reduce the possibility of cross contamination.

Some team members opted to continue using the handset, because of the discomfort experienced with the use of headset. These team members were required to ensure sanitisation of the instruments, prior to use.

sanitising the surfaces, instruments (handset, keyboard, hand switches etc.) and touch entry devices (TED), prior to the take over of an operational position

mandatory wearing of masks in the operation room.

Requirements for team members to refrain from loitering at ATM facilities beyond their assigned work period, and to avoid coming in well in advance of the required arrival time.

Institution of mask wearing and temperature check requirements, for entry to all JCAA facilities.

## STAFFING

Over the period under review, the ATM Department was impacted by reductions in the number of team members, due to resignations and retirement, when compared to the previous financial year. The Department ended the period with an operational staff cadre of one hundred and twenty-one (121) personnel and four administrative support team members. The administrative support positions were upgraded to Technical Assistant positions, during the period.

The operational staff cadre of 121 was one (1) less than the preceding period, as one Air Traffic Controller resigned.

The Department also lost three (3) Unit Managers during the period, as one individual resigned, another retired and a third was promoted to a higher office. These positions remained vacant and subject to being filled. The JCAA also deferred the retirement of an ATC Supervisor and a Unit Manager to assist in managing the staffing deficit.

Five (5) new aerodrome controllers were employed during the period, after the successful completion of the aerodrome training programme by one (1) Flight information Officer and four (4) Flight Data Processors.

The Department closed the period with staffing below cadre in several areas. These included the Technical Assistant, Approach Controller, Area Controller, ATC Watch Supervisor and Unit Manager positions.

## TRAINING & DEVELOPMENT

Consistent with the JCAA's no. 2 strategic goal of Capacity Building, Operational Efficiency and Innovation, as well as strategic goal no. 3 relating to the Growth and Development of Air Transport, the Department sought to ensure that our team members were provided with various forms of developmental training.

The Department aimed to train and certify eight individuals as aerodrome controllers during the period. However, only five (5) new aerodrome controllers were certified, due to several factors, including the COVID-19 pandemic's impact on the roster and team member absence.

The Department also commenced Aerodrome Control training for six additional flight data processors, and ATC Supervisory training for five (5) Radar Specialists, as it sought to increase the cadre of certified Aerodrome Controllers and ATC Supervisors.

The below list shows all the training courses and conferences in which Air Traffic Management personnel participated, during the period.

- 1 "Get Airports Ready for Disaster (GARD)" Workshop** at the Sangster International Airport. Attended by the Unit Manager, Sangster Aerodrome Control Tower from May 11 to 13, 2021
- 2 Project Management Course (Virtual)**, Project Management Global Institute. Attended by three (3) Air Traffic Controllers and an ATC Supervisor from June 14 to 30, 2021.
- 3 Quality Manual Preparation Using the Tools in Microsoft Word Workshop (Virtual)**, Bureau Standards of Jamaica. Attended by a Technical Assistant, three (3) Air Traffic Controllers and an ATC Supervisor on June 17 and 18, 2021
- 4 Psuedo-Pilot 3D ATC Simulation Standard Training Package at the Civil Aviation Authority Training Institute (CAATI)**. Attended by four (4) Air Traffic Controllers from July 22 to 30, 2021
- 5 The 2nd North American/Caribbean Region (NAM/CAR) Air Navigation Implementation Working Group (ANI/WG) Performance-Based Navigation (PBN) Implementation Task Force Meeting (ANI/WG/PBN/TF/2) by ICAO (Virtual)**. Attended by the Director, Air Traffic Management and the Acting Unit Manager from August 10 to 12, 2021
- 6 Middle Management Workshop / Leadership Practices Inventory Training** by FlashPoint Leadership Consulting. Attended by two Unit Managers from SIA and NMIA from August 24 to 27, 2021
- 7 Aerodrome Control Simulator Training**. Attended by six (6) flight data processors from August 1 to 31, 2021
- 8 ICAO's 2nd North American/Caribbean Region (NAM/CAR) Air Navigation Implementation Working Group (ANI/WG) Search and Rescue (SAR) Implementation Task Force Meeting (ANI/WG/SAR/TF/2) – Virtual**. Attended by the Director, Air Traffic Management and the Acting Unit Manager, KATCC from September 7 to 9, 2021
- 9 Supervisory Management Training**, Management Institute for National Development (M.I.N.D.). Attended by one Air Traffic Controller from September 15 to November 30, 2021
- 10 The 12th Civil Air Navigation Services Organisation (CANSO) ATFM Data Exchange Network for the Americas (CADENA) Regional Implementation Group (Virtual) meeting**. Attended by the Director, Air Traffic Management and the Acting Unit Manager, KATCC, on September 29, 2021

- 11 ICAO's Global Reporting Format (Online) session.** Attended by more than thirty (30) operational personnel during October, 2021
- 12 Enterprise Risk Management for Aviation Course.** Attended by the Director, Air Traffic Management from November 8 to 11, 2021
- 13 The Civil Air Navigation Services Organisation (CANSO) Latin America and Caribbean Conference 2021.** Attended by the Acting Unit Manager on November 16 and 17, 2021
- 14 The ICAO Virtual Workshop Volume III CAR/SAM ANP CAR Region.** Attended by the Acting Unit Manager, KATCC from February 14 to 18, 2021
- 15 Caribbean and South American Region (CAR/SAM) Air Navigation Plan,** Caribbean (CAR) Region. Attended by the Director, Air Traffic Management and the Acting Unit Manager, KATCC from Feb 16 to 18, 2022
- 16 On the Job Instructor Course by ICAO.** Attended by four Air Traffic Controllers from February 1 to 4, 2022.
- 17 The 1st North American/Caribbean/South American (NAM/CAR/SAM) Meeting/Workshop** by ICAO on Planning the Implementation of Automatic Dependent Surveillance – Broadcasting (ADS-B) ADS-B/ANP/1). Attended by the Director, Air Traffic Management and the Acting Unit Manager, KATCC from March 2 to 5, 2022
- 18 Online-E2218 – Joint Meetings North American, Central American and Caribbean Working Group (NACC/WG) Airspace Optimization TF & 4<sup>th</sup> NAM/CAR Airspace Optimization Team.** Attended by the Acting Unit Manager KATCC on March 24, 2022
- 19 JCAA Cyber Security in Aviation Workshop (Online).** Attended by the Acting Unit Manager, KATCC from March 27 to 30, 2022

## ATC OCCURRENCES

The JCAA observed and sought to meet and exceed the ICAO international safety target standard and level of 0.005 accidents/incidences per million aircraft movements ( $5 \times 10^{-6}$ ). Accordingly, the department set its target level of safety at less than six (6) Air Traffic Control Occurrences for the period.

Efforts continued to maintain a safe and efficient Air Traffic Services system and there were two (2) ATC occurrences during the period that met the ICAO classification system. Additionally, there were three instances in which the actions of ATC did not satisfy the required safety standard.

As an important intervention, the Department held discussions with the involved team members, as well as others, to highlight and increase awareness of the safety concerns. The Department also initiated a programme through which each operational team member was required to conduct an operational recording review, that was designed to re-enforce strengths, while addressing technique weaknesses.



## AIR TRAFFIC MOVEMENT

The expectation that air traffic might not return to pre-COVID-19 levels until the fourth quarter of 2023 may be eclipsed, as the air traffic movement for the period under review totaled 172,319. This performance represented a 95.2% increase, when compared to the corresponding period of April 2020 – March 2021, where total movements of 88,284 were recorded. The 172,319 was 10% lower than the 191,410 movements recorded during the pre-Covid period of April 2019 to March 2020.

Additionally, a total of 17,286 movements was recorded in the month of December, a figure which was higher than the 17,097 recorded in December 2019 for the 2019/2020 period. While there is need to be cautiously optimistic, this trajectory signals that recovery may not be too far in the future.

As countries within the Latin American and Caribbean region gradually relaxed our COVID-19 restrictions, the number of overflights increased. 111,961 overflights were recorded for the 2021-2022 financial year, which was only 5% lower than the number recorded in the 2019-2020 financial year. The total of 111,961 overflights for the year under review also represented a 103% increase, when compared to overflights for the 2020-2021 financial year. The arrival and departure figures are, however, experiencing a slower rate of recovery as the total recorded for the 2021-2022 financial year is 23% lower than the total recorded for the 2019-20 financial year. The current reporting year's tally of arrival and department movements is, however, 76% higher than the figure recorded for the 2020-2021 financial year. Figure 3 shows a monthly comparison of air traffic movement for the period under review.

Figure 3: Monthly Comparison of total Traffic Movement

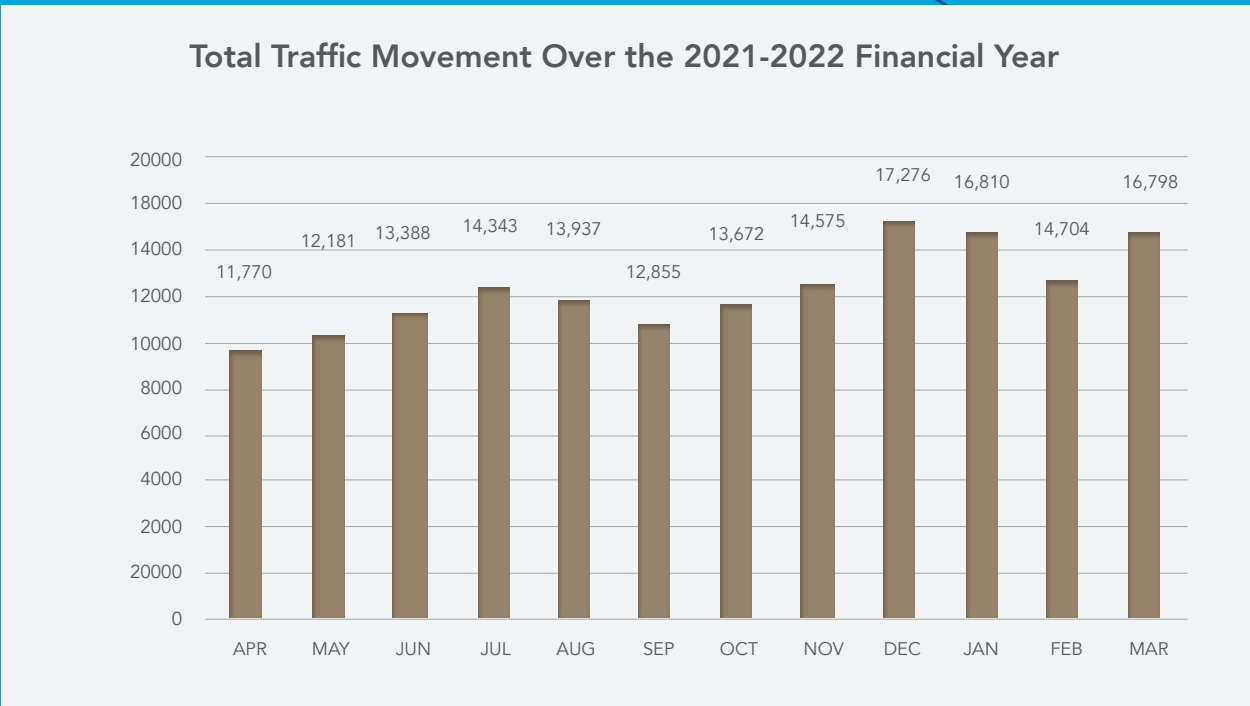


Figure 4: Line chart of total movements for the last three financial years

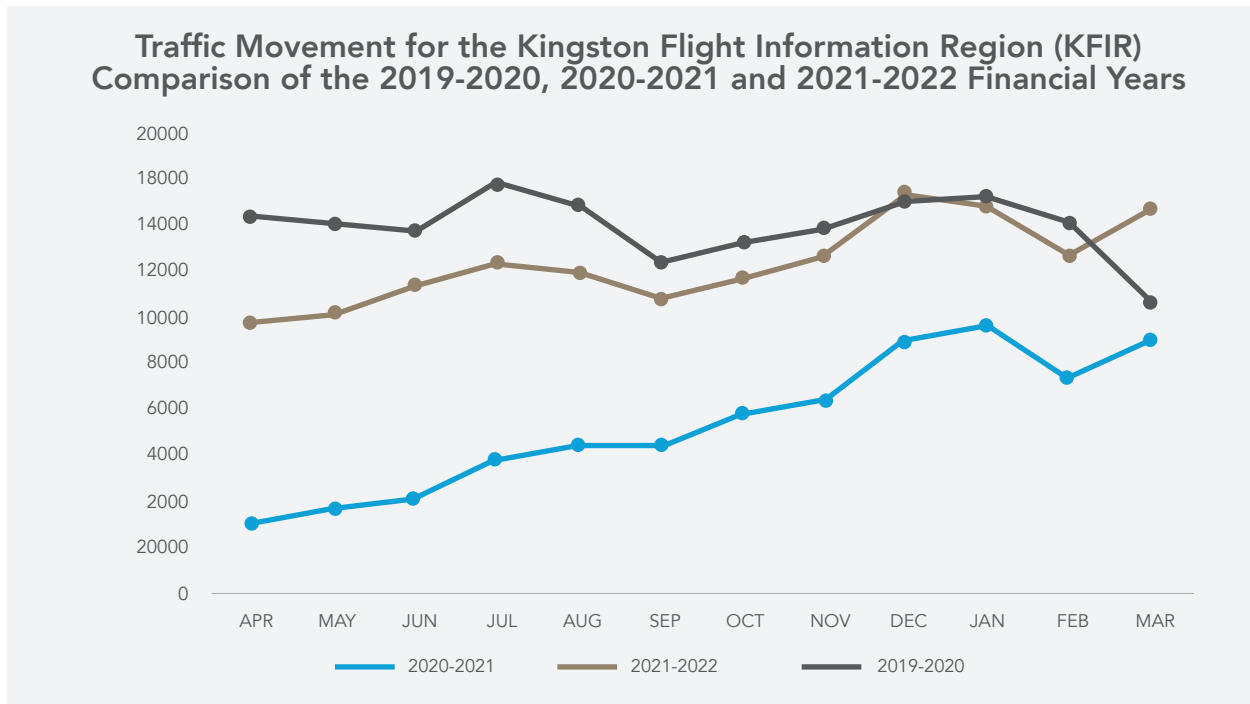
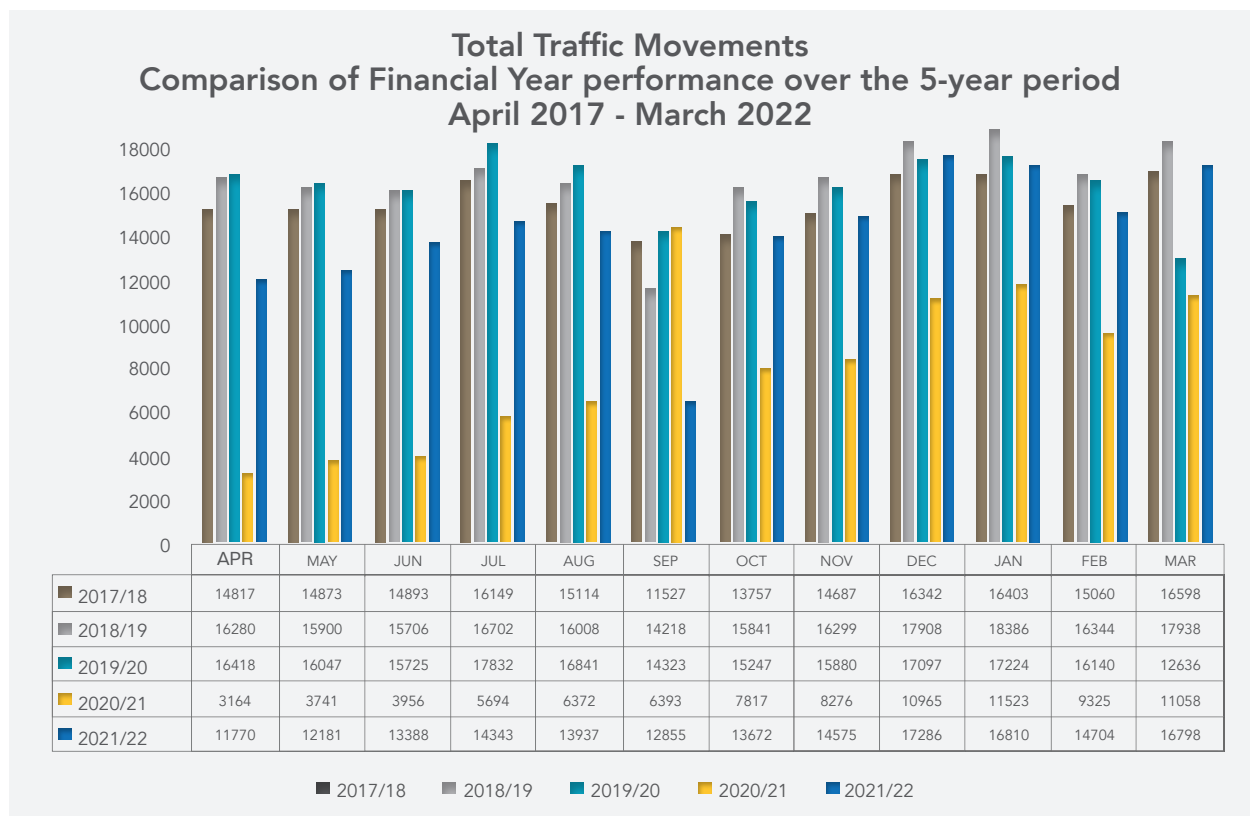


Figure 5: Traffic Movement for the Kingston FIR for the last five Financial Years



## **AIR TRAFFIC SERVICES (ATS) MANUAL OF OPERATIONS (MANOPS) AMENDMENT 2021 - WORKING GROUP (ATS-MA21WG)**

The ATS-MA21 working group was established in June 2021 to undertake the main task of developing the Air Traffic Services Manual of Operations Fourth Edition (ATS MANOPS 4th Edition). The Air Traffic Services (ATS) Manual of Operations (MANOPS) contains the procedures and policies for the use and guidance of personnel in the provision of the services listed in the ATS Master Plan.

The working group was assigned the specific objectives of ensuring that the developed ATS MANOPS conforms to regulatory requirements, as stated in Jamaica Civil Aviation Regulations (JCARS) Schedule 24A Conformance table. Work continued to facilitate the development of the ATS MANOPS 4th edition, over the period.

## **AIR TRAFFIC FLOW MANAGEMENT (ATFM)**

The Department's ability to progress towards the full implementation of Air Traffic Flow Management (ATFM) was hindered by staffing constraints, and the need to manage the impact of the COVID-19 pandemic on the operations. These negatively impacted the amount of resources which could be committed to ATFM. The ATFM Unit was still able to:

- collaborate with international stakeholders. These included the Civil Air Navigation Services Organization (CANSO), airline representatives, the International Air Transport Association (IATA), the Latin American and Caribbean Air Transport Association (ALTA), Space Operations and the Airports Council International (ACI).
- collaborate with other Air Navigation Services Providers (ANSPs) to manage the flow of traffic throughout the region. These ANSPs included the Federal Aviation Administration (FAA) Command Centre, the Miami and Houston Centres, Cuba, the Dominican Republic, Haiti, Trinidad and Tobago, Columbia, Argentina, Mexico and CENAMER (the Centre for Air Traffic Control, covering the entire Central American Flight Information Region (FIR), above 20,000 feet).
- conduct a Winter Season Planning meeting with JCAA and external local aviation stakeholders in December 2021. The decisions from that meeting were inputted to the regional plan to manage the winter traffic.
- attend and contribute to weekly, monthly and quarterly regional meetings, in furtherance of ATFM.

## **PERFORMANCE BASED NAVIGATION**

The process of transitioning our operations from ground-based navigational aids to satellite-based technology, as we sought to increase our airspace's efficiency and capacity, continued during the period.









## Communications, Navigation & Surveillance

### Summary

The past year was a challenging yet rewarding year as the JCAA overcame the ravages of the pandemic and was able to provide required services to the flying public, despite the odds. The Communications Navigation and Surveillance (CNS) department and its service providers used the opportunities provided by the low traffic period to conduct essential routine maintenance work on the network, which would have been difficult in pre-Covid level traffic environments.

As a converse impact of the pandemic, long delays were experienced, over the period, in relation to parts sent for repairs, as the world continued to grapple with associated logistical delays and production backlogs. However, as a result of adequate stock inventories, no outages were experienced. On the other hand, the surveillance network was impacted by damage to the JCAA's Monopulse Secondary Surveillance Radar (MSSR) Antennas, as a result of a ground strap becoming loose inside the Raydome. However, the JCAA's Air-Traffic Controllers were able to make the necessary adjustments to assure safety, while working without the services of this system.

Over the reporting period, the Authority successfully carried out Controller Pilot Data Link Communications (CPDLC) testing with Jet Blue airlines, as an important initial step in providing Future Air Navigation Services (FANS-1) to the aviation industry. The Level 1 Air Traffic Services Inter-facility Data Communication (AIDC) test with Cuba and the preliminary test with Panama and Columbia were completed, as the region moved forward in its implementation of a Multi-Regional AIDC programme. This programme will allow information exchange between Air Traffic Service Units (ATSUs) to support critical Air Traffic Control (ATC) functions, such as notification of flights approaching a Flight Information Region (FIR) boundary, coordination of boundary conditions and transfer of control and communications authority.

### Routine and Preventative Maintenance Programmes

Maintenance of the Communications, Navigation and Surveillance (CNS) infrastructure continued to be critical for ensuring the satisfaction of the JCAA's organisational objectives. These objectives included:

**enhancing Safety and Security in civil aviation**

**increasing the Operational Efficiency, Capacity Building and Innovation of the JCAA by continuously strengthening skills, resources and processes and**

**ensuring a sustainable aviation future through environmental protection to lessen the adverse environmental impact of civil aviation activities**

As the JCAA ensured the implementation of programmes that facilitated safety and the provision of safe and efficient air traffic control services, the following activities were undertaken:

<b>Monitoring and managing the Routine Maintenance Programme</b>	<b>Managing and maintaining High Voltage Power Systems, including Standby Generators, Direct Current (DC) supply systems and Uninterruptible Power Supply (UPS) systems</b>
<b>Managing and maintaining the JCAA's Heating, Ventilation and Air Conditioning (HVAC) Systems.</b>	<b>Technical management and oversight of elevators</b>
<b>Coordinating and conducting flight checks on all navigational aids.</b>	<b>Managing and maintaining grounding and Lightning Protection Systems at all sites.</b>
<b>Determining and compiling equipment specifications.</b>	<b>Planning and designing the Metropolitan Area Network and the Wide Area Network to ensure equipment interoperability and connectivity</b>
<b>Ensuring the safety and security of CNS equipment.</b>	<b>Initiating and coordinating tests with neighbouring Flight Information Regions (FIRs) and external service providers for the implementation of Air Traffic Services Inter-Facility Data Communication (AIDC), Controller Pilot Data Link Communications (CPDLC), Air Traffic Flow Management (ATFM), etc.</b>
<b>Maintaining technical oversight of local and international contractors, working on Air Navigation and Communications, Navigation and Surveillance infrastructure, on behalf of the Authority.</b>	<b>Maintenance of all radar and telecommunication superstructures, to include cleaning and painting</b>

## REMOTE SYSTEMS MONITORING

During the period under review, the CNS Department initiated a critical project for remote systems monitoring, which is aimed at providing technicians working in the Network Operation & Control Centre (NOCC) the capability to remotely, and in real time, monitor the status of standby generators, fuel levels, air-conditioning systems, battery chargers and batteries at key remote sites. Critical parameters, such as voltage levels from the JPS Co, as well as battery voltage and current readings will also be monitored remotely.

When fully implemented, this will result in improved response time to faults, before they become service affecting, as well as minimized systems downtime.



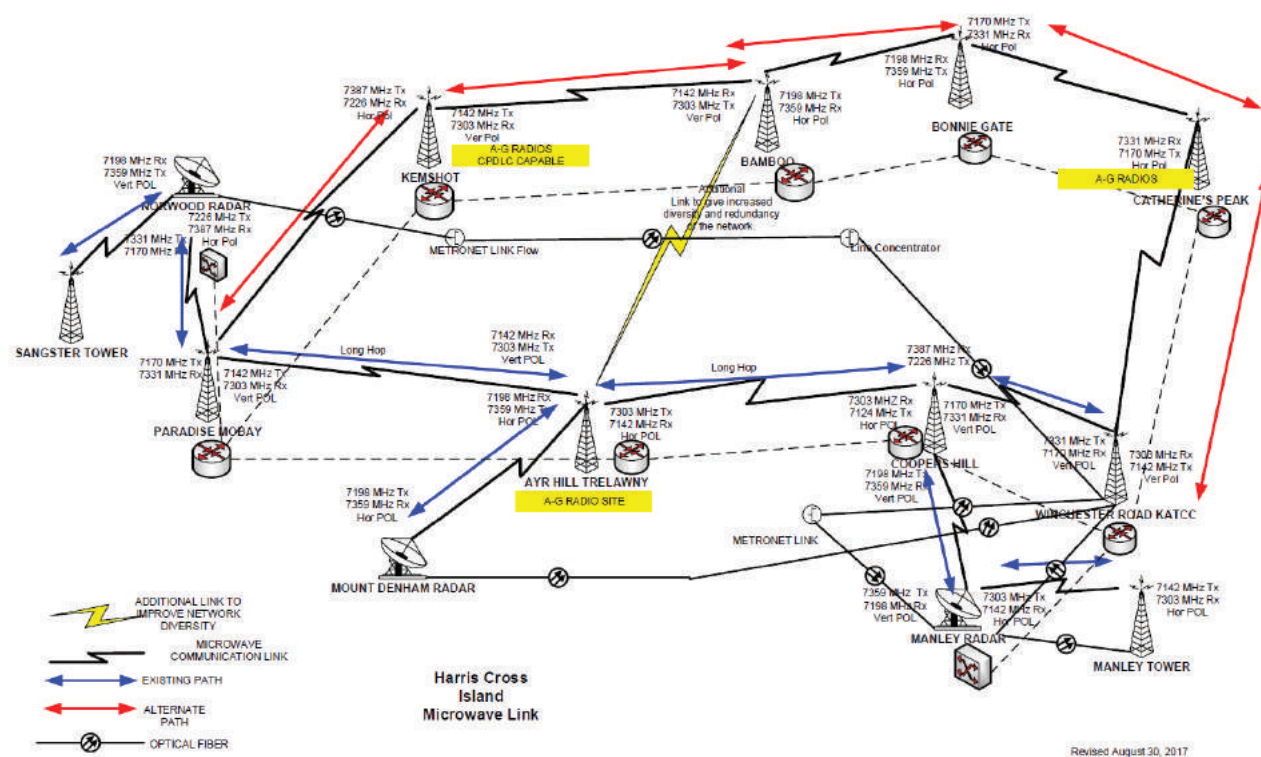
Installation of transducers at the NMIA Instrument Landing System (ILS) site by members of the electrical team.

## COMMUNICATION RADIO NETWORK

The microwave radio network performed stably, over the period under review, and was the major link used to carry audio signals for Air-to-Ground radios from key sites, such as Ayr Hill, Kempshot and Catherine's Peak. The network also conveyed radar data from all radar sites back to the Kingston Air Traffic Control Centre (KATCC).

The network is now fully transitioned to the Transmission Control Protocol/Internet Protocol (TCP/IP), as all Time Division Multiplexing (TDM) end equipment have been removed and replaced with routers. A key feature of the new network is the provision of Multi-Protocol Label Switching (MPLS) services from all the radar sites. Multi-Protocol Label Switching provides another layer of connectivity between radar sites and the KATCC, to significantly minimize the risk of losing radar data, while being transmitted to the KATCC, in the event of a microwave radio network failure.

Figure 1



## UPGRADE OF THE DVOR/DME NAVIGATIONAL AIDS

The Doppler Very High Frequency Omni-directional Range (DVOR) navigational aid with Distance Measuring Equipment (DME) at the Norman Manley and Sangster International Airports were upgraded to include the counterpoise infrastructure and the antenna system shown in Fig. 2 overleaf.

During the period, extensive work was conducted on the NMIA DVOR by system integrators, Intelcan Technosystems, to resolve the grounding fault on the system, which led to its unstable performance between March 2021 and November 2021. The system was still under warranty and the work was, therefore, conducted at no additional cost to the JCAA.

The Sangster International Airport (SIA) DVOR was also replaced, with extensive refurbishing work carried out on the shelter. The DVOR was flight checked and the associated Site Acceptance Test (SAT) completed successfully. The JCAA is now awaiting completion of the Aeronautical Information Regulation and Control (AIRAC) cycle for the DVOR to be fully commissioned into service. The AIRAC cycle is a standardised aeronautical information change management system, which ensures advance communication of critical information changes to all aeronautical data users, so they may safely and efficiently update their flight management systems.





NMIA DVOR

SIA DVOR Fig. 2

## **FUTURE AIR NAVIGATION SERVICES (FANS-1) FOR CONTROLLER PILOT DATA LINK COMMUNICATION (CPDLC) -**

A major milestone was reached in relation to Jamaica's ability to provide Future Air Navigation Services, during the period under review. Extensive testing was carried out with service provider, ARINC, and Jamaica was able to successfully conduct live testing of Controller Pilot Data Link Communication with Jet Blue airlines on March 2, 2022, via our automation system test bed.

This development successfully represented Phase 1 of testing and the next phase, Phase II, will involve configuration of the online system to communicate with live traffic, as well as team member sensitisation and training.

CPDLC has several distinct advantages, including reduced congestion in voice channels, and reduced susceptibility to static noises, that plague audio communication, due to the modulation technique used in voice communication.



Fig. 3 above shows successful CPDLC testing with JetBlue airlines. Top images feature the Jet Blue aircraft cockpit, while the bottom photos show the Kingston Air Traffic Control Centre (KATCC) equipment room test bed.

### AIR TRAFFIC SERVICES (ATS) INTER-FACILITY DATA COMMUNICATION (AIDC)

AIDC testing between Cuba, Panama and Columbia was put on hold, pending the signing of a service level agreement with our Automation Systems manufacturer, Thales Air Systems.

This agreement was critical for facilitating the required high-level technical support, software upgrades, and team member training before implementation. It is anticipated that a service level agreement will be signed between the JCAA and Thales by the first quarter of the 2022/2023 financial year.

When AIDC is fully implemented, the important advantages will include:

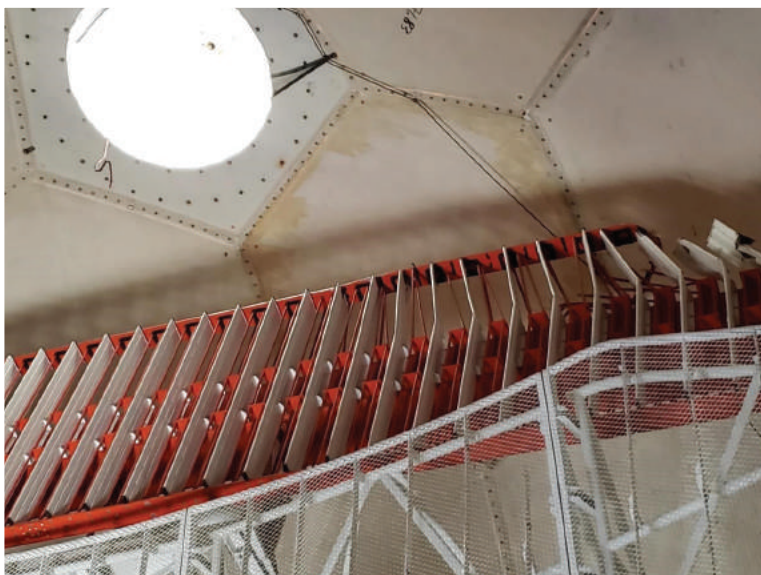
- reduced workload for Air Traffic Controllers
- significant reduction or elimination of coordination errors
- reduction of large height deviation errors, and
- increased safety at the Flight Information Region (FIR) boundaries

## SURVEILLANCE SYSTEMS

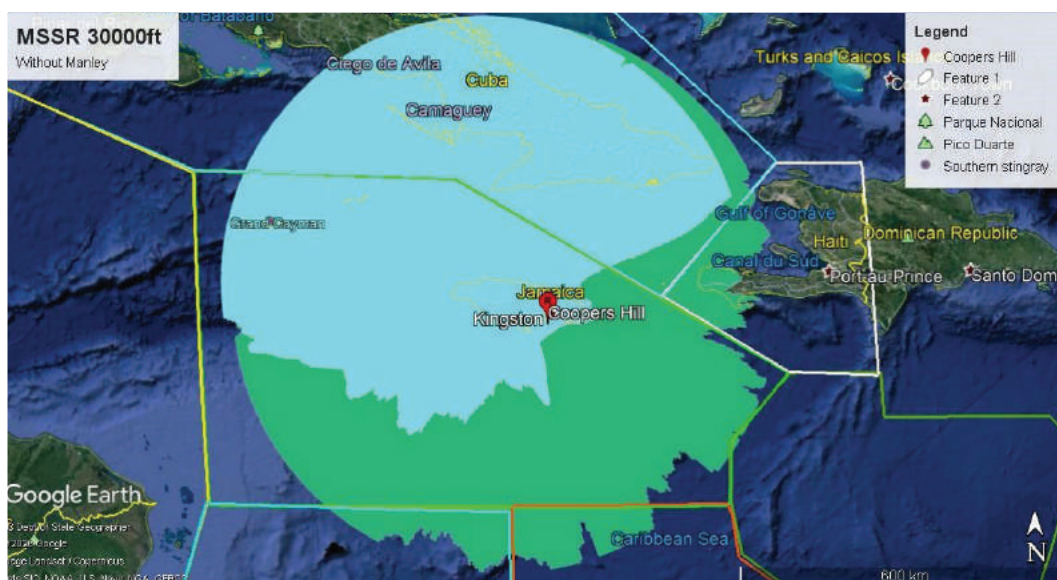
As a result of damage to NMIA's Monopulse Secondary Surveillance Radar (MSSR) antenna, the JCAA implemented contingency measures to mitigate risks and ensure the safety of aircraft at low altitude, while on final approach to the NMIA. The damaged antenna and coverage deficit in the east and southeast of the Flight Information Region (FIR) are shown in the Figures 4, 5 and 6 below.

The procurement process to replace the damaged antenna commenced during the period under review. The necessary internal approval, including cabinet approval, was received and it is expected that contract signing will take place during the 1st Quarter of the 2022/2023 financial year. Replacement of the antenna should take place by the 3rd Quarter of the 2022/2023 financial year.

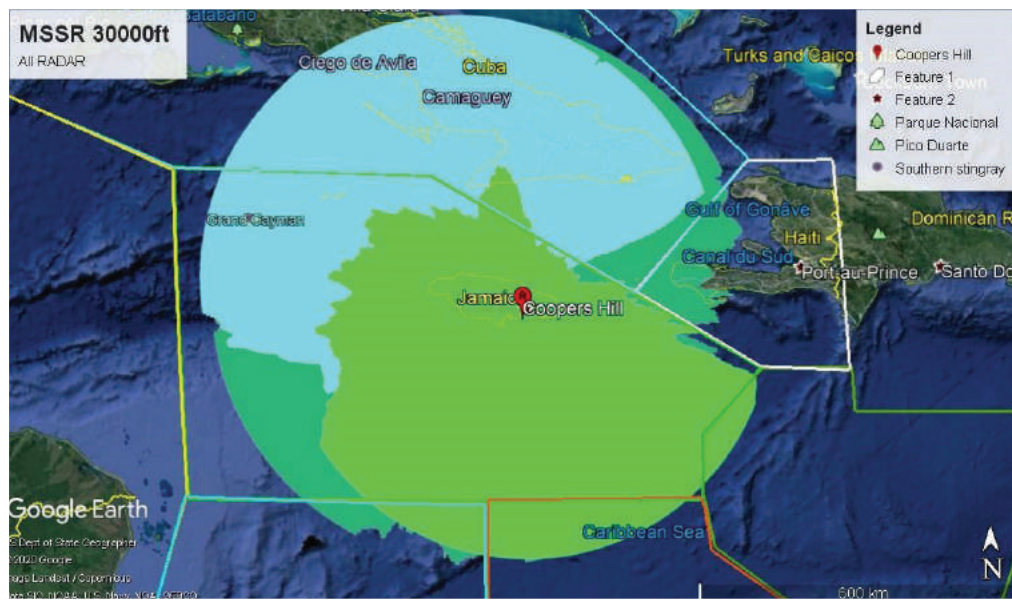
Figure 4: Damaged MSSR Antenna Elements



Figures 5 and 6: 30,000ft Mt. Denham and Norwood RADARs only





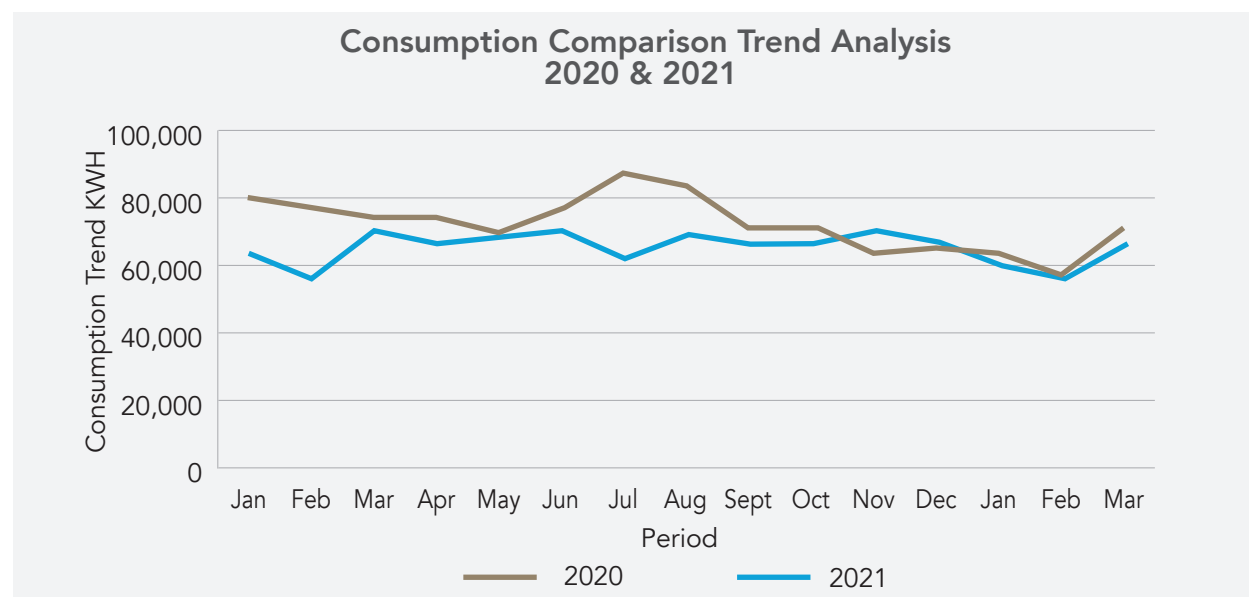


## THE GOJ ENERGY EFFICIENCY CONSERVATION PROGRAMME (EECP)

The reduction trend vis-à-vis the authority's energy consumption continued into the 2021 fiscal year, when compared with the 2020 year. This reduction was attributed to the work-from-home programme that was implemented by the Government of Jamaica (GOJ) and the JCAA, as a pandemic management strategy.

The energy consumption trend for the 2021 period was lower than that of 2020, as clearly depicted in the below graph.

February 2021 recorded a 28.3% reduction in energy consumption, when compared with the corresponding period in 2020. While there is a fluctuation in quantity, the reduction trend is generally constant for the year and, based on the available data, January, February and July show the widest decline, with respect to energy usage.





## EQUIPMENT MAINTENANCE

The availability trend for the January 2021 to April 2021 period showed some stability, but there was a significant fall off in May 2021. This was due mainly to the poor performance of the NMIA Doppler Very High Frequency Omni-directional Range (DVOR) navigational aid. The NMIA DVOR recovered in September 2021 and provided steady performance until December 2021.

Another significant fall off occurred in January 2022, primarily due to the extended failure of shared radar data from the Grand Cayman Islands/ Owen Roberts International Airport (GCM). Subsequently, for the months of February & March 2022, the NMIA DVOR was taken offline for an extended period to correct a grounding fault and retune the sideband antennas. The latter was a major contributor to the poor availability performance, where averages of 95.73% and 98% were recorded for the months of February 2022 and March 2022, respectively.

## AERONAUTICAL INFORMATION MANAGEMENT (AIM) SUMMARY



During the 2021-2022 financial year, the primary areas of focus for the Aeronautical Information Management (AIM) department were quality, training, team member development, strengthening of core processes and enhancing operations.

Despite the adversities of the COVID 19 pandemic and the associated reduction in resources, the team performed exceptionally well in reorganizing, strategising, and concentrating its efforts on training, documentation, and sustaining the JCAA's AIM operations. The department was also able to attain targets related to the AIM transition,

which aligned with the organisation's strategic objectives.

As the team forged ahead with the AIM transition, major accomplishments included the:

- full switch over to the CRONOS aeronautical data management system, as the primary tool for processing and disseminating Notices to Airmen (NOTAM) and flight planning information
- generation of Aeronautical Information Publication (AIP0.1)
- creation of new and/or revised procedures and charts to support ANS operations
- commencement of the recruitment process to fill vacant posts in the International NOTAM Office (NOF) and the Aerodrome/Air Traffic Services Reporting Office (AD/ARO), and
- staff training and development exercises.

The Obstacle Evaluation and Procedures Development (OEPD) Unit continued to be involved in several projects supporting flight checks of the Norman Manley International Airport (NMIA) and Sangster International Airport (SIA) navigational aids, as well as the subsequent production of charts and procedures. The unit made significant contributions to the implementation of new, amended/realigned Performance Based Navigation (PBN) Area Navigation (RNAV) 5 routes, as well as local Air Traffic Services (ATS) routes, which were incorporated in relevant Integrated Aeronautical Information Packages (IAIP).

Configuration of the PLanning eXtensions (PLX) workflow application was far advanced, over the period, following the finalisation of process flows for each functional AIM area. The PLX application will provide a web-based solution to support digital processing of aeronautical data from origination, to storage and distribution.

Processes to regenerate all published Aeronautical Information Publication (AIP) charts using the Integrated Charting Environment (ICE) application, which is a component of the IDS AIM suite, also commenced during the year. The unit was additionally engaged by several stakeholders regarding the processing of over 26 obstacle evaluation applications, including one for the country's tallest building, which was still under review.

The Publications unit achieved a significant milestone, when the Integrated Aeronautical Information Package (IAIP) Subscription process was transformed through a new static, electronic IAIP subscription portal and e-Pay system. Seventy-six (76) static IAIP documents were disseminated. Most of these were Aeronautical Information Circulars (AIC), which were based on Jamaican Government directives, regarding revised COVID-19 protocols and travel restrictions.

Driven by its safety, quality and efficiency priorities, the Notices to Airmen (NOTAM) unit continued its stewardship of processes to provide timely updates to aircraft pilots, regarding location-based or flight route conditions or hazards that could affect air travel.

Despite occasionally stringent timelines, all NOTAM-related, pre- and post-processing verification and validation activities intensified, using the CRONOS system, and the internal VALID Tracking system was employed to ensure error detection, management, mitigation, and resolution, as appropriate.

The number of flight plans processed increased significantly, when compared with the last reporting period. The growth was most noticeable during Quarters 3 and 4, when the number of flight plans filed returned to pre-COVID levels, following reductions in Jamaica's COVID-19 protocol and travel restrictions. The Pre-flight Information Bulletin (PIB) project progressed considerably, ending the year with weather information now being propagated on the generated PIBs. This final hurdle, which needed to be crossed for implementation, was achieved through close collaboration with our system providers.

Team Member training and development activities, which are significant components of the AIM transition, doubled this year, and were all delivered virtually due to the continuing COVID-19 pandemic. Most courses were specialized AIM programmes, geared towards broadening team members' knowledge and expertise. Others were more general, Authority-wide courses.

Over the year, the Aeronautical Information Management (AIM) leadership team collaborated with JCAA's Civil Aviation Authority Training Institute (CAATI) to modify the CAATI ICAO Aeronautical Information Services (AIS) Standard Training Package (STP) Course for Bahamian students. The course, which commenced via virtual classroom in March, was being delivered by two certified AIM TRAINAIR Plus instructors, who are members of the AIM department.

Manuals pertinent to the required Air Navigation Services (ANS) certification were completed and submitted to the Safety & Compliance Department for review, within stated timelines.

## **AERONAUTICAL INFORMATION MANAGEMENT (AIM) ACTIVITIES**

AIM Jamaica remained responsible for the provision of aeronautical information within the Kingston Flight Information Region – an area comprising approximately 127,000 square nautical miles. The KFIR encompasses Jamaica's airspace, as well as the airspace that is 25,000 feet and above the Cayman Islands. AIM Jamaica's role is to ensure the flow of aeronautical information necessary for the safety, regularity, economy and efficiency of air navigation, while complying with standards and recommended practices stipulated by the International Civil Aviation Organization (ICAO) and the Jamaica Civil Aviation Regulations (JCARS).

There are seven (7) units within the AIM Department, six (6) of which are located at 4 Winchester Road, Kingston 10. The Aerodrome/Air Traffic Services Reporting Office (AD/ARO) is located at the Norman Manley International Airport. The Units and their functions and responsibilities are outlined below:

AIM UNIT	FUNCTIONS/RESPONSIBILITIES
International NOTAM Office	<p>Responsible for the timely issuance of dynamic aeronautical data and information, which are important for air navigation within the Kingston Flight Information Region, including the Cayman Islands. Services include Notices to Airmen (NOTAM), NOTAM Checklists, NOTAM Summaries and Trigger NOTAM (dynamic data).</p> <p>The unit is also responsible for establishing and maintaining a proper system of NOTAM exchange, with other International NOTAM offices, to facilitate pre-flight information services at aerodromes.</p>
Obstacle Evaluation	<p>The Obstacle Evaluation Unit evaluates and assesses construction and other activities that impact Obstacle Limitation Surfaces (Annex 14), airport development, Air Traffic Services (ATS)/Air Navigation Services (ANS) procedures, Navigational aids (NAVAIDS), aeronautical charts and the environment. The unit also provides technical input and advice relating to air navigation services, development and Government of Jamaica (GOJ) projects.</p>
Charting	<p>The Charting Unit is responsible for developing instrument procedure designs and aeronautical charts. It also maintains aeronautical charts, and ensures aeronautical data quality, system integrity and charting output.</p>
Database	<p>The Database Unit is the AIM hub, where all data and information are centralised to produce various AIM products. The services include providing traceability for data flow, ensuring access and privileges to system users, groups and roles, and ensuring workflow management. These activities enable the efficient provision of high-quality aeronautical information services through the maintenance of a dynamic, accurate, efficient, and robust database system, which prepares, creates and disseminates aeronautical information.</p>
Procedures Design	<p>The Procedures Design unit is responsible for developing and monitoring Procedures for Air Navigation Services – Aircraft Operations (PANS-OPS). These include the development of instrument approach and instrument departure procedures, as well as assisting the implementation of Performance Based Navigation (PBN), airspace design and the coordination and development of ATS routes, inclusive of Visual Flight Rules (VFR) routes within the Kingston FIR.</p>
AD/ARO Unit	<p>The Aerodrome/Air Traffic Services Reporting Office (AD/ARO) unit is responsible for maintaining updated pre-flight information services for all types of flights departing the respective international aerodromes in Jamaica. Additionally, the AD/ARO Unit is delegated the responsibility of flight planning, accepting and processing Air Traffic Services (ATS) flight plans, for flights departing from both domestic and international aerodromes in Jamaica.</p>
Publications Unit	<p>The Publications unit is responsible for coordinating, publishing and updating all static elements of the Integrated Aeronautical Information Package (IAIP), namely, the Aeronautical Information Publication (AIP), AIP Amendments (AIP AMDTS.), AIP Supplements (AIP Supps), Aeronautical Information Circulars (AIC), and Checklists.</p>



## OPERATIONAL PLAN - QUARTERLY OBJECTIVES /ACHIEVEMENTS

Below is a synopsis of quarterly objectives, deliverables, goals and timelines, mapped under the Aeronautical Information Management (AIM) 2021-2022 Operational Plan.

OBJECTIVES	ACTIVITIES	STATUS
<b>Strategic Goal (SG) 1. SAFETY &amp; SECURITY</b>		
<b>1.3.1</b>	<b>Air Traffic Conflict Management</b>	
Provide reliable and consistent aeronautical information management services	100% of aeronautical data digitally integrated	90% Achieved. Activities ongoing. Further integration tests with AIM publishing software required.
Implement Letters of Agreement with Filed Flight Plan (FPL) providers/ stakeholders	Alert stakeholders to the implementation of Letters of Agreement and present same for their perusal and agreement	LOA final draft completed and vetted by Safety and Compliance and Legal Departments. To be implemented, pending completion of stakeholder engagement process.
Implement the issuance of Pre-flight Information Bulletins (PIB)	Generate and disseminate PIB for each FPL processed	Stakeholder engagement has begun. Stakeholder meeting held on March 29, 2022.
<b>1.5.1</b>	<b>Risk Management &amp; Business Continuity</b>	
Manage enterprise risks	Risk Reports on Critical Business Risks (CBRs), Enterprise Risks, Projects Risks and risk events submitted within required timelines	Achieved.
<b>SG 2. OPERATIONAL EFFICIENCY, CAPACITY BUILDING &amp; INNOVATION</b>		
<b>2.2.2</b>	<b>System-Wide Information Management (SWIM)</b>	
Digitise platform for Publications, NOTAMs, Flight Plans and Pre-Flight Information Bulletins (PIBs)	NOTAM / Flight Plan Error Reporting Form implemented	Review of NOTAM Error Reporting Form completed. Document to be converted to fillable form and tested.
		Error Reporting Form for Air Traffic Services
		Reporting Office (ARO) implemented.
	99.99% of NOTAM / Flight Plan errors detected and corrected before dissemination	Achieved and monitored.
	Streamline IAIP purchase & subscription processes	On-going
Digitise Obstacle Evaluation Process	Streamline Obstacle Evaluation (OE) application process by making fillable form available online	To be developed with IT support. Consultations with IT Dept. commenced.
Digitise Chart purchase process	Streamline chart purchasing process by making fillable request form available online	To be developed with IT support. Consultations with IT Dept. commenced.

## SG 4. GOVERNANCE & INDUSTRY ENGAGEMENT

### 4.3.4 Performance Management

Comply with statutory organisational performance reporting	Quarterly Department Reports submitted within required timelines	Achieved.
Engagement of industry stakeholders	Conduct sensitisation sessions to improve the quality of meta data and data provided by stakeholders, for FPL processing.	Not yet implemented. Preparation for inaugural sensitisation session underway.

## SG 5. A SUSTAINABLE AVIATION FUTURE THROUGH ENVIRONMENT PROTECTION

### 5.1.2 Uniformity with ICAO Environmental SARPs

Advance Performance Based Navigation with additional five (5) RNAV routes	Implement and publish five (5) new/revised Area Navigation (RNAV) routes (KPI)	Implemented. 5 new/realigned RNAV routes published March 25, 2021 and became effective May 20, 2021
	# of routes revised to RNAV	Two (2) conventional routes converted to RNAV 5 routes, effective May 20, 2021
	80% of traffic utilising RNAV 1 / 2 arrival routes by 2025	Work in progress. Continuous Descent Operations (CDO) draft procedures/ concept to be sent to Air Traffic Services for further feedback.
	80% of traffic utilising RNAV/RNP departures by 2025	Work in progress. Continuous Climb Operations (CCO) draft procedures/ concept to be sent to Air Traffic Services for further feedback.

## AERONAUTICAL INFORMATION MANAGEMENT PROJECT UPDATE

AIM Implementation status. Please see tabular depiction below:

AIS TO AIM Transition & Implementation	
<b>Phase 1 (Consolidation)</b>	
P-03 AIRAC Adherence Monitoring	
P-04 Monitoring of Annex differences	
P-05 WGS 84 Implementation	
P-17 Quality (Phase 1 Completed)	
<b>Phase 2 (Going Digital)</b>	
Upgrade existing staff	
Employ additional staff	
Train additional staff to operational level	
Identify and acquire Space	
Acquire and implement AIM System	
Implement AIXM 5.1 Database	
Extend Hours of Operations	
P-01 Data Quality Monitoring	
P-02 Data Integrity Monitoring	
P-06 Integrate Aeronautical Info Database	
P-07 Unique Identifiers	
P-08 Aeronautical Info Concept Model	
P-11 Electronic AIP	
P-13 Terrain	
P-14 Obstacles	
P-15 Aerodrome Mapping	
<b>Phase 3 (Information Management)</b>	
P-09 Aeronautical data exchange	
P-10 Communication networks	
P-12- Aeronautical Info Briefing	
P-16 - Training	
P-18 Agreements with data originators	
P-19 Interoperability with meteorology products	
P-20 Electronic aeronautical charts	
P-21 Digital NOTAM	
<b>Obstacle Evaluation, Airport Analysis</b>	
<b>Key</b>	
Achieved/Completed	
In- Progress	
Not Achieved/Completed	

## DOCUMENTATION – AIM CERTIFICATION

The preparation of manuals pertinent to ANS Certification was also a major activity for the department, in which AIM team members participated. Except for the Master Plan, all manuals were completed and submitted to the Safety & Compliance Department by February 4, 2022. This included the Manual of Operations, Unit Standard Operations Manuals, and Conformance Tables.

### i) DATABASE APPLICATIONS

The Database team conducted several activities associated with the clean-up of database source files. This included the update of the central aeronautical database (AeroDB) and the integration of Electronic Terrain and Obstacle Data (ETOD). In addition, extensive work was conducted on the process flows for each AIM unit, and these process flows were finalised after consultation and deliberation with all managers and specialists. Pre-configuration documentation of the design variables for each workflow remained in progress, over the period. Assimilation to the PLanning eXtensions (PLX) PLX software will follow in the coming quarter.

Updating the database to facilitate the automatic generation of Aeronautical Information Publications (AIP) remained ongoing. Several iterations have been test-printed, with the latest being AIP 0.1.

The team also continued to monitor and manage the IDS Ticket system, based on reports by users regarding any issues. AIM Management, in collaboration with the IDS contractor, and the IT and Communications, Navigation and Surveillance departments, remained in dialogue regarding a potential security vulnerability affecting the AIM system and a long-term solution for maintenance and security.

## **ii) FLIGHT PROCEDURES**

The Procedures Design Unit continued to collaborate with Air Traffic Management (ATM) personnel to develop and create new and revised routes within the Kingston Flight Information Region (KFIR). Of significance were developments related to the RNAV RWY09 at Ian Fleming International, as well as new and revised Air Traffic Services (ATS) routing structures, which took effect during the 4th quarter of the period (i.e. January 2022).

Other activities remained in progress and included ongoing discussions with stakeholders regarding the establishment of key standard arrival and departure routes, including IRKOM ONE ARRIVAL RWY 30 MKJP STAR (In Progress) and Continuous Climb and Descent Operations (CDO & CCO) – RNAV STAR/RNAV SID.

The Unit also participated in the Flight Check Mission to validate the newly installed DVOR for Sangster and Manley. The mission was, however prematurely aborted, due to technical difficulties with the aircraft. Nonetheless, preliminary reports indicated good coverage of the facility, except for a slight distortion in signal between radials 060 – 180 clockwise, which impacted a total of seven procedures and eight airways. Further discussions will continue with stakeholders to determine the best way forward.

## **iii) OBSTACLE EVALUATION (OE)**

A total of twenty-six (26) Obstacle Evaluation applications were received for 119 locations across the island. Most involved building construction, the erection of cranes, a weather radome, radio masts and cellular towers/antennas within close proximity to aerodromes, or prohibited, dangerous and/or restricted areas. Of significance was the application submitted by Stratosphere Development Limited for the construction of a building, which is poised to be the tallest structure in Jamaica.

The Obstacle Evaluation (OE) unit remained engaged in the Government of Jamaica's Development Application Review Process (DARP) in collaboration with parish councils and municipal corporations. The unit continued to assist with land subdivision and construction development reviews and provided guidance in relation to these matters.

## **iv) PERFORMANCE BASED NAVIGATION (PBN)**

Performance Based Navigation (PBN) remained a key element of the regional aviation plans.



Collaboration with stakeholders was ongoing, concerning matters relative to the Global Air Navigation Plan, of which PBN is a component. As part of this ongoing project and agreement at the Optimization of the Caribbean (CAR) Regional Airspace Meeting in October 2020, several route changes were effected in the Kingston FIR, including the implementation of five (5) Area Navigation (RNAV) routes. This occurred as a result of the establishment of new routes, along with realignment and removal of conventional routes.

The following new RNAV routes became effective on 20 MAY 2021:-

1. UL332 (bi-directional)
2. UM409 (bi-directional))
3. UM779 (northbound only)
4. UP406 (southbound only)
5. UP525 (southbound only)

Jamaica continues to participate in the regional Air Navigation Plan, in terms of RNAV route restructuring, with the Obstacle Evaluation and Procedure Development (OEPD) Manager appointed as one of two Jamaican representatives at the Joint Meetings North American, Central American and Caribbean (NACC) Working Group (NACC/WG) Airspace Optimization Task Force & 4th North American & Caribbean (NAM/CAR) Airspace Optimization Team. Realignment and restructuring of the Kingston Flight Information Region (KFIR), with the regional collaboration will significantly improve efficiency, through the reduction of in-flight miles and carbon emissions, which form part of our “clean environment” responsibility.

## **v) CHARTING**

The unit effected myriad changes to the Kingston FIR Charts, in relation to new, local Area Navigation (RNAV) routes, and amended or deleted conventional routes, in collaboration with the Air Traffic Management (ATM) department and other relevant stakeholders. Other charting changes impacted Standard Instrument Departures (SIDs), Standard Instrument Arrivals (STARs) and approaches for the Manley and Sangster Aerodrome.

Another important development was the new Grand Cayman (GCM) BRACC ICAO 5-letter designator waypoint code, which replaced the decommissioned Charles Kirkconnel International Airport Non-Directional Beacon (CBC/NDB) for the Cayman Islands. The code is important, as it is used for the identification of significant points and designators for Air Traffic Services (ATS) routes. This achievement was made possible through several meetings with Caymanian representatives, and several iterations, which paved the way for the establishment of the new waypoint and RVAV routes.

The charting team commenced work on the reproduction of Aeronautical Information Publication (AIP) Charts, which are now published in AIP Jamaica. The latter efforts formed part of the roadmaps for the Electronic Aeronautical Information Publication (eAIP) and the Aeronautical Information Services -Aeronautical Information Management (AIS-AIM) transitions. The project will ensure automatic generation of AIP data through our centralized database. Additionally, the charting unit, through collaboration with the National Land Agency (NLA), successfully updated and printed the Jamaica Visual Flight Rules (VFR) chart for sale externally. A Letter of Agreement

(LOA) with the NLA to support this activity is now effective, after being signed by the JCAA's Director General and a National Land Agency representative.

#### vi) OPERATIONAL REPORT – AIM Headquarters and Aerodrome/Air Traffic Services Reporting Office (AD/ARO)

The table below outlines the total Flight Plans, Notices to Airmen (NOTAM) and static Integrated Aeronautical Information Package (IAIP) elements processed for the period.

TYPES/ CATEGORIES	TOTAL (Apr 1, 2021 – Mar 31, 2022)
Flight Plans (excluding repetitive flight plans)	916
Total NOTAMs: A Series (443) C Series (74)	517
Aeronautical Information Publication (AIP) Supplements	19
AIP Amendments	01
Aeronautical Information Regulation and Control (AIRAC) AIP Amendments	01
ERRATA AIP Amendments	01
Aeronautical Information Circulars (AIC)	53

#### a) NOTAM

The Notices to Airmen (NOTAM) Unit continued to achieve improved levels of accuracy and response times, in relation to disseminated NOTAMs. This was partially attributable to the new and improved automated systems, coupled with intensified manual checks and balances. The design of a NOTAM Tracking System by an AIM Officer and its subsequent implementation, enhanced operations and the timeliness of follow-up procedures supporting the International NOTAM Office's operations.

An error tracking form was drafted and was being reviewed and refined by the Manager, AIM at the end of the reporting period. This will assist in minimising errors and maintaining safety, quality and efficiency.

Staffing remained a challenge at the Unit. However, it is envisaged that this will be resolved in short order.

#### b) AD /ARO operations

Flight plans processed surpassed last year's tally by 427. This could be attributable to the gradual relaxation of the COVID-19 flight restrictions during the 3<sup>rd</sup> and 4<sup>th</sup> quarters.

An error tracking form was implemented to minimize flight plan errors and maintain quality and efficiency.

Staffing remained a challenge at the Unit, a situation that was further exacerbated by the resignation of one team member. To cope, rostering adjustments were made, and the Senior AIM Specialist was assigned to assist where shortfalls existed.

The Pre-flight Information Bulletin (PIB) project advanced considerably with issues initially emanating from missing information in the PIBs. Through concerted efforts between the system providers and the AIM team, the problem was rectified, and weather information is now being propagated on generated PIBs.

### **c) AIM PUBLICATIONS**

The Publications Unit initiated several actions to modernise the AIM subscription systems and processes, in keeping with safety, operational efficiency, and innovation objectives. This led to the achievement of a significant milestone, involving the launch of the new electronic AIP Management Portal (E-PUBs) and E-Pay system on March 1, 2022. The portal is a central repository for subscribers and customers to acquire, access and maintain current versions of all IAIP static data elements.

In addition, We-Pub refresher training was conducted, in preparation for the system's upcoming inauguration as the main instrument to process static Integrated Aeronautical Information Package (IAIP) elements. Textual and data input to the WePub System and Database, respectively, commenced and remained ongoing. These activities are facilitating the incorporation of all AIP Jamaica information into the database and WePub system.

Aeronautical Information Publication (AIP) Amendments, including Aeronautical Information Regulation and Control (AIRAC), were published to treat with changes in airspace structure; new, modified, and realigned routes; and navigational aids, such as the Sangster and Norman Manley International Airports (SIA and MLY) Doppler Very High Frequency Omnidirectional Range with Distance Measuring Equipment (DVOR/DME). AIP amendments also outlined changes to Grand Cayman's (GCM) Charles Kirkconnel International Airport Non-Directional Beacon (CBC/NDB).

Published Aeronautical Information Circulars (AICs) were mostly geared towards national policies and procedures applicable to COVID-19, as well as the travel entry restrictions, announced by the Jamaican Government.

### **Business Continuity Plan**

The AIM Contingency Plan, specific to a pandemic, was still in force over the period and included:

- improvements to operational procedures and practices
- the implementation of alternative business strategies

The COVID-19 Action Plan remained applicable to mitigating the spread of the virus, while maintaining business continuity. The plan facilitated the continued implementation of measures, such as social/physical distancing, work-from-home arrangements, hand sanitising and the wearing of masks.

An Operational Letter of Agreement for the provision of NOTAM services in the event of the loss

of Aeronautical Information Management services (AIM0) was still in place with Curacao and will be activated as a contingency, should the need arise.

## 24-HOUR OPERATION: NOTAM AND AD/ARO

A 16-hour operational period (1200UTC – 0400UTC) remained in effect for the Notices to Airmen (NOTAM) and Aerodrome/Air Traffic Services Reporting Office (AD/ARO). Extension of services to a 24-Hour operation was not initiated, due to organisational challenges.

## Flight Safety Department (FSD) Inspections

A total of three (3) inspections were conducted by the Flight Safety Department, involving all functional areas of the AIM department (i.e., the Aerodrome/Air Traffic Services Reporting Office (AD/ARO), the NOTAM Office (NOF), the Publications Unit (PUBs) and the Obstacle Evaluation and Procedure Development (OEPD) unit. Except for implementing the 24-hour operational schedule for the Notices to Airmen (NOTAM) Office (NOF) and the Aerodrome/Air Traffic Services Reporting Office (AD/ARO), all identified Corrective Action Plan (CAP) items were addressed, based on guidance from the Safety & Compliance Department. The Aeronautical Information Management (AIM) department will continue to heighten its efforts to ensure compliance with all regulatory requirements.

## Training

As the department moved closer to the Aeronautical Information Management (AIM) digital transition, participation in training courses intensified, with all courses delivered virtually, in keeping with COVID-19 protocols. Most courses were geared towards broadening team members' knowledge and expertise in relation to the new CRONOS and other AIM systems, while others were general in nature. An outline of all training activities is provided below:

Specialized Areas of Training	No. of Participants
AIM CRONOS Equipment Competency Check: Notices to Airmen (NOTAM) Validation	11
ICAO Global Webinar on NOTAM Improvement	5
Occupational Safety and Health Administration (OSHA) Hazard Identification, Evaluation & Control	1
JAZZ HR Refresher Training	1
ICAO Safety Management System On-line Course	12
Middle Managers Conference	2
Strategic Planning and Risk Management – Virtual	2
Planning Extension (PLX)	3
Data Maintenance (Datalift, RBDBC Operations – AeroDB & Cronos (IDS AirNav)	4



Specialized Areas of Training	No. of Participants
Techniques and Practices of Project Management	2
Developing a Quality Manual Seminar (BOS)	1
Integrated Cartographic Environment (ICE) Training Charting Operations (IDS AirNav)	4
WePUB Training-ePublishing Ops (IDS AirNav)	4
Electronic Terrain & Obstacle Data (eTOD), IDS AirNav	5
Leadership Development Programme Webinar	2
JCAA Middle Managers TLC Workshop	4
Supervisory Management Course Online (MIND)	4
System Wide Information Management (SWIM) Implementation in Africa Webinar	1
ICAO Global Reporting Format (GRF) for Runway Surface Conditions – ANS Providers (e-learning)	5
Global Reporting Format (GRF) for Runway Surface Conditions Implementation Workshop (ICAO AIM Rapporteur for NACC)	16
Enterprise Risk Management for Aviation	1
Caribbean Airspace Redesign Online Meeting	1
North American/Caribbean Air Navigation Implementation Working Group (NAM/CAR ANI/WG) Airspace Optimization Task Force	1
ICAO/ACI Obstacle Limitation Surfaces Symposium	2
ICAO On-the-Job Training (OJT) Instructors Course	4
Global Reporting Format (GRF) Implementation of ANSPs Online Course (IATA)	17
Effective Report Writing (MIND)	1

Additionally, in-person CRONOS AIM Equipment Competency Validation assessments, pertaining to NOTAM, were conducted for AIM team members. These activities were important for completing the competency requirements and ensuring proficiency in the use of the digitised AIM system.

### **Aeronautical Information Officer – Initial Training (AIO-IT) Course**

The AIM department assisted with an ICAO Aeronautical Information Services (AIS) Standardized Training Package (STP) Course for the Bahamas. TRAINAIR Plus instructors overhauled the STP course materials, populated the Learning Management System, tested the Air Traffic Services (ATS) Message Handling System (AMHS) accessibility and commenced the delivery of the course content in a virtual environment. The team members competently and professionally handled the various issues that were encountered and continued to deliver the course. At the end of the reporting period, the 6-week course was slated to be concluded in the 1<sup>st</sup> quarter of the 2022/2023 financial year.

## Staffing

The breakdown the AIM staff complement is shown below.

01 Director

01 Senior AIM Specialist

03 AIM Managers (OEPD, AD/ARO, NOF/Publications)

07 Specialists

09 Officers (3 NOTAM, 2 Publications, 2 AD/ARO, 1 Charting, 1 Database)

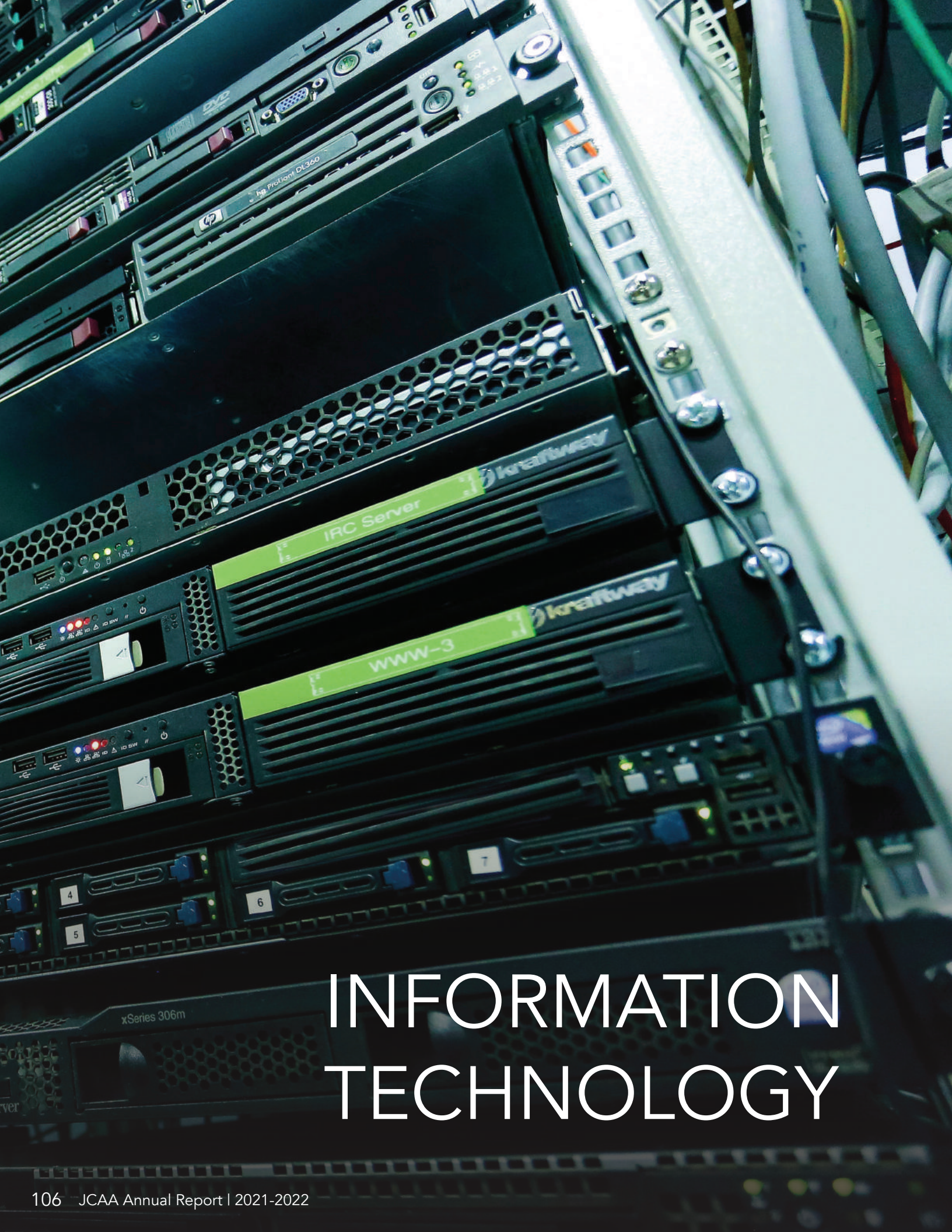
01 Administrative team member

The AIM staff cadre is expected to be boosted, following the recruitment of four additional team members to fill gaps in NOTAM Office (NOF) and Aerodrome/Air Traffic Services Reporting Office (AD/ARO) Units. Further recruitment is also imminent to satisfy the 24-hour operational requirement for the JCAA's NOTAM and flight planning services.



# CORPORATE SERVICES





# INFORMATION TECHNOLOGY



The performance of the JCAA's I.T. Department continued to be guided by the goal of operating securely, while building new services and engaging all stakeholders. External shocks continued to impact the Authority, but the accomplishments and productivity of the IT Team were evident from the results recorded in the Key Performance Indicators (KPIs) listed below.

Additionally, the IT Department improved its risk-based, enterprise-wide approach to handling cybersecurity challenges. Within this context, the IT Operational Plan was pursued with positive results, demonstrating the value delivered to the Authority and its stakeholders. The IT Service Desk also remained a key pillar of service and performance, while continuing to further improve the reputation for superior customer service provided to the JCAA and AEROTEL.

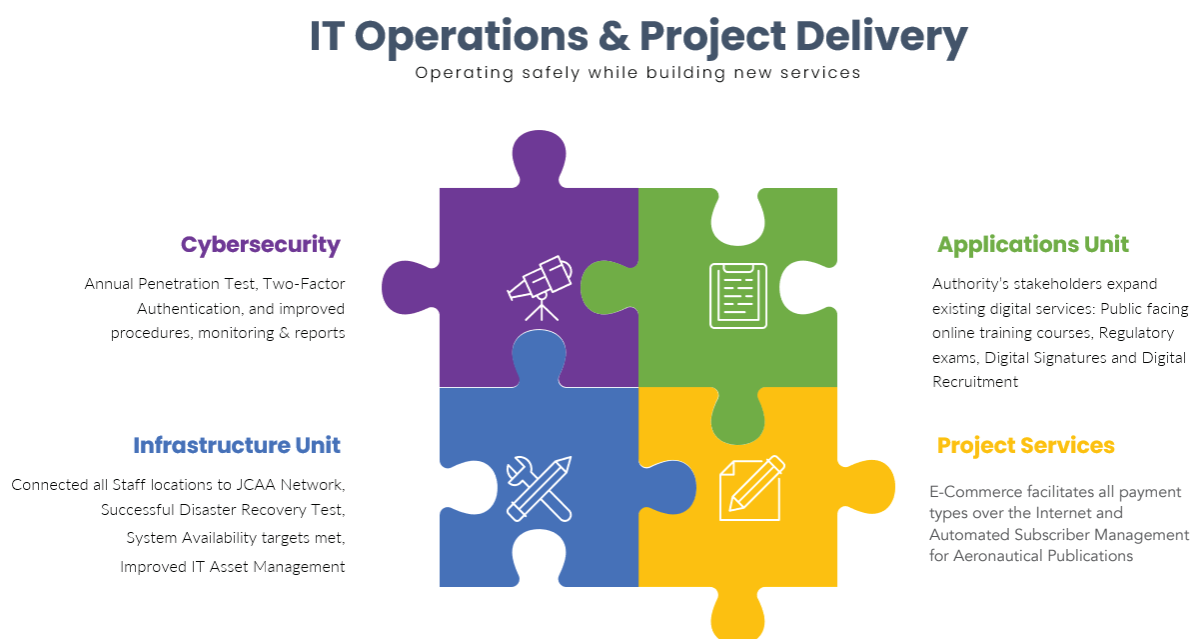


Figure 1 IT Department's Value Proposition 2021/22

## IT Achievements

Notable achievements, over the 2021/22 financial year, are listed below:

- Use of the Info-Tech Research Group CEO-CIO Alignment Survey diagnostic to facilitate the strategic planning exercise with Executive Management & AEROTEL leadership,
- Launch of internal data management services, allowing JCAA leaders to dynamically access aviation and financial data from the Jet Report portal.
- Development of the e-platform to facilitate acceptance of credit card payments over the internet for several payment types, starting December 2021. E-payments are now facilitated for Air Navigation fees, Passenger Aviation Service Charges (PASC), Subscriptions and Inspection fees, Personnel Licences fees, Air Service Licences and Permits, and training courses and exam fees.

- Extension of IT Services to all staffed locations of the Authority, with the inclusion of the Mount Denham and Flight Safety Office at the Sangster International Airport. This includes services such as Internet, office telephones and the corporate IT network resources.
- Extensive use of the JCAA Learning Management System, which culminated in the simultaneous delivery of two online courses in March, to twenty (20) external aviation stakeholders located in five (5) countries. This included a virtual lab to simulate the Automated Message Handling System (AMHS) for the Aeronautical Information Management Training course.
- Successful completion of the annual Cybersecurity Penetration exercise.

## IT Service Desk

In July, all members of the IT Team successfully completed the ITIL v4 Training course. This standard is internationally accepted as a framework to design, build and operate IT Services.

During the year, the IT Service Desk achieved a 92% positive rating, which is an aggregation of all support requests assessed as 'extremely satisfied' or 'satisfied.' 23% of all tickets were rated, giving a representative sample of the overall sentiment towards the I.T. Service Desk. To manage the workload, the team remained at five (5) employees for most of the year, with an additional System Support Specialist bringing the complement to six (6) in December. There were marginal changes to the total Service Desk workload, with 1,469 tickets received this year, or 8% less than last year's total. Similarly, 1,468 tickets were successfully closed, which was 9% more than the previous year.

Figure 2 Annual Customer Satisfaction Score - IT Service Desk

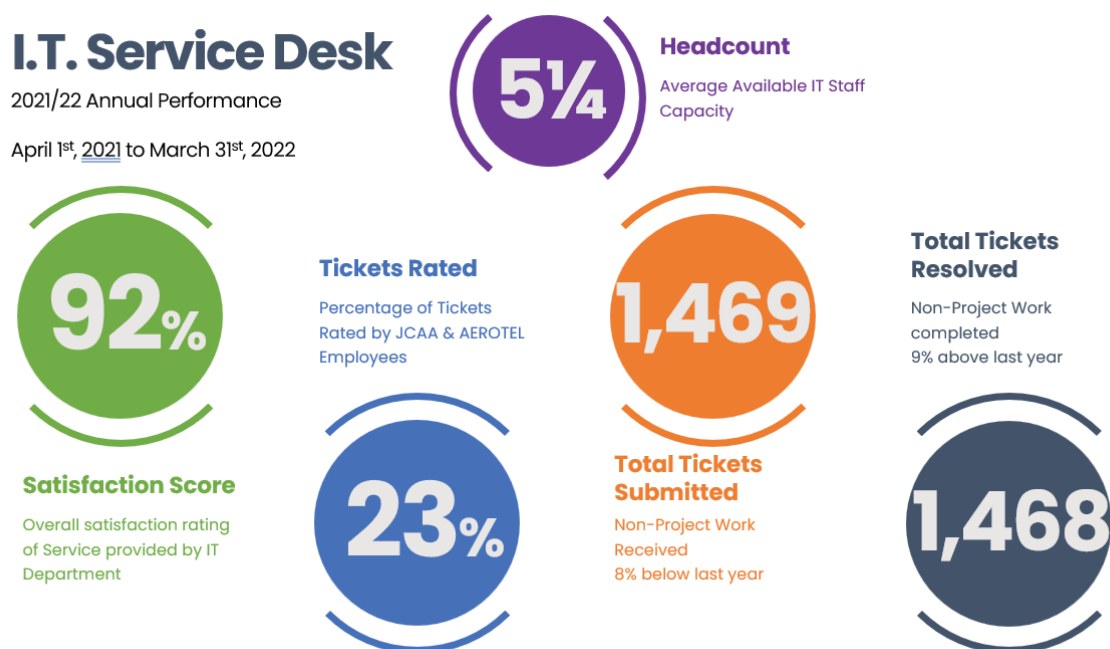




Figure 3 ePay for the JCAA (Launched December 1, 2021)

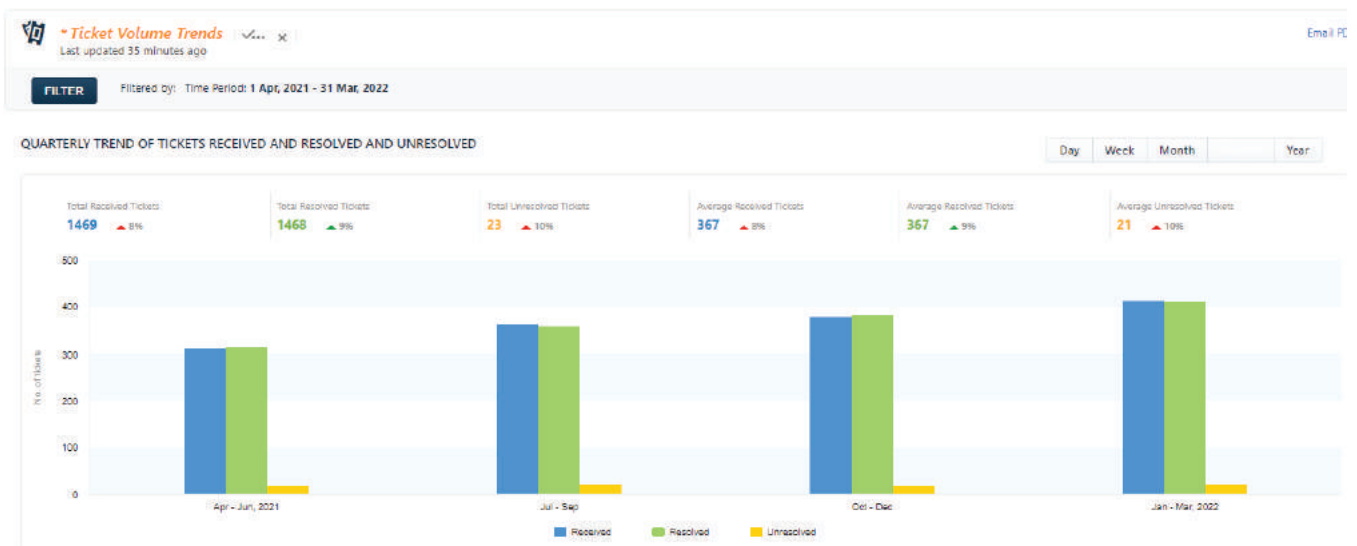


Figure 4 Support Requests Received & Resolved by the IT Service Desk in the 2021-22 financial year.



# HUMAN CAPITAL MANAGEMENT



# SUMMARY

Over the period, the Human Resource department continued the process of organisational renewal to better meet the needs of internal clients and stakeholders.

Several initiatives were planned to support this work, including the creation of a stakeholder engagement proposal targeting employee representatives (i.e. unions and staff associations). This proposal was aimed at creating a new way of collaborating and interacting to usher in industrial relations reform; cultural assessment and adjustment; leadership assessment and development; and transitioning to the Government of Jamaica's MyHR+ payroll system.

Employees' Representatives (Union & Associations) were all in agreement with the thrust for a new way of operating, in alignment with the validated views of the organisation's employees. The approach entailed integrative (win-win) bargaining and social dialogue. It is expected that the organisation and the Representatives will sign-off on this modality in the next Salary and Benefits Negotiations (2022-2023).

The department conducted its second cultural assessment of the organisation and saw marginal improvement in the culture. The agreement is that a communal culture, with its attendant features, is better suited for the organisation, since learning, safety and security are critical imperatives. More work in this area is expected in the 2022-2023 year.

As culture is significantly dependent on the operating leadership style, the organisation engaged Flashpoint Consulting and implemented their internationally recognized Leadership Challenge flagship programme. The programme also allowed for a 360-degree assessment of the leaders.

Finally, the digitalisation of certain HR processes continued successfully in the areas of applicant tracking and management, employee and management self-service applications, leave application and management, and internal stakeholder notifications for the latter processes. However, while the intent of the organisation was to transition to the MyHR+ payroll system, this project was abandoned, based on its inability to meet the organisation's payroll requirements.

The following pages provide more details of the various activities and outcomes during the period under consideration.

## MANAGING THE COVID-19 PANDEMIC

The organisation significantly built on its previous year's work of managing the COVID-19 challenges through the Pandemic Management Team and the HR department. The customary protocols of mask wearing, maintaining social distance, and hand sanitisation were continued. The contractual arrangement with Essential Medical Services to handle employee assessment and recovery management was also in place over the period.

Notwithstanding the Government's frequent relaxation of the protocols over the period, the organization maintained stringent pandemic protocols and requirements to ensure that the airspace was kept continuously opened and employees were safe.

Additionally, the department implemented two (2) other Pulse Surveys to ascertain vaccination levels within the workforce. In ensuring that our employees were vaccinated, the JCAA and the Ministry of Health and Wellness collaborated to host a vaccination centre at the Head Office in September, 2021. This resulted in 90 employees and their family members being vaccinated. Daily reporting of employee infection and recovery statuses was also shared through the COVID-19 Dashboard.

## LEADERSHIP ASSESSMENT & DEVELOPMENT

An international leadership development firm, Flashpoint Consulting, was engaged to assess and develop our executive, senior and middle management staff. The programme involved a 360-degree assessment of these leaders and a 4-day workshop. Overall, 47 leaders were assessed and trained using the internationally recognized Leadership Practices Inventory. The participants were also coached over the term.

The programme involved the following critical leadership behaviours:

**Modelling the Way: Leading the team by example**

**Inspiring a Shared Vision: Creating a vision for the team**

**Challenging the Process: Removing irrationalities**

**Enabling Others to Act: Developing team members**

**Encouraging the Heart: Motivating team members**

Over the 1-year period, there was an approximate 10% improvement in leadership style, as demonstrated through the pre- and post-training evaluation (i.e. the 360-degree assessment).

## DIGITALISATION OF HR PROCESSES

In relation to the overall digitalisation process, the HR function continued to experience success in digitalising its recruitment and selection processes. The system included applicant tracking, employee and management self-service, leave application and management, and notifications regarding required actions and expiring documents.

The pursuit of wider digitalisation efforts was, however, halted during the latter part of the year, with the inability of the Government of Jamaica's MyHR+ system to meet the payroll needs of the organisation. With this shortcoming, the planned integration of the Human Resources processes with that of Payroll was stymied. The organisation was then forced to return to its Interactive Payroll System (IPS) to continue the conduct of its payroll functions.

## GIVING EMPLOYEES VOICE

Modern organisations embrace the fact that people science is an imperative for the creation of attractive and meaningful employee experiences. It, therefore, remained important to conduct people research, as a crucial measure for understanding and implementing actions to address

the needs and requirements of team members. Over the reporting period, the HR department was, therefore, engaged in determining employees' perceptions and views, through surveys, focus groups, and in-depth interviews.

The organisation conducted its annual survey research and gained significant understanding of its human resources. Enormous opportunities were created for making changes in the entity. Overall, 62.4% of the workforce or 201 of our 322 employees participated in the annual survey.

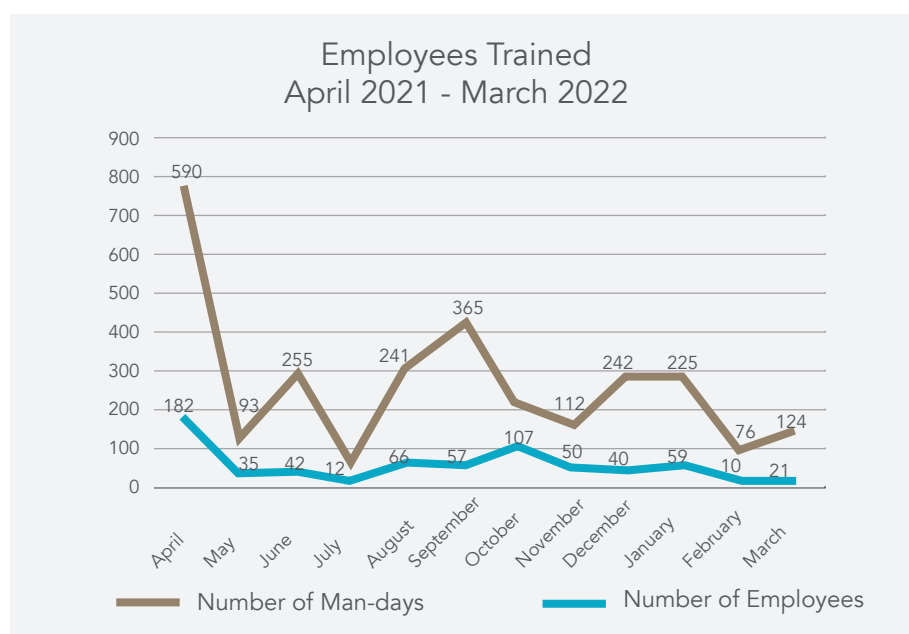
The survey showed that the Authority made incremental improvements in the psychological constructs under study. The greatest mover was the quality of the Industrial Relations Climate within the organisation, which increased by 4.6%. This improvement was registered, despite disputes that were reconciled by the Ministry of Labour and one arbitrated at the Industrial Disputes Tribunal.

Two new measures were added to the survey this year. These measures were Transformational Leadership (of managers) and COVID-19 Organisational Support. From the responses provided by employees, the Authority did exceptionally well in supporting its employees through the pandemic (81%), and moderately (67%) with the practice of Transformational Leadership.

## PROMOTING LEARNING & DEVELOPMENT

Conducting learning and development initiatives and interventions are a principal part of the organisation's approach to achieving its strategies. The Department therefore allotted 5 man-days of training per employee for the 2021 – 2022 period. In so doing, 258 employees were trained over the period, with an average achievement of 7 man-days of training per employee. The total cost for these training and development initiatives was recorded as \$53,489,875.96.

The run charts below demonstrate the number of employees trained, equivalent man-days, and training expenditure over the review period.





Following are some of the training programmes that were delivered in online and/or face-face formats:

Leadership Challenge Programme	Safety Management
Microsoft SQL Server 2014 Database	Certification and Surveillance of Part 145 Station
Techniques and Practices of Project Management	Quality Manual – Preparation Using the Tools in Microsoft Word
AIM Training – Charting Ops; PLX (Basic & Advanced) OJT; WePub – ePublishing Ops; eTOD Electronic Terrain and Obstacle Data	Aviation Data-Driven Decision Making (AD3M)
ITIL 4 Foundation Training	Safety Oversight Inspector (Aerodrome)
Supervisory Management	ISO 9001:2015 Understanding and Interpreting Virtual Training
Air Traffic Safety Electronics Personnel	GoJ Electronic Procurement
Global Reporting Format for Runway Surface Conditions – Air Navigation Service Providers (ANSPs)	Enterprise Risk Management for Aviation
Exceptional Customer Service	Foundations of Aviation Cybersecurity Leadership and Technical Management
Root Cause Analysis	ICAO Government Safety Inspectors Operations – Air Operator Certification

In the area of employee development, the organisation improved its talent profile through educational grants, scholarships, and loans. Employee development was pursued as an important and primary contributor to employee social mobility, and facilitator of employee readiness for future jobs and roles.



This financial support resulted in four (4) employees attaining their bachelor's/master's degrees, with three (3) others having degrees pending.

## **ADDRESSING EMPLOYEE SOCIAL MOBILITY**

Over the 2021-22 period, the department's actions continued to be guided by the dimensions of Health, Education (access, quality, equity, lifelong learning), Technology, Work (opportunities, wages, conditions), and Protection, which are noted in the World Economic Forum's Global Social Mobility construct. The department's performance in these areas is further outlined below:

### **Health & Life Insurance**

Over the 2021-2022 period, there was an overall claims utilization rate of 103%, when compared with the previous year, where the utilisation was 76%. The noticeable difference was understood to be reflective of an increased visitation to the doctors, in the aftermath of a downturn in COVID-19 cases. The Authority also introduced a provision for secondary spectacles for Air Traffic Controllers, as required by the International Civil Aviation Organization (ICAO), should there be a loss of an individual's personal glasses while on the job.

### **Loan Benefits**

During the period under review, low interest loans were provided to our employees, as customary, to support their short- and medium-term financial goals. The loan programme allowed for access to personal and motor vehicles loans.

### **Employee Wellness**

The JCAA sought to improve the health and well-being of employees, by facilitating their engagement in various activities to promote organisational synergy and overall wellness. The HR Department collaborated with the Wellness Committee to implement a calendar of wellness activities, geared at sustaining work-life balance.

Despite the pandemic, several wellness initiatives were implemented to support team members and address several dimensions of wellness. These included nine (9) educational sessions, which were organised to target areas of mental, physical, social, financial, and intellectual wellness. Given the increased stress associated with the ongoing pandemic, a concerted effort was also made to address the dimension of mental wellness. Targeted activities were implemented to support mental health and there was increased promotion of the Authority's Employee Assistance Programme (EAP).

The commemoration of twenty-three (23) health days and sharing of resources to support healthy lifestyles and enhance employee wellbeing, contributed to a meaningful wellness programme.

### **Educational Development**

Employees continued to pursue higher educational qualifications and the Authority extended support, where possible, once funds were available. The Authority continued to place emphasis on recurrent and required training to meet international industry standards.

### **Work-From-Home Arrangement**

In support of the Government's Covid-19 containment initiatives, the Authority continued the Work-From-Home arrangements for all eligible employees whose job functions could be executed remotely. In fulfilment of this mandate, the 'Alternate Work Arrangements Policy' was drafted, as an update of the Flexible Arrangement Policy, which previously existed. Following a review by the Ministry of Finance and the Public Service, the policy was approved and is to be formally implemented.

### **Income Adjustments Through Negotiations**

The JCAA, through the HR department, served its proposal for improved relations and negotiations to all Employee Representatives.

The JCAA's proposal expressed the desire to pursue an interest-based/Integrative negotiating paradigm. Stakeholder engagement was initiated at various levels to change the modus operandi of the past. It was, therefore, anticipated that the upcoming negotiations would be more focused on problem-solving and genuinely seeking to meet the needs of all parties, resulting in a win-win situation.

Subsequently, Wage and Fringe Benefits Claims for the 2021/2023 period were served by all four (4) Unions/Associations on the JCAA. One employee representative, the Jamaica Air Traffic Controllers Association, served a similar Wage Claim, possessing transformational items. This was indicative of the attempt at forging strategic partnerships between JATCA and the organisation to improve its revenues and for business development.

### **Managing Employee Performance**

Performance Evaluation Reports (PER) are required for the 12-month performance year spanning April 1 of each calendar year to March 31 of the following year. There was a 100% compliance rate for PERs due in the 2020-2021 period.

The department will be pursuing the automation of this process during the next year to allow for enhanced efficiencies, computational accuracy, and data mining for informed decision-making.

### **Building Internal Relations**

Significant efforts were made by the HR department to establish, build, and maintain relations with stakeholders, and incremental improvements in the Authority's industrial relations climate were observed over the period. Notwithstanding these efforts, four (4) disputes were filed with the Ministry of Labour, which required attendances at the Ministry in attempts to reach a resolution. Additionally, with the commencement of the negotiation process during the latter part of the year, and notices of industrial action issued by the major union, there were signs that the negotiations were going to be challenging. This further demonstrated the need for even greater attention to be invested in industrial relations management by the management team.

### **PROMOTING OCCUPATIONAL HEALTH & SAFETY**

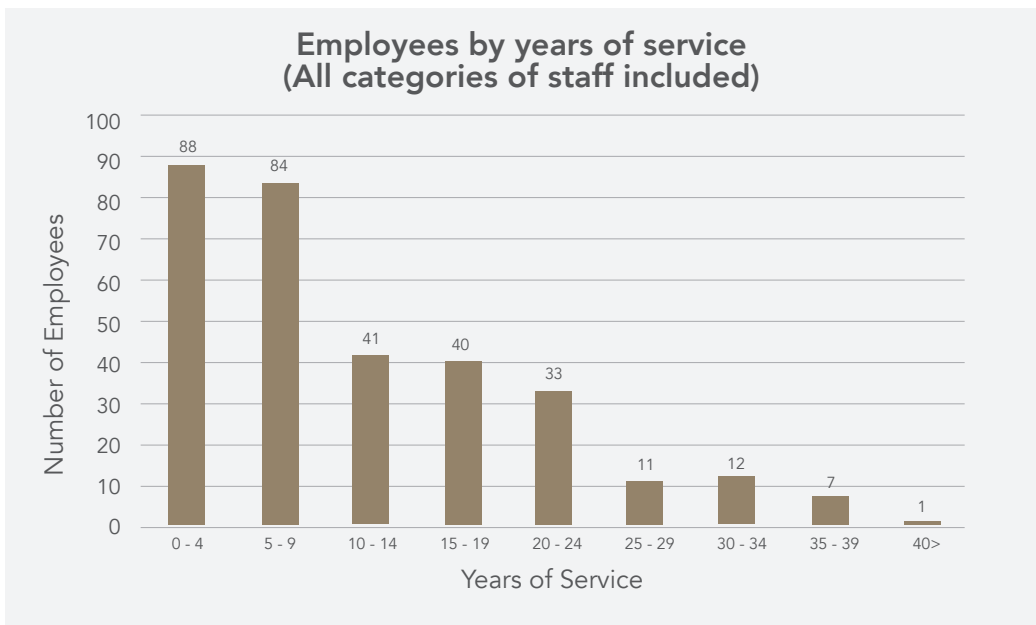
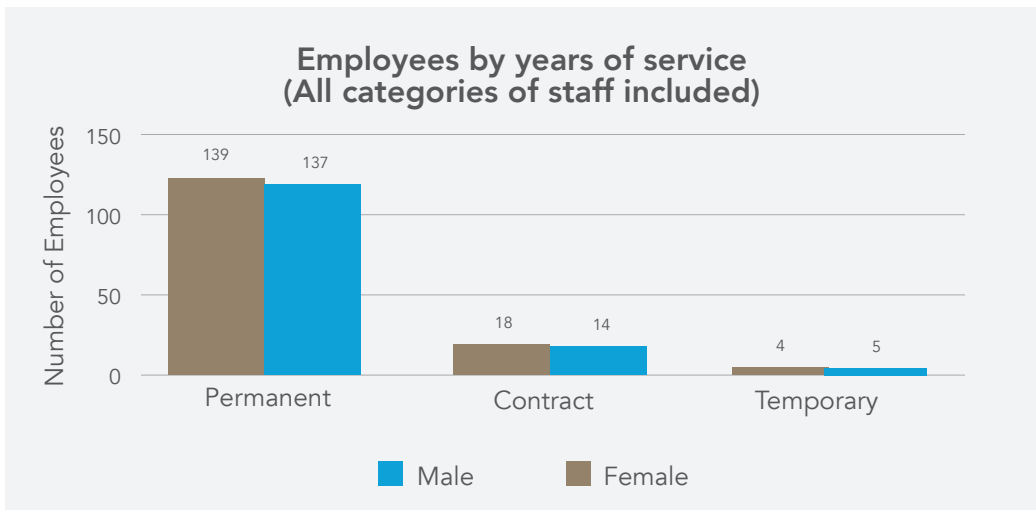
The focus for Occupational Safety and Health (OSH) for the 2021/2022 year was risk management. This involved the identification of hazards, assessment and evaluation of risks, determining

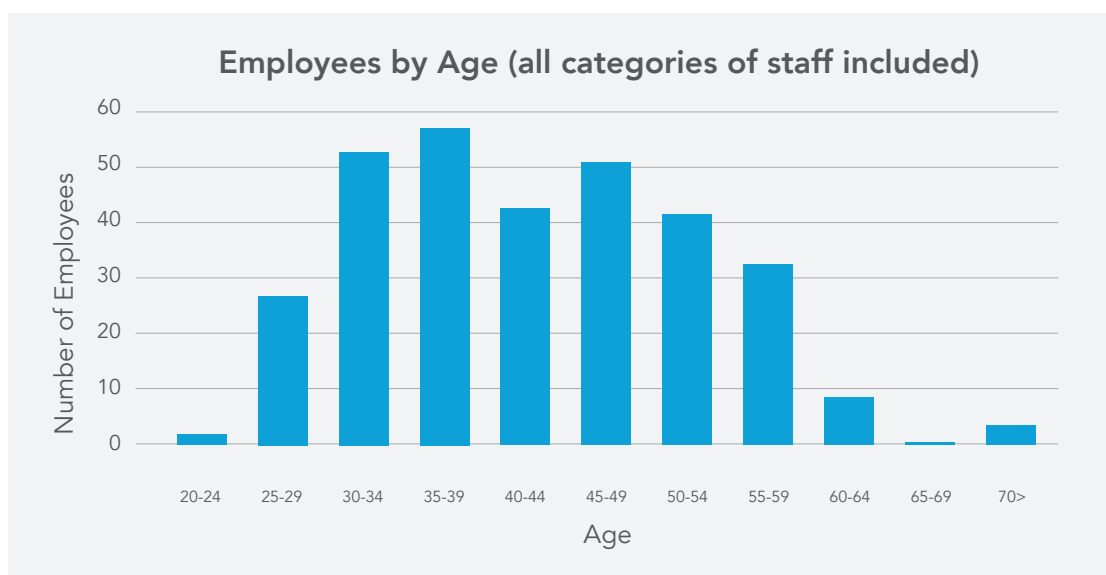
appropriate controls, and implementing these control measures to eliminate or mitigate identified risks. Safety inspections were conducted at all four (4) major locations, i.e. the JCAA Headquarters, Manley Tower, Sangster Tower, and Tinson Pen. A concerted effort was made to address the identified hazards.

Air Quality Assessments were conducted in areas where concerns were raised by team members and work effected to mitigate the identified risks.

EMPLOYEE DEMOGRAPHICAL PROFILE

The Authority was supported by a balanced complement of 317 employees as at March 31, 2022. The following charts summarise the demographical profile of the workforce.





### Employee Movement

The Authority continued to experience a favourable employee turnover rate of 4.73% for the 2021/2022 reporting year. The table below illustrates the employee movements, which occurred during the period:

ACTION		NUMBER OF PERSONS
New Employment		
• Permanent		5
• Contract/Temporary		6
Promotions		
• Management		1
• Administrative & Other Employee		5
Separations		
• Resignations		3
Retirement		4
Other (Expiration of Contract/ Temporary Engagement/ Termination/Death)		8





# CIVIL AVIATION AUTHORITY TRAINING INSTITUTE (CAATI)

During the 2021-2022 reporting period, the Jamaica Civil Aviation Authority (JCAA) Training Institute (CAATI), continued its provision of aviation training to the JCAA and other external aviation clientele. Training activities were impacted by the COVID-19 Pandemic. However, through resilience and creativity, the CAATI achieved some enviable milestones.

### **CAATI Certification and International Membership**

The JCAA's Civil Aviation Authority Training Institute (CAATI) is regulated locally and internationally by the Flight Safety Department and the International Civil Aviation Organization (ICAO) TRAINAIR PLUS facility. Inspections and assessments are conducted annually and triennially. These have resulted CAATI achieving Approved Training Organization (ATO) Certification and ICAO TRAINAIR PLUS membership renewals from 2012 to the present.

In 2021, both local and international assessments were conducted, resulting in the renewal of CAATI's certification and membership. In one of the assessments, CAATI had a zero finding, and in the other, only 1 finding that was resolved within 1 month.

### **Creation of ICAO Standardized Training Package (STP) - Pseudo-Pilot Training for ATC 3D Simulator**

The Air Navigation Services (ANS) courses are usually comprised of theory and simulated components. The simulated components require the use of pseudo pilots who, if not sufficiently trained to execute these duties, can greatly impact a trainee's success or failure.

In response to quality reports regarding the need for pseudo pilots to be trained and certified, the CAATI embarked on the successful creation of the Pseudo-Pilot Training for ATC 3D Simulator STP/ANS/059/PPT3DS/227EN and completed this Standardized Training Package (STP) in October 2021.

### **CAATI's First Blended STP, Hybrid Blended Course and Virtual Delivery Course.**

2021 marked a historical milestone for CAATI with the creation of its 1st blended course, which consisted of e-learning and face-to-face components using the JCAA's Learning Management System – MOODLE. This Standardized Training Package (STP) was assessed, approved by ICAO and incorporated in the ICAO library for use by other countries.

Additionally, CAATI worked on and delivered an Aerodrome Hybrid Blended course to complete the training of the remaining ANS aerodrome trainees.

The Aeronautical Information Officer- Initial Training (AIO-IT) STP was upgraded to a Virtual Delivery Course and delivered to the Bahamas' Aeronautical Information personnel, during the March to April 2022 period.

### **CAATI STPs in ICAO TRAINAIR PLUS Electronic Management System (TPEMS)**

The ICAO TRAINAIR PLUS Electronic Management System (TPEMS) manages all the Standardized Training Packages (STPs) created by ICAO TRAINAIR PLUS (TPP) Member States, including Jamaica. ICAO TRAINAIR PLUS implemented a new system to structure the STPs into active

and inactive categories in the TPEMS at the end of 2021. The CAATI ended 2021 with 2 of our 4 STPs active, having created one in 2021 and updated the other for delivery in February 2022.

### Digitisation of CAATI Documents

In keeping with the JCAA's thrust to digitise its records and documents, CAATI was provided access to the JCAA's DocuWare Management Software and Workflow System. At the end of October 2021, the CAATI digitised 3623 records in this system.

### Training Conducted

CAATI assisted in providing training for the JCAA, inclusive of Air Navigation Services (ANS) team members through local and international courses.

### Staff Reduction

CAATI's staff complement requires continued attention to increase its human resources.

### CAATI Team Members' International Certifications

CAATI successfully achieved International Certifications for four (4) team members in the areas of ICAO Qualified Course Developers (IQCD), ICAO Senior Course Developer (ISCD) and ICAO STP Validator in October 2021.

COURSES	ABBREVIATION	DATE ENDED	ANS PARTICIPANTS	TOTAL PARTICIPANTS
ScanSim Pseudo-Pilot Training for ATC 3D Simulator	SPPT	July 2021	4	4
Aviation Data-driven Decision Making	AD3M	September 2021	4	13
Aerodrome Control	ADC	September 2021	8	8
On-the-Job Training Instructor Course	OJTI	January 2022	12	12
On-the-Job Training Instructor Course	OJTI	February 2022	12	12
Aeronautical Information Officer Initial Training	AIO	April 2022*	-	4

\* The 6-week course began in March 2022, during the reporting period.



# FINANCIAL STATEMENTS

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5	Group Statement of Financial Position
6	Group Statement of Profit or Loss and Other Comprehensive Income
7	Group Statement of Changes in Equity
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10	Authority Statement of Profit or Loss and Other Comprehensive Income
11	Authority Statement of Changes in Equity
12	Authority Statement of Cash Flows
13-48	Notes to the Financial Statements





KPMG  
P.O. Box 436  
6 Duke Street  
Kingston  
Jamaica, W.I.  
+1 (876) 922 6640  
firmmail@kpmg.com.jm

## INDEPENDENT AUDITORS' REPORT

To the Members of  
JAMAICA CIVIL AVIATION AUTHORITY

### *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 5 to 48 which comprise the Group's and Authority's statement of financial position as at March 31, 2022, 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 the Authority as at March 31, 2022, and of the Group's and Authority's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

### *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 *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group and the Authority in accordance with the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants including International Independence Standards (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.



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## INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA CIVIL AVIATION AUTHORITY

### 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.

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 of financial statements that give a true and fair view 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 company or to cease operations, or has no realistic alternative but to do so.

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



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## INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA CIVIL AVIATION AUTHORITY

### *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.

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

- 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.
- 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 company'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 company'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 company to cease to continue as a going concern.



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## INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of

JAMAICA CIVIL AVIATION AUTHORITY

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

- 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.

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

- 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 with 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.

A handwritten version of the KPMG logo in blue ink, with the letters 'KPMG' in a stylized, slightly slanted font.

Chartered Accountants  
Kingston, Jamaica

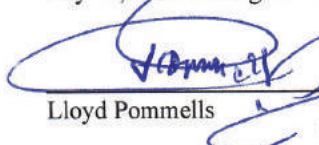
July 29, 2022

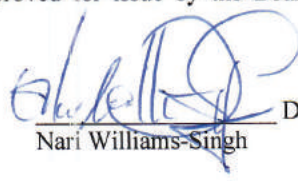


**JAMAICA CIVIL AVIATION AUTHORITY****Group Statement of Financial Position  
March 31, 2022**

	<u>Notes</u>	<u>2022</u> \$'000	<u>2021</u> \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents		1,754,301	1,646,054
Short-term investments	4	3,291,280	2,756,649
Accounts receivable	5	973,160	883,242
Other assets	6	59,942	64,411
Due from related parties	7	<u>2,367</u>	<u>2,071</u>
		<u>6,081,050</u>	<u>5,352,427</u>
<b>Non-current assets</b>			
Property, plant and equipment	9	5,605,339	6,155,932
Financial asset at fair value through other comprehensive income	8	19,047	18,562
Right-of-use assets	10	6,700	12,884
Long-term investments	11	<u>111,552</u>	<u>104,502</u>
		<u>5,742,638</u>	<u>6,291,880</u>
<b>Total assets</b>		<u><b>11,823,688</b></u>	<u><b>11,644,307</b></u>
<b>LIABILITIES AND RESERVES</b>			
<b>Current liabilities</b>			
Accounts payable	12	1,088,254	938,089
Current portion of lease liability	10	6,894	6,429
Taxation payable		<u>-</u>	<u>-</u>
		<u>1,095,148</u>	<u>944,518</u>
<b>Non-current liabilities</b>			
Deferred income	13	80,666	93,676
Lease liability	10	597	7,491
Employee benefits obligation	14	<u>1,122,057</u>	<u>765,817</u>
		<u>1,203,320</u>	<u>866,984</u>
<b>Reserves</b>			
Capital reserve	15	629,340	629,340
Fair value reserve		-	( 4,097)
Revaluation reserve	16	1,754,484	1,754,484
Retained earnings		<u>7,141,396</u>	<u>7,453,078</u>
		<u>9,525,220</u>	<u>9,832,805</u>
<b>Total liabilities and reserves</b>		<u><b>11,823,688</b></u>	<u><b>11,644,307</b></u>

The financial statements on pages 5 to 48, were approved for issue by the Board of Directors on July 13, 2022 and signed on its behalf by:

  
Lloyd Pommells  
Chairman

  
Nari Williams-Singh  
Director General

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

JAMAICA CIVIL AVIATION AUTHORITY

Group Statement of Profit or Loss and Other Comprehensive Income  
Year ended March 31, 2022

	<u>Notes</u>	<u>2022</u> \$'000	<u>2021</u> \$'000
Revenue			
Passenger aviation service fee	17	176,003	46,470
Communication fees		352,748	163,825
Other fees	18(a)	<u>69,876</u>	<u>64,571</u>
		598,627	275,866
Other income	18(b)	129,179	69,267
GOJ Subvention	17	<u>4,510,546</u>	<u>5,318,384</u>
		5,238,352	5,662,517
Administrative and operating expenses	18(c)	<u>(5,279,866)</u>	<u>(5,960,882)</u>
Operating deficit		( 41,514)	( 298,365)
Net finance income	19	<u>295,060</u>	<u>415,089</u>
Surplus for the year		<u>253,546</u>	<u>116,724</u>
<b>Other comprehensive income:</b>			
Items that will never be reclassified to profit or loss:			
Re-measurement of employee benefits obligation	14(f)	( 306,396)	( 28,118)
Write off of impaired investment		3,612	-
Unrealised loss on financial instruments		<u>485</u>	<u>1,480</u>
		<u>( 302,299)</u>	<u>( 26,638)</u>
Total comprehensive (loss)/income		<u>( 48,753)</u>	<u>90,086</u>

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

# JAMAICA CIVIL AVIATION AUTHORITY

## Group Statement of Changes in Equity Year ended March 31, 2022

	Capital reserve \$'000	Fair Value reserve \$'000	Revaluation reserves \$'000	Retained earnings \$'000	Total \$'000
Balances at March 31, 2020	<u>629,340</u>	<u>(5,577)</u>	<u>1,754,484</u>	<u>7,480,104</u>	<u>9,858,351</u>
Total comprehensive income for the year:	-	-	-	116,724	116,724
Surplus for the year					
Other comprehensive income:					
Unrealised loss on financial instruments	-	1,480	-	-	1,480
Remeasurement of employee benefits asset [note 14(f)]	<u>-</u>	<u>-</u>	<u>-</u>	<u>( 28,118)</u>	<u>( 28,118)</u>
Total comprehensive income for the year	<u>-</u>	<u>1,480</u>	<u>-</u>	<u>88,606</u>	<u>90,086</u>
Transactions with owners of the Authority (note 21):					
Appropriation -In-Aid	<u>-</u>	<u>-</u>	<u>-</u>	<u>( 115,632)</u>	<u>( 115,632)</u>
Balances at March 31, 2021	<u>629,340</u>	<u>(4,097)</u>	<u>1,754,484</u>	<u>7,453,078</u>	<u>9,832,805</u>
Total comprehensive income for the year:					
Surplus for the year	-	-	-	253,546	253,546
Other comprehensive income:					
Write-off of impairment	-	3,612	-	-	3,612
Unrealised loss on financial instruments	-	485	-	-	485
Remeasurement of employee benefits asset [note 14(f)]	<u>-</u>	<u>-</u>	<u>-</u>	<u>( 306,396)</u>	<u>( 306,396)</u>
Total comprehensive (loss) income for the year	<u>-</u>	<u>4,097</u>	<u>-</u>	<u>( 52,850)</u>	<u>( 48,753)</u>
Transactions with owners of the Authority (note 21):					
Appropriation -In-Aid	<u>-</u>	<u>-</u>	<u>-</u>	<u>( 258,832)</u>	<u>( 258,832)</u>
Balances at March 31, 2022	<u>629,340</u>	<u>-</u>	<u>1,754,484</u>	<u>7,141,396</u>	<u>9,525,220</u>

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

# JAMAICA CIVIL AVIATION AUTHORITY

## Group Statement of Cash Flows

Year ended March 31, 2022

	<u>Notes</u>	<u>2022</u> \$'000	<u>2021</u> \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus for the year		253,546	116,724
Adjustments for:			
Depreciation	9(a)	676,458	638,504
Adjustments/write-off		77,007	-
Amortization of right-of-use assets	10	6,184	6,185
Amortization of deferred income	13	( 13,010)	( 13,010)
Interest income	19	( 150,372)	( 133,434)
Lease interest expense	10	771	1,204
Loss on disposal of property, plant and equipment		59	349
Employee benefits		49,844	( 50,162)
Effects of exchange rate translation		( 57,748)	( 84,053)
		842,739	482,307
Changes in operating assets and liabilities			
Other assets		4,468	( 9,063)
Short-term investments		( 514,872)	( 188,789)
Accounts receivable		( 96,184)	( 21,366)
Accounts payable		152,655	( 7,412)
Due from related parties		26,516	( 23,781)
Cash generated from operations, being net cash provided in operating activities		<u>415,322</u>	<u>231,896</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest received		144,507	131,919
Investments, net		12,129	12,615
Acquisition of property, plant and equipment	9(a)	( 199,395)	( 181,219)
Proceeds from disposal of property, plant and equipment		76	-
Net cash used in investing activities		<u>( 42,683)</u>	<u>( 36,685)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Distribution to Ministry of Finance	21	( 258,832)	( 115,632)
Lease payments		( 7,200)	( 6,580)
Net cash used in financing activities		<u>( 266,032)</u>	<u>( 122,212)</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>			
		106,607	72,999
Effects of exchange rate translation		1,640	3,740
CASH AND CASH EQUIVALENTS AT BEGINNING		<u>1,646,054</u>	<u>1,569,315</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR		<u>1,754,301</u>	<u>1,646,054</u>

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

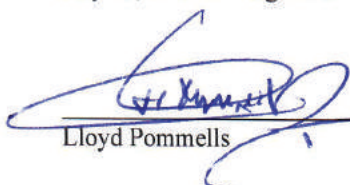


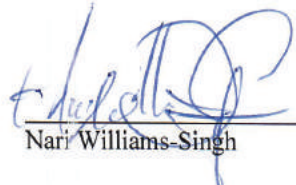
JAMAICA CIVIL AVIATION AUTHORITY

Authority Statement of Financial Position  
March 31, 2022

	<u>Notes</u>	<u>2022</u> \$'000	<u>2021</u> \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents		1,354,162	1,239,249
Short-term investments	4	3,016,591	2,566,280
Accounts receivable	5	866,889	791,408
Other assets	6	24,849	33,153
Due from related parties	7	18,942	16,068
		<u>5,281,433</u>	<u>4,646,158</u>
<b>Non-current assets</b>			
Property, plant and equipment	9	5,249,626	5,807,138
Right-of-use assets	10	6,700	12,884
		<u>5,256,326</u>	<u>5,820,022</u>
<b>Total assets</b>		<u>10,537,759</u>	<u>10,466,180</u>
<b>LIABILITIES AND RESERVES</b>			
<b>Current liability</b>			
Accounts payable	12	962,155	849,387
Current portion of lease liability	10	6,894	6,429
Due to related parties	7	49,864	58,294
		<u>1,018,913</u>	<u>914,110</u>
<b>Non-current liabilities</b>			
Lease liability	10	597	7,491
Deferred income	13	80,666	93,676
Employee benefits obligation	14	1,018,177	695,883
		<u>1,099,440</u>	<u>797,050</u>
<b>Reserves</b>			
Capital reserve	15	629,340	629,340
Revaluation reserve	16	1,524,092	1,524,092
Retained earnings		6,265,974	6,601,588
		<u>8,419,406</u>	<u>8,755,020</u>
<b>Total liabilities and reserves</b>		<u>10,537,759</u>	<u>10,466,180</u>

The financial statements on pages 5 to 48, were approved for issue by the Board of Directors on July 13, 2022 and signed on its behalf by:

  
Lloyd Pommells Chairman

  
Nari Williams-Singh Director General

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

JAMAICA CIVIL AVIATION AUTHORITY

Authority Statement of Profit or Loss and Other Comprehensive Income  
Year ended March 31, 2022

	<u>Notes</u>	<u>2022</u> \$'000	<u>2021</u> \$'000
Revenue			
Communication fees		16,731	7,791
Other fees	18(a)	<u>93,352</u>	<u>86,898</u>
		110,083	94,689
Other income	18(b)	71,824	5,972
GOJ subvention	17	<u>4,510,546</u>	<u>5,318,384</u>
		4,692,453	5,419,045
Administrative and operating expenses	18(c)	<u>(4,703,404)</u>	<u>(5,462,979)</u>
Operating deficit		( 10,951)	( 43,934)
Net finance income	19	<u>209,851</u>	<u>304,933</u>
Surplus for the year		198,900	260,999
Other comprehensive income			
Item that will never be reclassified to profit or loss:			
Remeasurement of employee benefits asset	14(f)	( <u>275,682</u> )	( <u>28,599</u> )
Total comprehensive (loss)/income for the year		( <u>76,782</u> )	<u>232,400</u>

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

JAMAICA CIVIL AVIATION AUTHORITY

Authority Statement of Changes in Equity  
Year ended March 31, 2022

	<u>Capital Reserve</u> \$'000	<u>Revaluation reserves</u> \$'000	<u>Retained earnings</u> \$'000	<u>Total</u> \$'000
Balances at March 31, 2020	<u>629,340</u>	<u>1,524,092</u>	<u>6,484,820</u>	<u>8,638,252</u>
Total comprehensive income for the year:				
Surplus for the year	-	-	260,999	260,999
Other comprehensive income:				
Remeasurement of employee benefits asset [note 14(f)]	<u>-</u>	<u>-</u>	<u>( 28,599)</u>	<u>( 28,599)</u>
Total comprehensive income for the year	<u>-</u>	<u>-</u>	<u>232,400</u>	<u>232,400</u>
Transactions with owners of the Authority (note 21):				
Appropriation -In-Aid	<u>-</u>	<u>-</u>	<u>( 115,632)</u>	<u>( 115,632)</u>
Balances at March 31, 2021	<u>629,340</u>	<u>1,524,092</u>	<u>6,601,588</u>	<u>8,755,020</u>
Total comprehensive income for the year:				
Surplus for the year	-	-	198,900	198,900
Other comprehensive income:				
Remeasurement of employee benefits asset [note 14(f)]	<u>-</u>	<u>-</u>	<u>( 275,682)</u>	<u>( 275,682)</u>
Total comprehensive income for the year	<u>-</u>	<u>-</u>	<u>( 76,782)</u>	<u>( 76,782)</u>
Transactions with owners of the Authority (note 21):				
Appropriation -In-Aid	<u>-</u>	<u>-</u>	<u>( 258,832)</u>	<u>( 258,832)</u>
Balances at March 31, 2022	<u>629,340</u>	<u>1,524,092</u>	<u>6,265,974</u>	<u>8,419,406</u>

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

JAMAICA CIVIL AVIATION AUTHORITY

Authority Statement of Cash Flows  
Year ended March 31, 2022

	<u>Notes</u>	<u>2022</u> \$'000	<u>2021</u> \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus for the year		198,900	260,999
Depreciation	9(b)	645,862	609,303
Amortization of right-of-use assets	10	6,184	6,185
Amortization of deferred income	13	( 13,010)	( 13,010)
Interest income	19	( 128,360)	( 109,280)
Lease interest expense		771	1,204
Loss on disposal of property, plant and equipment		25	349
Employee benefits		46,612	( 52,216)
Effects of foreign exchange translation		<u>5,160</u>	<u>1,980</u>
		762,144	705,514
Changes in operating assets and liabilities			
Other assets		8,305	( 4,549)
Short-term investments		( 450,311)	( 553,137)
Accounts receivable		( 75,481)	( 54,870)
Accounts payable		112,766	( 15,606)
Due from related parties		( 11,302)	<u>13,865</u>
Cash generated in operating activities		<u>346,121</u>	<u>917,217</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest received		123,198	106,700
Acquisition of property, plant and equipment	9(b)	( 161,784)	( 174,891)
Proceeds from disposal of property, plant and equipment		<u>14</u>	<u>-</u>
Net cash used in investing activities		( 38,572)	( 68,191)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Distribution to Ministry of Finance	21	( 258,832)	( 115,632)
Lease payments	10	( 7,200)	( 6,580)
Net cash used in financing activities		( 266,032)	( 122,212)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		41,517	( 99,186)
CASH AND CASH EQUIVALENTS AT BEGINNING		<u>1,239,249</u>	<u>1,338,435</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR		<u>1,280,766</u>	<u>1,239,249</u>

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



## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements  
March 31, 2022

### 1. Identification and principal activities

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.

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, being a fully owned Government company, falls within the definition of a public body and is therefore exempt from paying Income Tax on its income under Section – 12(i)(b) of the Income Tax Act.

### 2. Basis of preparation

#### (a) Statement of compliance:

The financial statements are prepared in accordance with International Financial Reporting Standards ("IFRS") and interpretations issued by the International Accounting Standards Board and comply with the provisions of the Jamaica Civil Aviation (Amendment) Act.

#### **New standards, interpretations and amendments effective during the year**

Certain new, revised and amended standards and interpretations came into effect during the current financial year. The adoption of those standards and amendments to standards, did not have any impact on the amounts and disclosures in the financial statements.

#### **New and amended standards and interpretations that are not yet effective:**

At the date of authorisation of these financial statements, certain new and amended standards and interpretations have been issued which were not effective for the current year and which the Authority has not early-adopted. The Authority has assessed them with respect to its operations and has determined that the following are relevant:

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)  
March 31, 20222. Basis of preparation (cont'd)

## (a) Statement of compliance (cont'd):

**New and amended standards and interpretations that are not yet effective (cont'd):**

- Amendments to IAS 37 *Provision, Contingent Liabilities and Contingent Assets* is effective for annual periods beginning on or after January 1, 2022 and clarifies those costs that comprise the costs of fulfilling the contract.

The amendments clarify that the 'costs of fulfilling a contract' comprise both the incremental costs – e.g. direct labour and materials; and an allocation of other direct costs – e.g. an allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract. This clarification will require entities that apply the 'incremental cost' approach to recognise bigger and potentially more provisions. At the date of initial application, the cumulative effect of applying the amendments is recognised as an opening balance adjustment to retained earnings or other component of equity, as appropriate. The comparatives are not restated.

The Authority does not expect the amendment to have a significant impact on its financial statements.

- Amendments to IAS 16 *Property, Plant and Equipment*, effective for annual periods beginning on or after January 1, 2022, will mainly affect extractive and petrochemical industries and include the following guidance.

In the process of making an item of property, plant and equipment (PPE) available for its intended use, a company may produce and sell items – e.g. minerals extracted in the process of constructing an underground mine or oil and gas from testing wells before starting production. It provides guidance on the accounting for such sale proceeds and the related production costs.

Under the amendments, proceeds from selling items before the related item of PPE is available for use should be recognised in profit or loss, together with the costs of producing those items. IAS 2 Inventories should be applied in identifying and measuring these production costs.

Companies will therefore need to distinguish between, costs associated with producing and selling items before the item of PPE is available for use, and costs associated with making the item of PPE available for its intended use. Making this allocation of costs may require significant estimation and judgement. Companies in the extractive industry may need to monitor costs at a more granular level.

The amendments also clarify that testing whether an item of PPE is functioning properly means assessing its technical and physical performance rather than assessing its financial performance – e.g. assessing whether the PPE has achieved a certain level of operating margin.

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

2. Basis of preparation (cont'd)

(a) Statement of compliance (cont'd):

**New and amended standards and interpretations that are not yet effective (cont'd):**

- Amendments to IAS 37 *Provision, Contingent Liabilities and Contingent Assets* (cont'd)

For the sale of items that are not part of a company's ordinary activities, the amendments require the company to; disclose separately the sales proceeds and related production cost recognised in profit or loss, and specify the line items in which such proceeds and costs are included in the statement of comprehensive income. This disclosure is not required if such proceeds and cost are presented separately in the statement of comprehensive income.

The Authority does not expect the amendment to have a significant impact on its financial statements.

- Annual Improvements to IFRS Standards 2018-2020 cycle contain amendments to IFRS 1 *First-time Adoption of International Financial Reporting Standards*, IFRS 9 *Financial Instruments*, IFRS 16 *Leases*, IAS 41 *Agriculture*, and are effective for annual periods beginning on or after January 1, 2022.

- (i) IFRS 9 *Financial Instruments* amendment clarifies that – for the purpose of performing the “10 per cent test” for derecognition of financial liabilities – in determining those fees paid net of fees received, a borrower includes only fees paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf.
- (ii) IFRS 16 *Leases* amendment removes the illustration of payments from the lessor relating to leasehold improvements.

The Authority does not expect the amendment to have a significant impact on its financial statements.

- Amendments to IAS 1 *Presentation of Financial Statements*, will apply retrospectively for annual reporting periods beginning on or after 1 January 2023. The amendments promote consistency in application and clarify the requirements on determining if a liability is current or non-current.

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)  
March 31, 20222. Basis of preparation (cont'd)

## (a) Statement of compliance (cont'd):

**New and amended standards and interpretations that are not yet effective (cont'd):**

- Amendments to IAS 1 *Presentation of Financial Statements*, (cont'd)

Under existing IAS 1 requirements, companies classify a liability as current when they do not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period. As part of its amendments, the requirement for a right to be unconditional has been removed and instead, now requires that a right to defer settlement must have substance and exist at the end of the reporting period. A company classifies a liability as non-current if it has a right to defer settlement for at least twelve months after the reporting period. It has now been clarified that a right to defer exists only if the company complies with conditions specified in the loan agreement at the end of the reporting period, even if the lender does not test compliance until a later date.

With the amendments, convertible instruments may become current. In light of this, the amendments clarify how a company classifies a liability that includes a counterparty conversion option, which could be recognised as either equity or a liability separately from the liability component under IAS 32. Generally, if a liability has any conversion options that involve a transfer of the company's own equity instruments, these would affect its classification as current or non-current. It has now been clarified that a company can ignore only those conversion options that are recognised as equity when classifying liabilities as current or non-current.

The Authority does not expect the amendment to have a significant impact on its financial statements.

## (b) Basis of preparation:

The financial statements are prepared on the historical cost basis as modified by the revaluation of certain property, plant and equipment that are measured at revalued amounts and financial instruments measured at market value. Additionally, the defined benefit asset is recognised as the fair value plan assets less the present value of the defined benefit obligation. They are also prepared in accordance with requirements of the Jamaican Companies Act and the Jamaica Civil Aviation (Amendment) Act 1995.

## (c) Functional and presentation currency:

These financial statements are presented in Jamaica dollars, which is the functional currency of the group. All financial information presented in Jamaica dollars has been rounded to the nearest thousands, except when otherwise indicated.



## JAMAICA CIVIL AVIATION AUTHORITY

### Notes to the Financial Statements (Continued) March 31, 2022

#### 2. Basis of preparation (cont'd)

##### (d) Use of estimates and judgements:

The preparation of the financial statements to conform to IFRS requires management to make estimates and assumptions that affect the reported amounts of, and disclosures relating to, assets, liabilities, contingent assets and contingent liabilities at the reporting date and the income and expenses for the year then ended. Actual amounts could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, and future periods, if the revision affects both current and future periods.

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

##### (i) 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.

##### (i) 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.

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)  
March 31, 20222. Basis of preparation (cont'd)

## (d) Use of estimates and judgements (cont'd):

## (ii) Allowance for impairment loss on trade receivables

Allowances for doubtful accounts were established using the total credit sales as at 31 March 2022. 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. 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.

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.

3. Significant accounting policies

## (a) 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 unrealised gains or losses on transactions between group entities are eliminated. Unrealised 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.

## JAMAICA CIVIL AVIATION AUTHORITY

### Notes to the Financial Statements (Continued) March 31, 2022

#### 3. Significant accounting policies (cont'd)

##### (b) Cash and cash equivalents:

Cash comprises cash on hand and demand deposits. Cash equivalents comprise short-term highly liquid investments that are readily convertible to known amounts of cash, are subject to an insignificant risk of changes in value, and are held for the purpose of meeting short-term commitments (these investments include short-term deposits where the maturities do not exceed three months from the acquisition date). Cash and cash equivalents are measured at amortised cost.

##### (c) Resale agreements:

Resale agreements ("reverse repo") are short-term transactions whereby an entity buys securities and simultaneously agrees to resell them on a specified date and at a specified price. Resale agreements are accounted for as short-term collateralised lending and are measured at amortised cost.

The difference between the purchase and resale considerations is recognised on the accrual basis over the period of the transaction, using the effective interest method, and is included in interest income.

##### (d) Accounts receivable:

Accounts receivable are measured at amortised cost less impairment losses.

##### (e) Other assets:

Other assets consist of inventory items measured at cost less obsolescence, and withholding tax.

##### (f) Inventories

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

##### (g) Investments:

The group's investments consist of securities that are carried at amortised cost or fair value through other comprehensive income.

##### (h) Property, plant and equipment:

###### (i) Measurement:

Items of property, plant and equipment are measured at cost, except certain classes of assets which are carried at market value, less accumulated depreciation and impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the asset.

###### (ii) Subsequent costs:

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 AUTHORITYNotes to the Financial Statements (Continued)  
March 31, 20223. Significant accounting policies (cont'd)

## (h) Property, plant and equipment (cont'd):

## (iii) Depreciation:

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.

Depreciation is recognised in profit or loss on the straight-line basis at rates estimated to write-down the relevant assets, over their expected useful lives, to their residual values. Land is not depreciated. The rates used are as follows:

Buildings	2%-4%
Equipment, furniture and fixtures	10%-20%
Computer equipment	33⅓%
Motor vehicles	20%

Depreciation methods, useful lives and residual values are reassessed at each reporting date.

## (i) Leases:

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- Leases of low value assets; and
- Leases with a duration of 12 months or less.

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless (as is typically the case) this is not readily determinable, in which case the group's incremental borrowing rate on commencement of the lease is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

3. Significant accounting policies (cont'd)

(i) Leases (cont'd):

On initial recognition, the carrying value of the lease liability also includes:

- amounts expected to be payable under any residual value guarantee;
- the exercise price of any purchase option granted in favour of the group if it is reasonably certain to assess that option;
- any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

Right of use assets are initially measured at the amount of the lease liability, reduced for any lease incentives received, and increased for:

- lease payments made at or before commencement of the lease;
- initial direct costs incurred; and
- the amount of any provision recognised where the group is contractually required to dismantle, remove or restore the leased asset.

Subsequent to initial measurement, lease liabilities increase as a result of interest charged at a constant rate on the balance outstanding and are reduced for lease payments made. Right-of-use assets are amortised on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset if, rarely, this is judged to be shorter than the lease term.

When the group revises its estimate of the term of any lease (because, for example, it reassesses the probability of a lessee extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments to make over the revised term, which are discounted at the same discount rate that applied on lease commencement. The carrying value of lease liabilities is similarly revised when the variable element of future payments dependent on a rate or index is revised. In both cases an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortised over the remaining (revised) lease term.

When the group renegotiates the contractual terms of a lease with the lessor, the accounting depends on the nature of the modification:

- if the renegotiation results in one or more additional assets being leased for an amount commensurate with the standalone price for the additional rights-of-use obtained, the modification is accounted for as a separate lease in accordance with the above policy
- in all other cases where the renegotiation increases the scope of the lease (whether that is an extension to the lease term, or one or more additional assets being leased), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

3. Significant accounting policies (cont'd)

(i) Leases (cont'd):

When the group renegotiates the contractual terms of a lease with the lessor, the accounting depends on the nature of the modification (cont'd):

- if the renegotiation results in a decrease in the scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial or full termination of the lease with any difference recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date. The right-of-use asset is adjusted by the same amount.

For contracts that both convey a right to the group to use an identified asset and require services to be provided to the group by the lessor, the group has elected to account for the entire contract as a lease, i.e. it does not allocate any amount of the contractual payments to, and account separately for, any services provided by the supplier as part of the contract.

*Nature of leasing activities (in the capacity as lessee)*

The periodic payment is fixed over the lease term. The group leased premises. Leases of premises comprise only fixed payments over the lease terms.

Leases of assets under which all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognized as an expense in the period in which the termination takes place.

(j) 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 the financial statements have been actuarially determined by a qualified independent actuary, appointed by management.

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

3. Significant accounting policies (cont'd)

(j) Employee benefits (cont'd):

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.

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.

(k) Accounts payable:

Accounts payable are measured at amortised cost.

(l) 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 assessment 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.

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

3. Significant accounting policies (cont'd)

## (m) 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.

## (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 the benefit of 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 a price is charged.

## (n) Revenue recognition:

*Sale of goods/services*

Revenue is recognised at a point in time in the amount of the price 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.



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

3. Significant accounting policies (cont'd)

(n) Revenue recognition:

*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 group estimates future cash flows considering all contractual terms of the financial instrument, but not ECL.

*Appropriation-in-aid*

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

(o) 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.

(p) 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.

(q) Foreign currencies:

Transactions in foreign currencies are converted at the foreign exchange rates ruling at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the foreign exchange rates ruling at the reporting date. Foreign exchange differences arising on translations are recognised in the profit or loss.

(r) Impairment:

The group assesses on a forward-looking basis the expected credit losses (ECL) associated with its instruments carried at amortised cost.

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

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

3. Significant accounting policies (cont'd)

(r) Impairment (continued):

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 recognized 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 association provision.

(s) Non-financial assets impairment:

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

(i) Calculation of recoverable amount:

The recoverable amount of the group's held-to-maturity securities and receivables is calculated as the value of the expected future cash flows, discounted at the original effective interest rate inherent in the asset. Receivables with a short duration are not discounted.

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflow, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

(ii) Reversal of impairment:

An impairment in respect of a receivable is reversed, if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised.

In respect of other assets, an impairment loss is reversed, if there has been a change in the estimates used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

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### 3. Significant accounting policies (cont'd)

#### (t) 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.

##### (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 and fair value through other comprehensive income.

##### *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 and long term investments 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.

##### *Fair value through other comprehensive income (FVOCI)*

The group has made an irrevocable election to classify its investments in global bonds at fair value through other comprehensive income rather than through profit or loss as the group considers this measurement to be the most representative of the business model for those assets.

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)  
March 31, 20223. Significant accounting policies (cont'd)

## (t) Financial instruments (cont'd)

## (i) Classification (cont'd)

*Fair value through other comprehensive income (FVOCI)*

They are carried at fair value with changes in fair value recognized in other comprehensive income and accumulated in the fair value through other comprehensive income reserve. Upon disposal any balance within fair value through other comprehensive income reserve is reclassified directly to retained earnings and is not reclassified to profit or loss.

The group's financial assets measured at FVOCI are its investments securities which includes equity instruments in the statement of financial position.

## (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.

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

4. Short-term investments

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Amortised cost:				
Resale agreements	<u>3,291,280</u>	<u>2,756,649</u>	<u>3,016,591</u>	<u>2,566,280</u>

The fair value of securities collateralising resale agreements approximates the carrying value of the resale agreements for the group and the Authority.



## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 20225. Accounts receivable

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Trade	1,109,770	723,594	919,730	560,204
Less allowance for impairment losses	( 480,890)	(439,813)	(370,750)	(336,395)
	628,880	283,781	548,980	223,809
Staff loans and advances	200,002	204,424	191,439	192,840
Prepayments	80,798	72,212	74,484	66,603
Other receivables	60,613	64,505	49,119	49,836
Fixed asset clearing	2,867	4,568	2,867	4,568
Due from GOJ consolidated fund	-	253,752	-	253,752
	<u>973,160</u>	<u>883,242</u>	<u>866,889</u>	<u>791,408</u>

The ageing of trade receivables, at the reporting date, and related allowance for impairment losses were as follows:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>		<u>2021</u>	
	<u>Gross</u>	<u>Impairment</u>	<u>Gross</u>	<u>Impairment</u>
	\$'000	\$'000	\$'000	\$'000
Not past due	537,021	102,456	364,187	109,850
Past due 31-60 days	126,272	44,064	29,041	12,426
Past due more than 60 days	<u>446,477</u>	<u>334,370</u>	<u>330,366</u>	<u>317,537</u>
	<u>1,109,770</u>	<u>480,890</u>	<u>723,594</u>	<u>439,813</u>
	<u>2022</u>		<u>2021</u>	
	<u>Gross</u>	<u>Impairment</u>	<u>Gross</u>	<u>Impairment</u>
	\$'000	\$'000	\$'000	\$'000
Not past due	537,255	98,781	243,071	109,850
Past due 31-60 days	99,053	35,863	86,695	8,857
Past due more than 60 days	<u>283,422</u>	<u>236,106</u>	<u>230,438</u>	<u>217,688</u>
	<u>919,730</u>	<u>370,750</u>	<u>560,204</u>	<u>336,395</u>

The movements in the allowance for impairment losses in respect of trade receivable during the year were as follows:

## Movement in impairment losses:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Balance at beginning of year	439,813	490,468	336,395	408,370
Reversal impairment during the year	<u>41,077</u>	<u>( 50,655)</u>	<u>34,354</u>	<u>( 71,975)</u>
Balance at end of year	<u>480,890</u>	<u>439,813</u>	<u>370,749</u>	<u>336,395</u>

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)  
March 31, 20226. Other assets

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Inventories	23,415	31,896	23,416	31,896
Taxation recoverable	<u>36,527</u>	<u>32,515</u>	<u>1,433</u>	<u>1,257</u>
	<u>59,942</u>	<u>64,411</u>	<u>24,849</u>	<u>33,153</u>

7. Related party balances and transactions

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Due (to)/from related parties is as follows:				
Aeronautical Telecommunications Limited	-	-	(49,864)	(58,294)
Communication fees	-	-	16,575	13,997
Caribbean Aviation Safety and Security Oversight System	<u>2,367</u>	<u>2,071</u>	<u>2,367</u>	<u>2,071</u>
	<u>2,367</u>	<u>2,071</u>	<u>(30,922)</u>	<u>(42,226)</u>

Transactions with related parties during the year, in the normal course of business, were as follows:

	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Aeronautical Telecommunications Limited		
Income:		
Technical support revenue	23,475	22,328
Communication fees	<u>16,731</u>	<u>7,791</u>
	<u>40,206</u>	<u>30,119</u>
Expenses:		
Technical service expense	<u>132,841</u>	<u>117,127</u>

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Key management compensation:				
Directors' fees	7,173	6,395	4,034	3,151
Salaries and other short-term benefits	<u>395,173</u>	<u>474,852</u>	<u>300,042</u>	<u>396,703</u>

8. Financial Assets at fair value through Other Comprehensive Income

This represents Global equity funds that are held with Sagicor Investments Jamaica Limited and JN Fund Managers Limited by the company and carried at fair value.

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

9. Property, plant and equipment

(a) The Group

	Land and Buildings \$'000	Equipment, Furniture and Fixtures \$'000	Motor Vehicles \$'000	Work- in- progress \$'000	Total \$'000
Cost/valuation:					
March 31, 2020	2,528,228	5,460,490	134,890	714,620	8,838,228
Additions	60,251	14,378	-	106,590	181,219
Transfer from WIP	-	468,100	-	( 468,100)	-
Disposal	-	( 1,293)	-	-	( 1,293)
March 31, 2021	2,588,479	5,941,675	134,890	353,110	9,018,154
Additions	-	65,315	26,143	107,937	199,395
Transfers	492	327,424	-	( 327,916)	-
Adjustments	( 375)	( 6,329)	-	( 66,691)	( 73,395)
Disposals	-	( 235)	-	-	( 235)
March 31, 2022	<u>2,588,596</u>	<u>6,327,849</u>	<u>161,034</u>	<u>66,440</u>	<u>9,143,919</u>
Depreciation:					
March 31, 2020	469,411	1,673,993	81,258	-	2,224,662
Charge for the year	55,279	564,781	18,444	-	638,504
Eliminated on disposals	-	( 944)	-	-	( 944)
March 31, 2021	524,690	2,237,830	99,702	-	2,862,222
Charge for the year	56,864	598,498	21,096	-	676,458
Eliminated on disposals	-	( 100)	-	-	( 100)
March 31, 2022	<u>581,554</u>	<u>2,836,229</u>	<u>120,796</u>	<u>-</u>	<u>3,538,580</u>
Net Book values:					
March 31, 2022	<u>2,007,042</u>	<u>3,491,619</u>	<u>40,238</u>	<u>66,440</u>	<u>5,605,339</u>
March 31, 2021	<u>2,063,789</u>	<u>3,703,845</u>	<u>35,188</u>	<u>353,110</u>	<u>6,155,932</u>

## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 20229. Property, plant and equipment (cont'd)

## (b) The Authority

	Land and Buildings \$'000	Equipment, Furniture and Fixtures \$'000	Motor Vehicles \$'000	Work- in- progress \$'000	Total \$'000
Cost/valuation:					
March 31, 2020	2,306,351	5,277,165	66,353	714,620	8,364,489
Additions	60,251	8,052	-	106,588	174,891
Transferred from WIP	-	468,100	-	(468,100)	-
Disposals	-	(1,293)	-	-	(1,293)
March 31, 2021	2,366,602	5,752,024	66,353	353,108	8,538,087
Transferred from WIP	492	327,424	-	(327,916)	-
Additions	-	42,876	10,969	107,939	161,784
Adjustments	(375)	(6,329)	-	(66,691)	(73,395)
Disposals	-	(77)	-	-	(77)
March 31, 2022	<u>2,366,720</u>	<u>6,115,917</u>	<u>77,324</u>	<u>66,440</u>	<u>8,626,399</u>
Depreciation:					
March 31, 2020	459,128	1,626,200	37,262	-	2,122,590
Charge for the year	52,001	549,287	8,015	-	609,303
Eliminated on disposals	-	(944)	-	-	(944)
March 31, 2021	511,129	2,174,543	45,277	-	2,730,949
Charge for the year	53,668	582,350	9,844	-	645,862
Eliminated on disposal	-	(38)	-	-	(38)
March 31, 2022	<u>564,797</u>	<u>2,756,855</u>	<u>55,121</u>	<u>-</u>	<u>3,376,773</u>
Net Book values					
March 31, 2022	<u>1,801,923</u>	<u>3,359,062</u>	<u>22,203</u>	<u>66,440</u>	<u>5,249,626</u>
March 31, 2021	<u>1,855,473</u>	<u>3,577,481</u>	<u>21,076</u>	<u>353,108</u>	<u>5,807,138</u>

- (i) Certain computer, equipment, furniture and fixtures were revalued by Delano Reid and Associates on an open market value basis at March 31, 2020., based on professional advice received. The surplus arising on revaluation, inclusive of depreciation no longer required, has been included in revaluation reserve (note 16).
- (ii) Work-in-progress represents the upgrade of the navigational systems, supply and installations of radar, improvement projects for the facilities, enterprise resource planning systems and, enterprise-wide closed circuit television (CCTV) system.
- (iii) Included in land and building is land at a cost \$2,588,596,000 for the Group and \$2,366,602,000 for the Authority



## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 202210. Right-of-use assets

## (a) Right-of-use assets:

	<u>The Group and Authority</u> <u>Premises</u> \$'000
Adoption of IFRS 16	19,069
Amortisation	( 6,185)
March 31, 2021	12,884
Amortisation	( 6,184)
March 31, 2022	<u>6,700</u>

## (b) Lease liability

	<u>The Group and Authority</u> <u>Premises</u>	
	<u>2022</u> \$'000	<u>2021</u> \$'000
Maturity analysis – contracted undiscounted cash flows:		
Less than one year	7,200	7,200
One to five years	<u>600</u>	<u>7,800</u>
	7,800	15,000
Less future interest	( 309)	( 1,080)
	7,491	13,920
Less current portion	( 6,894)	( 6,429)
Total discounted lease liability as at March 31,	<u>597</u>	<u>7,491</u>

## (c) Amounts recognised in profit or loss:

Depreciation changes for the year	6,184	6,185
Interest on lease liabilities	<u>771</u>	<u>1,204</u>

## (d) Amounts recognised in statement of cash flows

Total cash outflow for leases	<u>7,200</u>	<u>6,580</u>
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11. Long-term investments

This represents US\$ deposits with original maturity of 1 year or more with a weighted average interest rate of 3%.

	<u>Group</u>		<u>Authority</u>
	<u>2022</u> \$'000	<u>2021</u> \$'000	<u>2022</u> \$'000
Long-term investments	<u>111,552</u>	<u>104,502</u>	<u>-</u>

## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 202212. Accounts payable

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Retention	18,330	14,358	18,330	14,358
Trade	106,520	109,160	77,814	80,985
Other payables	46,483	273,407	46,483	273,404
Statutory contributions	514	1,415	514	1,415
Accruals	357,490	489,777	311,352	477,519
Due to GOJ consolidated fund	504,526	-	504,526	-
Other	<u>54,391</u>	<u>49,972</u>	<u>3,136</u>	<u>1,706</u>
	<u>1,088,254</u>	<u>938,089</u>	<u>962,155</u>	<u>849,387</u>

13. Deferred income

	<u>Group and Authority</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Balance at April 1	93,676	106,686
Transfer to profit or loss (note 18)	(13,010)	( 13,010)
Balance at March 31	<u>80,666</u>	<u>93,676</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.

14. Employee benefits obligation /asset

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 Sagcor Life 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.

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

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Present value of funded obligations	(6,477,883)	(5,593,605)	(5,914,386)	(5,108,986)
Fair value of plan assets	<u>5,355,826</u>	<u>4,827,788</u>	<u>4,896,209</u>	<u>4,413,103</u>
Amount recognised in statement of financial position	<u>(1,122,057)</u>	<u>( 765,817)</u>	<u>(1,018,177)</u>	<u>( 695,883)</u>

## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 202214. Employee benefits obligation /asset (cont'd)

## (b) Movements in the present value of funded obligations:

	Group		Authority	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Balance at beginning of year	(5,593,605)	(5,073,237)	(5,108,986)	(4,606,594)
Benefits paid	381,411	252,703	377,052	248,838
Interest cost	( 468,316)	( 324,678)	( 427,296)	( 294,470)
Current service costs	( 208,816)	( 177,165)	( 189,035)	( 158,696)
Members contributions	( 167,895)	( 206,896)	( 149,973)	( 190,120)
Annuities purchased during the year	( 209,899)	( 93,820)	( 209,682)	( 93,820)
Re-measurement (gains)/ loss [see note 14(f)]	( 210,763)	29,488	( 206,466)	( 14,124)
Balance at end of the year	<u>(6,477,883)</u>	<u>(5,593,605)</u>	<u>(5,914,386)</u>	<u>(5,108,986)</u>

## (c) Movements in plan assets:

	Group		Authority	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Fair value of plan assets at beginning of the year	4,827,788	4,285,372	4,413,103	3,887,094
Members contributions	167,895	206,896	149,973	190,120
Employer contributions - current year	208,400	263,495	187,522	243,799
Interest income on plan assets	418,888	288,514	382,197	261,583
Benefits paid	( 381,411)	( 252,703)	( 377,052)	( 248,838)
Annuities purchased during the year	209,899	93,820	209,682	93,820
Remeasurement gain [note 14(f)]	( 95,633)	( 57,606)	( 69,216)	( 14,475)
	<u>5,355,826</u>	<u>4,827,788</u>	<u>4,896,209</u>	<u>4,413,103</u>

	Group		Authority	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Plan assets consist of the following:				
Equities	1,394,652	1,370,182	1,261,363	1,233,336
Mortgage and real estate	909,946	803,205	822,619	720,268
Fixed income	319,281	254,328	287,108	229,447
Money market investments	53,975	55,741	49,379	47,447
Foreign currency investments	785,244	867,546	711,705	801,196
Global Markets Fund	290,944	281,586	263,367	252,558
Purchased annuities	914,713	679,242	882,540	654,361
Adjustment	4,596	28,094	-	28,094
CPI Indexed Fund	682,474	487,864	618,128	446,396
	<u>5,355,826</u>	<u>4,827,788</u>	<u>4,896,209</u>	<u>4,413,103</u>

## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

14. Employee benefits asset (cont'd)

(d) Movements in the net asset recognised in the statement of financial position:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the year	( 765,821)	(787,865)	( 695,883)	(719,500)
Employer contributions - current year	208,400	263,491	187,522	243,799
Net expense recognised in profit or loss and other comprehensive income	( 564,636)	(241,447)	( 509,816)	(220,182)
Balance at end of the year	<u>(1,122,057)</u>	<u>(765,821)</u>	<u>(1,018,177)</u>	<u>(695,883)</u>

(e) The amounts recognised in profit or loss:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Current service cost	208,816	177,165	189,035	158,696
Interest cost	468,316	324,678	427,296	294,470
Interest income on plan assets	(418,892)	(288,514)	(382,197)	(261,583)
	<u>258,240</u>	<u>213,329</u>	<u>234,134</u>	<u>191,583</u>

(f) Amounts recognised in other comprehensive income:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Remeasurement gains/ (loss) on obligation (note 14(b))	210,763	( 29,488)	206,466	14,124
Remeasurement gain on assets (note 14(c))	<u>95,633</u>	<u>57,606</u>	<u>69,216</u>	<u>14,475</u>
	<u>306,396</u>	<u>28,118</u>	<u>275,682</u>	<u>28,599</u>

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

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Expense recognised in statement of profit or loss	258,240	213,329	234,134	191,583
Expense recognised in other comprehensive income	<u>306,396</u>	<u>28,118</u>	<u>275,682</u>	<u>28,599</u>
	<u>564,636</u>	<u>241,447</u>	<u>509,816</u>	<u>220,182</u>



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

14. Employee benefits asset (cont'd)

## (i) Actuarial assumptions:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Discount rate	8.00%	8.50%	8.00%	8.50%
Future salary increases	7.00%	7.50%	7.00%	7.50%
Inflation	<u>5.00%</u>	<u>5.50%</u>	<u>5.00%</u>	<u>5.50%</u>

## (ii) Sensitivity analysis:

	<u>Group</u>		<u>Authority</u>	
	<u>Decreased by</u>	<u>Increased by</u>	<u>Decreased by</u>	<u>Increased by</u>
	1%	1%	1%	1%
Change in defined benefit obligation resulting from a 1% increase/(decrease) in the discount rate	<u>838,316</u>	<u>(645,461)</u>	<u>770,028</u>	<u>(591,945)</u>
Change in defined benefit obligation resulting from a 1% increase/(decrease) in salary	<u>(267,729)</u>	<u>279,535</u>	<u>(250,572)</u>	<u>260,458</u>

15. Capital reserve

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

16. Revaluation reserve

This represents surplus arising on the revaluation of certain properties of the group and Authority (see note 9).

17. Income

## (i) Passenger Aviation Fee

This represents fees charged by the subsidiary.

## (ii) 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.

## (iii) Appropriation-in-aid

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

## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 202218. Disclosure of other income and expenses

## (a) Other fees

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Permit application fees	2,186	1,131	2,186	1,131
Licence fees	1,794	527	1,794	527
Examination fees	218	32	218	32
Regulatory fees	52,668	49,871	52,668	49,871
Transfer from deferred income (note 13)	13,010	13,010	13,010	13,010
Technical support	-	-	<u>23,476</u>	<u>22,327</u>
	<u>69,876</u>	<u>64,571</u>	<u>93,352</u>	<u>86,898</u>

## (b) Other income

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Loss on sale of property plant and equipment	( 20)	( 349)	( 25)	( 349)
Equipment maintenance	42,076	48,498	-	-
Miscellaneous income	<u>87,162</u>	<u>21,118</u>	<u>71,849</u>	<u>6,321</u>
	<u>129,218</u>	<u>69,267</u>	<u>71,824</u>	<u>5,972</u>

## (c) Administration and operating expenses

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Audit fees	6,504	7,683	4,204	5,333
Depreciation	676,595	638,504	646,000	609,303
Amortisation of right-of-use assets	6,184	6,185	6,184	6,185
Expected credit losses	54,899	38,590	14,284	17,246
Salaries, wages and statutory contributions	2,924,919	3,647,370	2,467,252	3,255,771
Staff welfare	443,831	545,488	439,744	542,727
Utilities	139,227	135,365	120,339	117,364
Repairs and maintenance	73,145	88,094	71,873	87,312
Other	<u>954,562</u>	<u>853,603</u>	<u>905,901</u>	<u>821,738</u>
	<u>5,279,866</u>	<u>5,960,882</u>	<u>4,675,781</u>	<u>5,462,979</u>

19. Net finance income

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Interest on investments and short-term term investments	150,372	133,434	128,360	109,280
Foreign exchange gains	<u>144,688</u>	<u>281,655</u>	<u>81,491</u>	<u>195,653</u>
Net finance income	<u>295,060</u>	<u>415,089</u>	<u>209,851</u>	<u>304,933</u>

## JAMAICA CIVIL AVIATION AUTHORITY

### Notes to the Financial Statements (Continued) March 31, 2022

#### 20. Taxation

Our subsidiary, AEROTEL, being fully owned by the Government of Jamaica, 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.

AEROTEL is still required to file income tax returns in keeping with Section 71 A of the Income Tax Act.

#### 21. Distribution to Government of Jamaica

During the year, the distributions were as follows:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Normal distribution (a)	-	-	-	-
Appropriations-In-Aid (b)	<u>258,832</u>	<u>115,632</u>	<u>258,832</u>	<u>115,632</u>
	<u>258,832</u>	<u>115,632</u>	<u>258,832</u>	<u>115,632</u>

- (a) The Government of Jamaica, under The Public Bodies Management and Accountability Act, requires our subsidiary AEROTEL 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.
- (b) The Government of Jamaica, under Civil Aviation (Amended) Act 2017, requires the Authority to manage both the Air Navigation Fees and the Passenger Aviation Service Charge and remit the monies collected from both revenue sources to the Consolidated Fund. Other income earned by the Authority are retained as Appropriations-In-Aid and are utilized to offset the shortfall of budgetary expenditure.

#### 22. Financial instruments

##### (a) Financial risk management

A financial instrument is any contract that give rise to a financial asset of one enterprise and a financial liability or equity instrument of another enterprise.

The group's exposed to financial risks from it use of financial instruments including:

- credit risk
- market risk (including foreign currency and interest rate risks)
- liquidity risk

This note presents information about the group's exposure to each of the above risks, the group's objectives, policies and processes for measuring and managing risk, and the group's management of capital. Further quantitative disclosures are included throughout these financial statements.

## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

### 22. Financial instruments (cont'd)

#### (a) Financial risk management (cont'd)

The Board of Directors has overall responsible for the establishment and oversight of the group's risk management framework. The Board provides principles for overall risk management, as well as policies covering specific areas, such as credit risk, foreign exchange risk, interest rate risk and liquidity risk.

The group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the group's financial performance.

The group's risk management activities are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits by means of reliable and up-to-date information systems. The group regularly reviews its risk management policies and systems to reflect changes in markets, products and emerging best practice.

#### (i) Credit risk:

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. 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 wire transfer.

##### *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, investments and cash and cash equivalents in the statement of financial position.

##### *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.



## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 202222. Financial instruments (cont'd)

## (a) Financial risk management (cont'd)

## (i) Credit risk (cont'd):

*Trade receivables expected credit losses (cont'd)*

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 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 group 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 2020 and 2021.

<i>Group</i>			
2022			
Aging	Gross Carrying Amount \$'000	Default Rate %	Lifetime ECL Allowance \$'000
Current	465,977	16	76,576
1 -30 days	71,044	36	25,877
31 - 60 days	126,272	22	27,806
61 – 90 days	47,242	34	16,258
Over 90 days	<u>399,235</u>	84	<u>334,370</u>
Total	<u>1,109,770</u>		<u>480,8 87</u>
2021			
Aging	Gross Carrying Amount \$'000	Default Rate %	Lifetime ECL Allowance \$'000
Current	325,692	34	109,850
1 -30 days	46,917	26	12,426
31 - 60 days	29,028	45	13,034
61 – 90 days	45,549	88	40,147
Over 90 days	<u>276,408</u>	93	<u>264,356</u>
Total	<u>723,594</u>		<u>439,813</u>

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)  
March 31, 202222. Financial instruments (cont'd)(a) Financial risk management (cont'd)(i) Credit risk (cont'd):

<i>Authority</i>			
2022			
<u>Aging</u>	<u>Gross Carrying Amount</u>	<u>Default Rate</u>	<u>Lifetime ECL Allowance</u>
	<u>\$'000</u>	<u>%</u>	<u>\$'000</u>
Current	502,956	15	76,579
1 -30 days	34,299	65	22,203
31 - 60 days	99,053	25	24,812
61 – 90 days	34,541	32	11,050
Over 90 days	<u>248,881</u>	95	<u>236,106</u>
Total	<u>919,730</u>		<u>370,750</u>

2021			
<u>Aging</u>	<u>Gross Carrying Amount</u>	<u>Default Rate</u>	<u>Lifetime ECL Allowance</u>
	<u>\$'000</u>	<u>%</u>	<u>\$'000</u>
Current	325,692	34	109,850
1 -30 days	11,963	74	8,857
31 - 60 days	5,645	186	10,492
61 – 90 days	39,427	96	37,667
Over 90 days	<u>177,477</u>	96	<u>169,529</u>
Total	<u>560,204</u>		<u>336,395</u>

## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

### 22. Financial instruments (cont'd)

#### (a) Financial risk management (cont'd)

##### (i) Credit risk (cont'd):

##### *Trade receivables expected credit losses (cont'd)*

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	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Air Navigation and AFTN fees	706,392	521,960	570,325	416,305
Passenger air service charges	304,020	101,969	304,020	101,969
Other	<u>99,358</u>	<u>99,665</u>	<u>45,385</u>	<u>41,930</u>
	1,109,770	723,594	919,730	560,204
Expected credit losses	( 480,890)	(439,813)	(370,750)	(336,395)
	<u>628,880</u>	<u>283,781</u>	<u>548,980</u>	<u>223,809</u>

##### (ii) Market 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.

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

22. Financial instruments (cont'd)

## (a) Financial risk management (cont'd)

## (ii) Market risk (cont'd)

- *Foreign currency risk (cont'd)*

The group's and Authorities exposure to foreign currency risk at the reporting date was as follows:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	US\$'000	US\$'000	US\$'000	US\$'000
Assets:				
Cash and cash equivalents	10,474	7,050	7,994	4,372
Short-term investments	15,816	16,454	14,088	15,196
Long-term investment	730	730	-	-
Accounts receivables	<u>5,903</u>	<u>4,048</u>	<u>5,191</u>	<u>3,313</u>
	32,923	<u>28,282</u>	<u>27,273</u>	<u>22,881</u>
Liabilities:				
Accounts payables	( 3,972)	( 2,309)	( 3,822)	( 2,151)
Net position	<u>28,951</u>	<u>25,973</u>	<u>23,451</u>	<u>20,730</u>

*Sensitivity analysis*

A 4% (2021: 3%) strengthening of the Jamaica dollar against the US\$, at the reporting date, would have decreased surplus for the year by \$176,521,000 (2021: \$111,593,000) for the group and \$143,362,000 (2021: \$89,039,000) for Authority.

A 6% (2021: 4%) weakening of the Jamaica dollar against the US\$, at the reporting date, would have increased surplus for the year by \$264,782,000 (2021: \$148,791,000) for the group and \$215,043,000 (2021: \$118,719,000) for Authority.

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The analysis is done on the same basis as for 2021 and assumes that all other variables, in particular interest rate, remain constant.

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

At March 31, 2022:	J\$152.8316 = US\$1.00
At March 31, 2021:	J\$143.1730 = US\$1.00

# JAMAICA CIVIL AVIATION AUTHORITY

## Notes to the Financial Statements (Continued) March 31, 2022

### 22. Financial instruments (cont'd)

#### (a) Financial risk management (cont'd)

##### (ii) Market risk (cont'd)

##### • *Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

At the reporting date, the interest profile of the group's and Authority's interest bearing financial instruments was as follows:

	<u>Group</u>		<u>Authority</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Fixed rate financial assets	<u>3,985,851</u>	<u>3,821,053</u>	<u>3,985,581</u>	<u>3,821,053</u>

##### *Fair value sensitivity analysis for fixed rate instruments*

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.

##### (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:

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

The following table presents the undiscounted contractual maturities of financial liabilities, including interest payments, on the basis of their earliest possible contractual maturity.



## JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 202222. Financial instruments (cont'd)

## (a) Financial risk management (cont'd)

## (iii) Liquidity risk (cont'd):

**Group**

	2022		
	Within 1 year \$'000	1 to 5 years \$'000	Total cash outflow \$'000
Accounts payable	1,088,254	-	1,088,254
Lease liability	<u>7,200</u>	<u>600</u>	<u>7,800</u>
	<u>1,095,454</u>	<u>600</u>	<u>1,096,054</u>

	2021		
	Within 1 year \$'000	1 to 5 years \$'000	Total cash outflow \$'000
Accounts payable	938,089	-	938,089
Lease liability	<u>7,200</u>	<u>7,800</u>	<u>15,000</u>
	<u>945,289</u>	<u>7,800</u>	<u>953,089</u>

**Authority**

	2022		
	Within 1 year \$'000	1 to 5 years \$'000	Total cash outflow \$'000
Due to related parties	49,864	-	49,864
Accounts payable	962,155	-	962,155
Lease liability	<u>7,200</u>	<u>600</u>	<u>7,800</u>
	<u>1,019,219</u>	<u>600</u>	<u>1,019,819</u>

	2021		
	Within 1 year \$'000	1 to 5 years \$'000	Total cash outflow \$'000
Due to related parties	58,294	-	58,294
Accounts payable	849,387	-	849,387
Lease liability	<u>7,200</u>	<u>7,800</u>	<u>15,000</u>
	<u>914,881</u>	<u>7,800</u>	<u>922,681</u>

## (b) Capital management

The group's objectives when managing capital are to safeguard the group's ability to continue as a going concern and remain financially strong, in order to provide returns for shareholders and benefits for other stakeholders.

The group is not subject to externally imposed capital requirements and there were no changes to the group's approach to capital management during the year.

## JAMAICA CIVIL AVIATION AUTHORITY

### Notes to the Financial Statements (Continued) March 31, 2022

#### 22. Financial instruments (cont'd)

##### (c) 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 exists as it is the best evidence of the fair value of a financial instrument. The group does not carry any financial instrument at fair value.

##### **Determination of fair value and fair value hierarchy**

IFRS specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. The different levels have been defined as follows:

Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – Discounted cash flow technique using a discount rate from observable market data, i.e, average of several brokers/dealers market indicative yields in active markets for identical assets or liabilities.

Level 3 – Valuation techniques using significant unobservable inputs.

The carrying value of cash and cash equivalents, short-term investments, accounts receivable and accounts payable is assumed to approximate their fair value due to their short term nature.

#### 23. Contingent liabilities

##### (i) Legal claims:

There are three claims which have been brought against the Authority in respect of damages for alleged breach of contract. The likely exposures are \$8,000,000.00, \$14,737,560 plus interest at a rate of 6% per annum from March 16, 2012 and US\$90,000 plus interest at a rate of 25% per annum from March 2005, as well as interest on damages for loss of goodwill as determined by the court.

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

#### 24. Commitments

##### (a) Lease commitments

The Authority has lease commitments as follows:

- (i) To MBI 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 Airports Authority of Jamaica for the lease of space occupied at Norman Manley International Airport for rent of \$1.00 per annum.

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)  
March 31, 2022

24. Commitments (cont'd)

## (b) Capital commitment

The Authority has embarked on an equipment procurement programme to improve the communication navigation surveillance system to incorporate radars as part of its effort to modernize the air navigation services infrastructure. The Authority has committed to acquire equipment valued J\$205,091,705 as of the reporting date. This comprises the acquisition of NMIA DVOR replacement, the acquisition of a new MEVA Node to ensure a seamless transition, the enhancement of the Authority's facilities and the acquisition of a Civil Aviation Regulatory Oversight Software Platform (CARO-SP).

25. Impact of COVID-19

The World Health Organisation declared the novel coronavirus, Covid-19 to be a global pandemic in March 2020. The rapid spread and consequent containment measures such as closure of borders, physical distancing rules, mass quarantines, and stay at home orders for nonessential services have negatively affected economic activity and businesses worldwide. In April of 2020, the Government of Jamaica enacted the Disaster Risk Management Act, which was updated based on the changing severity of the Covid-19 pandemic.

The Authority formed a Pandemic Management Team to monitor and control the effects of Covid-19 on the Authority's operations. The protocols implemented were in accordance with the Disaster Risk Management Act, which included the implementation of measures at the Authority to safeguard and protect our stakeholders by equipping all personnel with supplies to prevent contagion and establishing protocols to access the premises. In addition, we have been working with our employees to ensure that common areas are thoroughly cleaned and sanitized, and we have implemented a flexi-work plan to reduce the number of employees on the premises while permitting a work-from-home strategy to continue operating our business.

As a result of the Covid-19 pandemic, the Group continues to be exposed to an elevated level of uncertainty, which has adversely affected financial markets and business confidence. The Group is exposed to an elevated level of credit risk, liquidity risk, foreign currency risk and market risk, with the most significant exposures relating to credit risk.

*Credit Risk*

The Group's receivables mainly comprise trade and prepayment and staff loans. Receivables most significantly impacted by the elevated credit risk relate to trade receivables. The Group has recognised impairment provisions in relation to trade receivable of approximately \$453.51 million.

The Authority continues to actively monitor and managed the identified risks through its Executive Management, Risk Steering Committee and Pandemic Management Team. In response to the specific financial risk identified, the Authority has employed several measures, including robust monitoring of the trade receivables, and managing investment portfolio positions.

## SENIOR EXECUTIVES' COMPENSATION FOR YEAR APRIL 1, 2021 TO MARCH 31, 2022

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	2021/2022	22,849,910	-	120,000	2,284,991	379,265	-	25,634,166
Mrs. Nichole Morgan Deputy Director General, Corporate Services	2021/2022	19,943,375	-	120,000	1,994,338	359,897	-	22,417,610
Mr. Rohan Campbell Deputy Director General, Regulatory Affairs	2021/2022	19,704,494	-	120,000	1,970,449	359,897	-	22,154,840
Mr. Howard Greaves Deputy Director General, Air Navigation Services	2021/2022	18,510,091	-	120,000	1,851,009	1,279,033	-	21,760,133
Mr. Noel Ellis Director, Flight Safety	2021/2022	16,509,247	-	1,697,148	1,650,925	228,270	-	20,085,589
Mr. Deano Ledford Director, Air Traffic Management	2021/2022	13,718,692	-	1,697,148	1,371,869	2,306,238	-	19,093,946
Mr. Derrick Grant Director, Engineering and Maintenance	2021/2022	15,281,067	-	1,697,148	1,528,107	227,472	-	18,733,794
Mr. Christopher Chambers Director, Aeronautical Information Management	2021/2022	15,051,031	-	1,697,148	1,505,103	121,016	-	18,374,298
Mr. Donald Shaw Director, Safety & Compliance	2021/2022	14,879,917	-	1,697,148	1,487,992	121,016	-	18,186,073
Mr. Jason McPherson Chief Internal Auditor	2021/2022	10,068,114	-	1,697,148	1,006,811	3,100,958	-	15,873,032
Dr. Carvell McLeary Director, Human Resource	2021/2022	10,790,709	-	1,697,148	-	2,590,142	-	15,077,999
Mrs. Shian Edwards-Pettigrew Director, Finance	2021/2022	10,947,271	-	1,697,148	1,094,727	761,413	-	14,500,559
Mr. Douglas Williamson Director, Information Technology	2021/2022	10,837,311	-	1,697,148	1,083,731	265,535	-	13,883,725
Mr. Michael Hepburn Director, Economic Regulation	2021/2022	10,963,902	-	1,697,148	1,096,390	121,016	-	13,878,457
Ms. Nardia Andrews General Counsel	2021/2022	10,284,892	-	1,697,148	1,028,489	848,851	-	13,859,380
Ms. Gillian Richards Director, Planning, Research & Risk Assessment	2021/2022	10,561,887	-	1,697,148	1,056,189	121,016	-	13,436,240
Mrs. Jacene Richards Harris Director, Public Procurement	2021/2022	10,248,762	-	1,697,148	1,024,876	121,016	-	13,091,802
TOTAL		241,150,673	-	22,542,924	23,035,996	13,312,050	-	300,041,643

### Notes:

1. Salary figures for the period, for each senior manager, include flat salary and seniority allowance.
2. Other Allowances include acting allowance, clothing allowance for all, contingency and Operations Facility Premium (OFP) paid to the Deputy Director General, Air Navigation Services and Director, Air Traffic Management for maintaining valid Air Traffic Control rating and working in contingent situations. Also included are other allowances such as emergency shift allowance and special honorarium.
3. The \$120,000 allocated to the Director General, Deputy Director General, Regulatory Affairs, Deputy Director General, Corporate Services and Deputy Director General, Air Navigation Services represents the value of the assignment of motor vehicle, with up to 50% private use, based on the Income Tax Act, 2nd Sch. Part 1, Appendix (Regulation 11).
4. Other Allowances for the General Counsel include corporate secretariat duties, laundry allowance, library and robing allowances.
5. No pension contribution is made for the Director, Human Resource, as he is employed on a three-year contract, which commenced June 1, 2020. He will receive a 25% gratuity payment when the amount becomes due, after serving the first two years of the contract and the remaining one-year payment at the end of the final year.
6. A new Director, Air Traffic Management was appointed on July 1, 2021.

## Jamaica Civil Aviation Authority Directors' Compensation April 2021 - March 2022

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. Lloyd Pommells, Chairman	358,000.00	-	-	-	358,000.00
Major Dudley Beek (Rtd.), Deputy Chairman	441,200.00	-	-	-	441,200.00
Dr. Kavita Johnson, Board Member	396,000.00	-	-	-	396,000.00
Ms. Georgia Hamilton, Board Member	151,600.00	-	-	-	151,600.00
DCP Richard Stewart, Board Member	281,800.00	-	-	-	281,800.00
Mr. Mark Knight, Board Member	295,200.00	-	-	-	295,200.00
Ms. Joniann Mitoo, Board Member	345,500.00	-	-	-	345,500.00
Mrs. Allison Cole Philbert, Board Member	422,700.00	-	-	-	422,700.00
Capt. Edward Miller, Board Member	422,900.00	-	-	-	422,900.00
Ms. Tanya Bedward, Board Member	295,000.00	-	-	-	295,000.00
Mr. Damion Young, Board Member	303,000.00	-	-	-	303,000.00
Ms. Karen Baghaloo, Board Invitee	320,900.00	-	-	-	320,900.00
<b>TOTAL</b>	<b>4,033,800.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,033,800.00</b>



# FINANCIAL REVIEW



# 2022 Financial Performance

The financial statements incorporate those of The Jamaica Civil Aviation Authority (The Authority) and its subsidiary, Aeronautical Telecommunications Limited (AEROTEL), for the financial year ended March 31, 2022.

## Principal Activities

The Authority's primary responsibilities are the provision of regulatory oversight and air navigation services, on behalf of the Government of Jamaica. The primary function of the subsidiary is the provision of telecommunication services, on behalf of Jamaica Civil Aviation Authority. This includes 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.

## Review of Operations

The consolidated results showed income fell by 7% to J\$5.23 billion for the year. This is primarily due to a reduction of 15% in GOJ subvention, received to offset operating costs, when compared to the previous year. The group recorded a net surplus of J\$253.55 million, of which AEROTEL accounted for J\$54.65 million, or approximately 22%. 2022's results compare favourably to the preceding year's surplus of J\$116.72 million.

During the year, growth in our Group's assets base was mainly attributable to an increase in cash and deposits of J\$5.05 billion (26%). Total assets closed the year at J\$11.82 billion, an increase of J\$179.38 million, from 2021's out-turn of J\$11.64 billion.

## How We Earned

The Authority is funded by the Government of Jamaica (GOJ). The amended Civil Aviation Act (2017) mandates the transfer, to the Consolidated Fund, of the Authority's two primary sources of revenue (i.e. Air Navigation Fees and Passenger Aviation Service Charges (PASC). The Authority transferred J\$4.73 billion to the Consolidated Fund for the 2022 financial year. The 2017 financial arrangement stipulates that the Authority continues to manage these two revenue streams on behalf of the Jamaican Government. The Authority's other revenue sources are considered Appropriations-In-Aid and the GOJ subsidises the Authority's operational expenditures.

For the 2022 financial period, the GOJ provided the Authority with J\$4.51 billion in subvention income. This constituted 96% of the Authority's total income. Of the \$4.51 billion received from the GOJ, 70% was allocated to staff cost, 21% to operating expenditure, 7% to the Memorandum of Understanding (MOU) with AEROTEL and 2% to capital expenditure.

For the twelve months ending March 31, 2022, the Authority generated a net surplus of J\$198.90 million, a decrease from J\$261.00 million in the previous financial year, ended March 31, 2021. The variance of J\$62.10 million (24%) is the result of a decline in operating expenditure by J\$759.58 million and a decrease in net finance income of J\$95.08 million.

In comparison to the 2022 budget, total income of J\$4.51 billion was recorded, which was J\$1.17 billion or 26% less than anticipated. Total operating expenses were J\$4.70 billion, resulting in an operational deficit of J\$10.95 million. Net finance income of approximately J\$209.85 million was recorded, resulting in a net surplus of J\$198.90 million for the year. This is J\$79.93 million or 29% less than budgeted projections.



## Where We Earned

Air Navigation Fees rose by J\$1.42 billion to J\$2.65 billion, for year ended March 31, 2022. The increase in revenue is attributable to increased activity (overflight movements) within the Kingston Flight Information Region (FIR), as global travel restrictions eased since the impact of the COVID-19 pandemic throughout the financial year. For the financial year, overflight activities recorded 111,971 overflights, an increase of 56,759 overflights, when compared to the previous financial year.

Passenger Aviation Service Charge (PASC) income totalled J\$2.33 billion in 2022, up 285% or J\$1.73 billion from the J\$605.79 million reported in 2021. The increase is attributable to an increase in pent-up demand for leisure travel, as key partner markets re-opened their markets and relaxed testing regimes. Although passenger seats sold lags behind pre-COVID-19 performance levels, this resulted in a year-over-year increase of 4,127,282 seats sold, compared to 1,142,885 the previous year. This revenue stream resulted in a foreign exchange gain of J\$61.48 million.

PASC is directly aligned to the number of passenger seats sold. Of the total seats sold, 67% were from North America, 17% from South America, 10% from Latin America and the Caribbean, and 4% from Europe.



## Statement of Financial Position Review

The Authority's total assets at year-end were J\$10.54 billion, a modest increase of \$71.58 million over the year-end balance of J\$10.47 in 2021. Total current assets increased by 14% and include liquid assets of J\$4.37 billion this year, compared to J\$3.81 billion last year. Total non-current assets recorded a net decrease of J\$563.70 million or 10%.

Current liabilities are reasonably stable and include accounts payables of J\$962.16 million, which is a slight increase over the previous year's amount outstanding. This includes J\$504.53 million payable to the GOJ Consolidated fund, as per the change in financial arrangement outlined in the amended Civil Aviation Act (2017). Total non-current liabilities recorded a net increase of J\$301.94 million or 38%. The main contributor is an increase in the employee benefit obligation of J\$322.29 million or 46%, as a result of a decrease in the company's pension, that contributed to a decline in the value of pension fund assets.

Overall, despite the COVID-19 pandemic's influence on growth, the Authority recorded positive financial indicators. Return on assets for the year is two per cent (2%), (2021: 2%). Liquidity, as measured by the current ratio is 5 times current liabilities this year, (2021: 5 times).

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

## The impact of COVID-19

The Authority's formation of a Pandemic Management Team helped to monitor and control the effects of Covid-19 on the Authority's operations. The protocols were implemented in accordance with the Disaster Risk Management Act, and included the implementation of measures to safeguard and protect our stakeholders, equipping all personnel with supplies to prevent contagion and establishing protocols to restrict and ensure safe access to the premises. In addition, the Authority has been working with employees to ensure that common areas are thoroughly cleaned and sanitized, and a flexi-work plan has been implemented to reduce the number of employees on premises, while permitting a work-from-home strategy to continue business operations.

Overall, the Group continues to experience an elevated level of uncertainty, which has adversely affected financial markets and business confidence. The Group is exposed to an elevated level of credit risk, liquidity risk, foreign currency risk and market risk, with the most significant exposures relating to credit risk.

## Credit Risk

The Group's receivables mainly comprise trade and prepayment, and staff loans. Receivables most significantly impacted by the elevated credit risk relate to trade receivables. The Group has recognized impairment provisions in relation to trade receivables of approximately \$453.51 million.

At the date of approving the financial statements, the full impact of the pandemic on the group's markets and businesses remains uncertain. However, management continues to monitor and respond to the business impact of the pandemic and does not anticipate that it will adversely affect the company's ability to continue as a going concern for the foreseeable future, having regard to the group's capital adequacy, profitability and liquidity.

# 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

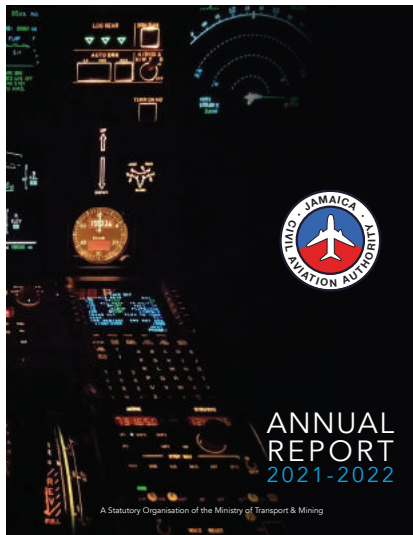


ATM	Air Traffic Management
ATOs	Approved Training Organisations
ATS	Air Traffic Services/ Air Traffic Systems
AVSEC	Aviation Security
AW	Air Worthiness
BASA	Bilateral Air Service Agreement
BITU	Bustamante Industrial Trade Union
Baro-Vnav	Barometric Vertical Navigation
CAATI	Civil Aviation Authority Training 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
DCP	Deputy Commissioner of Police
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	Universal Safety Audit Programme-Continuous Monitoring Approach
IFSET	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



## Contact Details

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).

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## Design and Layout

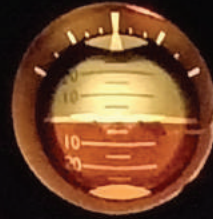
Dzinology  
[Dzinology.com](http://Dzinology.com)





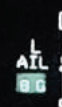


TERR ON NO



GND SPLRS ARMED  
SEAT BELTS  
NO SMOKING

F/CTL



ELAC 1 2

SEC 1 2

PITCH TRIM

-0.2 UP



RUD

TAT +24 °C  
SAT +24 °C

19 H 33



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TAKE OFF  
V1 135 FLD RSTR RNY 23  
VR 135 SLT RSTR TO SHIF  
V2 135 S=187 (H) L J  
V3 135 CLEAN FLAPS 2TH  
135 0-204 1/UP0  
TRANS ALT FLEX TO TEMP  
9500 THR RED/ACC ENG OUT ACC  
1150/3350 1900  
NEXT PHASE

OR PROG PERF NT DATA  
F-FLN RAD FUEL SEC AIL MOD  
AIR PORT A B C D E  
NEXT F G H I J  
1 2 3 K L M N O  
4 5 6 P Q R S T  
7 8 9 U V W X Y  
0 / Z - + DRY CLR

ACTIVE

STBY/CRS

1178.300

117.00

VHF1

VHF2

VHF3

HF1

HF2

AM

STBY NAV

NAV

VOR

ILS

MLS

ADF

BFO

OFF

IF1

IF2

F3

F1

F2

F4

F5

VOICE

PA

CL  
A/T  
H/R  
0  
REV  
FULL

45  
40  
35  
30  
25  
20  
15  
10  
5  
0