



ANNUAL REPORT 2020-2021

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) 2020-21 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.

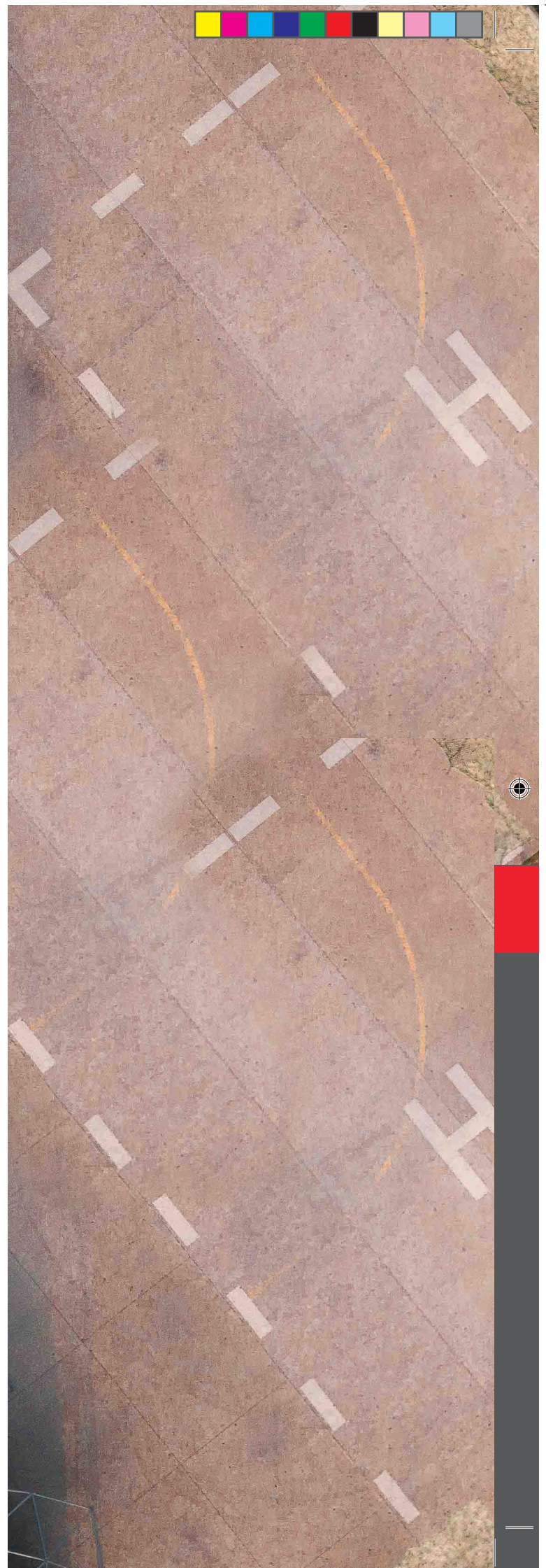
As a statutory organisation of the Ministry of Transport & Mining, the Jamaica Civil Aviation Authority possesses a legal obligation to submit annual reports to Parliament, at the end of each Financial Year.

The 2020-21 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, 2021.

The Report also contains financial information and statements for the 2020-2021 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 2020-21 Annual Report and other corporate publications of the JCAA may be accessed electronically at www.jcaa.gov.jm.





Contact Details

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

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Jamaica Civil Aviation Authority
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Kingston 10, JAMAICA, W.I.
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Readers are invited to provide suggestions for improving the Report, via email at 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:

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

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

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

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



Corporate Data

Registered Office

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

Board of Directors

Mr. Lloyd Pommells, OD, JP
Major Dudley Beek
Dr. Janine Dawkins
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
- 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:





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, 2021

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

Dear Minister:

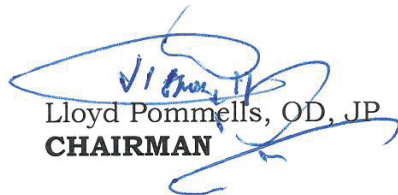
The Board of Directors and Executive Management team of the Jamaica Civil Aviation Authority (JCAA) are pleased to present to you, the Annual Report of the Jamaica Civil Aviation Authority (JCAA), covering the period April 1, 2020 to March 31, 2021.

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 provides 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 ardent support of the JCAA's mandate and operations over the past year. 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


Lloyd Pommells, OD, JP
CHAIRMAN

Tele: 876.960.3965

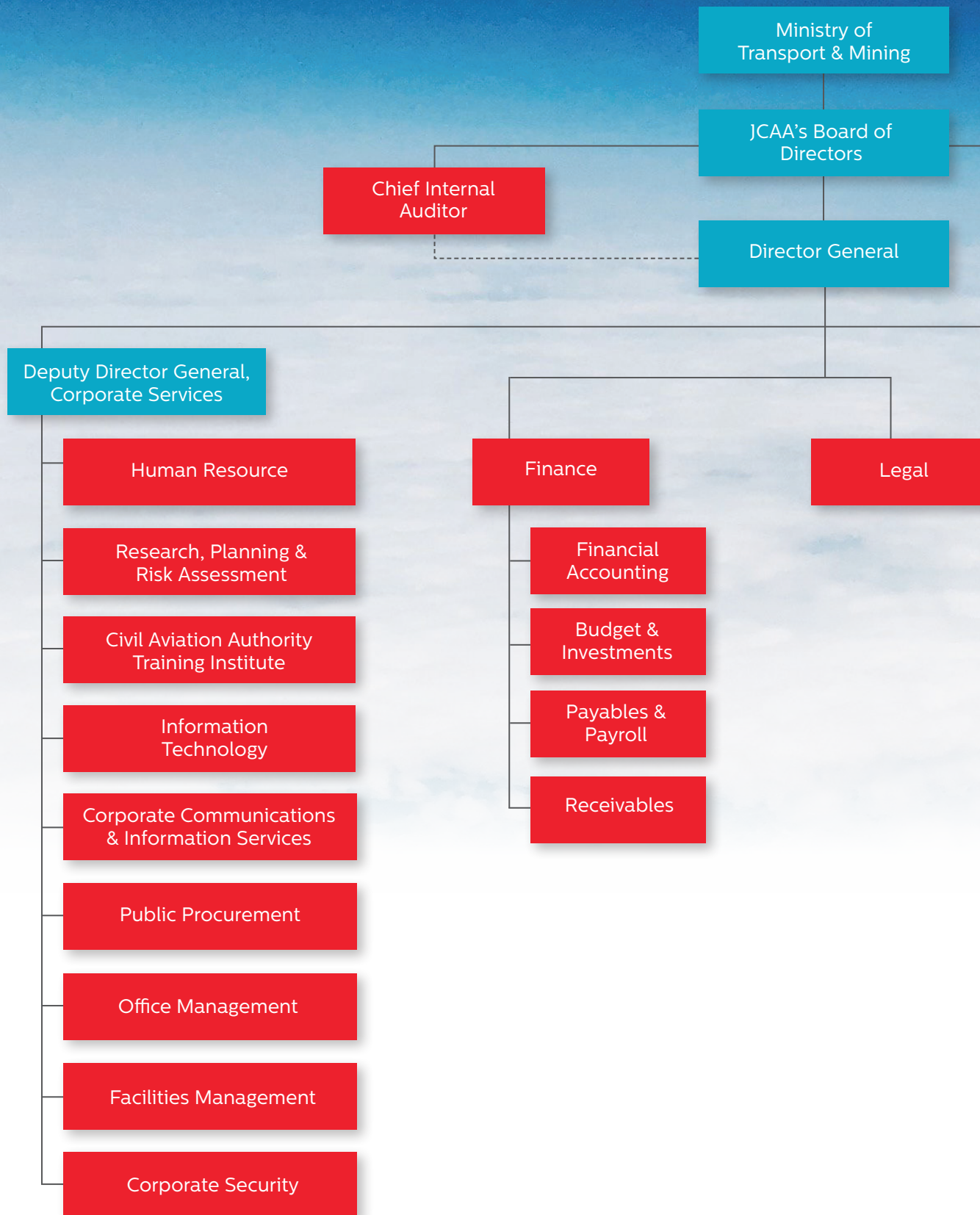
Fax: 920.0194

Web Page: www.jcaa.gov.jm

Email: jcivav@jcaa.gov.jm



Organisational Chart



Corporate Secretary

Deputy Director General,
Regulatory Affairs

Deputy Director General,
Air Navigation Services

Flight Safety

Economic
Regulation

Rule
Making Unit

Air Traffic
Management

Flight Operations

Research &
Development

Engineering,
Maintenance & Services

Airworthiness

Air Service
Licences & Permits

Safety &
Compliance

Aviation
Security & Facilitation

Aviation Statistics,
Air Fares & Rates

Aeronautical
Information Management

Aerodromes,
Air Navigation
Services & Safety
Management Systems

Airport
Regulations

Air Traffic Flow
Management

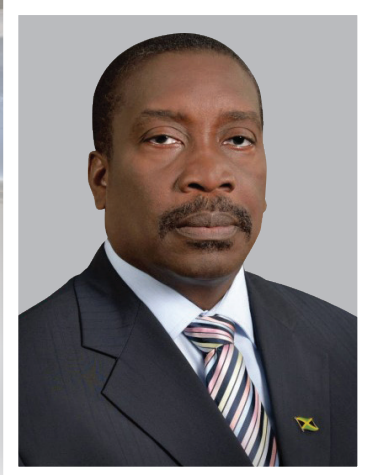
Personnel Licensing
& Aircraft Registry

Aviation
Meteorology*

Search &
Rescue*

* MOU with Meteorological Office of Jamaica

* MOU with Jamaica Defence Force



Foreword by The Hon. Robert Montague, MP Minister of Transport & Mining

The 2020-2021 Financial Year was a period of monumental decline in our nation’s and world’s economic, geopolitical and social frameworks and systems. However, it also presented an unmatched opportunity for countries, governments and individuals to reposition, rethink and reset our future with more sustainable, resilient and interconnected goals in mind.

As the effects of the pandemic ricocheted to cause severe upheaval in international, national and corporate environments and sub-systems, Jamaica’s economy experienced a marked decline in economic growth. This halted the positive experience of nineteen quarters of continuous growth, that was more than twice the previous record of consecutive economic growth since the late 1990s.

The pandemic’s arrival also suspended the positive trajectory for key economic variables, including Jamaica’s fiscal balance, as a key indicator of the government’s effective management of public finances, to create a healthier balance between generated revenues and expenditures. There were also negative impacts to our low unemployment rate and the effective reduction of the country’s Debt to Gross Domestic Product (GDP) ratio, that is, our debt servicing requirements versus the total value or worth of all goods and services produced in the country.

From an industry standpoint, the cascading effects of global lockdowns and local efforts to contain the spread of the virus were severe and resulted in system-wide contractions of several important economic sectors. These included the Hotels & Restaurants sector, Transport,

and particularly International Air Transport, Entertainment, Manufacturing, Mining & Quarrying and the Communications sector.

Despite the unfavourable headwinds and uncertainties, the air transport industry and JCAA are commended for their impressive and iconic resilience, as they rallied to support the availability and delivery of life- and economy-sustaining supplies and services.

Through the continued adoption of international, operational efficiency and safety standards, as well as the provision of safe and expeditious air navigation services, the JCAA ensured critical international air cargo services and logistics for the intercontinental conveyance of COVID-19 vaccines and medicines.

The industry, with the benefits of Air Navigation Services and oversight support from the JCAA, also rallied to achieve real-time transport for other cold chain, temperature-sensitive cargo and infrastructure to support medical, industrial, safety, food and technological needs. The safe repatriation of Jamaicans and other nationals was also achieved with governmental collaboration.



Continued Digitisation and Modernisation as Important Strategies

While Jamaica remains optimistic about the earliest containment of the pandemic through widespread international and local cooperation, the government

and the industry are learning from the experience, while seeking to identify and leverage opportunities from this new paradigm.

In line with Jamaica's strategic directives, the JCAA's ongoing digital transformation and modernisation efforts proved advantageous in enhancing and improving customer satisfaction and service. The Authority was also able to identify and exploit new services, products and technological opportunities, while ensuring capacity-building and transformation to ensure the maintenance of safe, resilient, efficient and essential air transport services, during the crisis.

Indeed, with the government continuing to resource and support this repositioning, the above strategies remain fundamental for expanding broader modernisation and innovation initiatives, supporting the earliest recovery and return to growth.

The approach also remains critical for ensuring a more agile, flexible and efficiently coordinated organisation, serving the interest of our country and its local and international stakeholders.

The lessons from our historical aviation experience continue to serve us well



Aviation - A Pivotal Force for Recovery and Post-Pandemic Growth

Aviation continues to be a pivotal enabler for the recovery of nations, economies and corporations, as nations rally to restore



national and global growth, progress and advancement. In addition to its direct contribution to each country's GDP, aviation remains a major inter-industry link that enables and is an essential services provider for several "downstream" industries and activities. These include global trade, particularly the movement of high-value, time-sensitive cargo.

Jamaica's robust aviation hub and the availability of flights also remain essential determinants for our tourism activities and business travel. The latter continues to influence knowledge and technology transfer, local business development, the influx of foreign direct investment, as well as income-generating siting decisions, such as the location of headquarters or satellite locations for several large international firms.

Under the stewardship of the JCAA, the aviation industry is also directly supporting business-sustaining opportunities for a host of upstream entities, including airport operators, ground handling companies, security companies, food service entities, travel agencies, technical support entities, technology suppliers and a host of entities whose business model and niche focus is aviation.

Notwithstanding the variety of positive aviation impacts, the JCAA is continuously, and even more challenged to transform the organisation's and industry's service delivery standards. As examples, we must, from a regulatory standpoint, be ready to support the adoption of trusted and interoperable frameworks for sharing health data that will facilitate safe international travel, while protecting the personal data and privacy of travellers. Indeed, some enduring pandemic effects and demands that will need to be met include more consistent and stringent health and safety standards, and the digitization of the travel experience to capture useful data, including health test results and vaccination certifications.

As the government supports the JCAA's efforts to navigate the industry's immediate dilemmas, we are reimagining and strengthening our mandate of ensuring aviation's continued development, so that our country will never be left behind. This critical requirement will remain salient, given air transport's role in providing development mobility for, not only established businesses, but underserved, peripheral, remote and/or developing interests and businesses in our nation and elsewhere.

The opportunities remain real and forthcoming. As the expectation remains



for travel to endure as a human ambition, requirement and delight, another key to sustained recovery in the medium term will be the continuous assessment and counterbalancing of any structural changes in consumer behaviour that might prolong decreased demand for air travel, even with pandemic successes. As an example, we must, as an inter-industry approach, seek to identify and counteract sustained shifts in upcoming business and leisure travel patterns, from factors such as the sub-optimal and excessive use of virtual conferencing technologies, instead of business travel. Another relates to consciously limiting vacations to intra-national environments, rather than pursuing international travel as a pandemic-induced impulse. The onus remains on us to create and showcase more resilient, safe and trustworthy systems to assist in restoring consumer confidence and international travel demand. It is true that the need to travel will remain constant, but we must ensure that the desire to travel remains as great as the need.



A Grateful Country Commends The Efforts Of An Invaluable Organisation

It is with gratitude that I publicly register commendations to the Board, management team and staff of the JCAA for their

flexibility, resilience, indomitable spirit and focus that enabled the JCAA to record a commendable, though environmentally-impacted performance over the period. As we further embolden our tenacity of spirit, we are reminded that we have in our hands one of the greatest opportunities to reset, recalibrate and make bold organisational moves to ensure a successful and resilient future for our organisation and industry.

We must reinvigorate, reorganize, reinvent and retool our people, processes and technologies to continuously create new and greater value for our industry. Additionally, we must work cooperatively with stakeholders to promote solidarity, inclusivity and the interests of all.

When we focus on service as the end game, we will transform our capabilities to undertake more rapid and decisive action, while we build stakeholder trust, favour the common good over sectoral interests, and enhance our environmental consciousness.

As we plan for a better future, the JCAA and government continue to crave the support of all our stakeholders. As this pandemic has taught us, it is this acknowledgement of the reciprocal dependence of each element of the aviation system on the other, that will ensure a better and more resilient future for aviation, our nation, and our world.





Chairman's Statement & Board of Directors' Report



Mr. Lloyd Pommells, OD, JP
Board Chairman



Enhancement of JCAA's Oversight and Services as Mitigating Forces against the Pandemic

The 2020-2021 Financial Year was one of the most formidable and historically challenging periods for many organisations and industries, with travel and aviation being among the most disproportionately impacted, by the bludgeoning effects of an enduring pandemic.

Like a stealthy and hovering storm system, the pandemic wreaked havoc on some of

the most powerful societal, organisational and corporate systems, as it precipitated necessary, but disruptive measures to isolate and safeguard national and global communities and populations. Generally, the responses to the pandemic converged to create historic, widespread and previously unimaginable dislocation, devastation and contraction of existing human, social, cultural and economic life, as well as established norms and patterns of behaviour, across the globe.

Amidst the unprecedented challenges presented to the industry from the rapidly emerging deglobalization forces, and an abrupt freefall in passenger demand, travel activities and revenues, the JCAA had to reposition and retrench its operations to protect its employees and industry stakeholders, while safely and expeditiously maintaining its essential services. The latter included repatriating travellers to their various destinations and fulfilling the even more critical role of maintaining a rapid, real-time, and life-saving supply chain for the transport of needed medical equipment and other supplies.

As we embraced the priority of ensuring team member safety, while maintaining the safe and resilient air transport environment

We will remain #JCAAstrong.

for which Jamaica has been acclaimed, the Board supported and challenged the JCAA to initiate and sustain action on a number of priorities. These included the institution of robust, comprehensive and expert-recommended measures to protect the health, safety and well-being of all team members. Features of this system included a remote and flexible work environment, connected by digital technologies; heightened collaboration through virtual fora; an enhanced sanitisation regime; and general adherence to social distancing, sanitisation, public health and other guidelines.

The JCAA also reorganized its work processes, environment and activities to focus on critical air navigational and regulatory priorities and adjustments, to support the adversely impacted industry. Additionally, as an early stabilizing intervention, the JCAA sought to reduce expenditure and safeguard the organisation's liquidity, by limiting cash outflows to projects and activities which helped to stabilize the industry, support service resilience, maintain employee welfare and safety, and position the organisation and industry to capitalize on any arising upturn or positive fluctuation in air travel demand or activity.

The JCAA's quick and consistent actions proved successful in averting intra-company transmissions and infections, with the low incidence of arising cases, being isolated, treated and supported to prevent outbreaks.



Refining and Reaping Further Success with Risk-based Regulation

Facilitated by the support of stakeholders, the JCAA was able to complete risk analyses on the aviation sectors' safety and

security profiles, as an imperative and risk-based guide for its restructuring activities. Information, particularly from local industry stakeholders, also significantly assisted the development of new and modified processes, aligned with the Government of Jamaica's COVID-19 protocols.

Other industry-sustaining and support interventions included rapid, safe and risk-based amendments to the JCAA's certification, licensing and other regulatory processes. These adjustments, and the implementation of new policies to maintain the integrity of the regulatory system, succeeded in reducing the burden on our regulated entities.

Digitisation was also accelerated as an existential and critical requirement, with several of the Authority's manual operations being converted to digital workspaces and platforms, amid the JCAA's rolling out of various customer-centric technologies. These included a new E-Licensing and Permit Application platform and Personnel Licensing examination software. Digital technologies were also employed as critical tools for general operational activity, with all employees, except those required to perform essential duties on site, working from home.



Advances to Ensure a Modern Air Transport System

Measures to ensure a modern, future-ready and more crisis resistant air transport environment were also achieved with the progression of important air navigation and communication system upgrades. Of note were successes related to the continued implementation of Air Traffic Control, Communications, Navigation and Surveillance technologies. These



included the satellite-based Aeronautical Information Management (AIM) platform, Controller-Pilot Data Link Communication, and Air Traffic Control Inter-Facility Data Communications (AIDC). These new technologies are facilitating and poised to advance the interconnection, enhanced safety and efficiency of contiguous air traffic management systems, as well as enhanced efficiency and safety within a globally interconnected aviation environment.



Team Tenacity: A Key Driver of our continued Organisational Performance

As great as the challenges were, there was unison in purpose, and the team persisted to achieve notable successes over the year. We were able to meet stakeholder demands for travel, oversight, air navigation and regulatory services, while creating opportunities for charter, non-scheduled and other demand-driven air services, specialized personnel certification, training and advancement.

With the input of the entire team, the JCAA was also able to achieve customer-focussed priorities for safe, efficient, modernized and digital services as we protected lives and livelihoods and supported the wellbeing of nations. Our actions converged to convey the enduring messages of care, collaboration, connection and commitment, and the Board is grateful to all members of the JCAA team for your invaluable contribution to this achievement.



Lower than Targetted, but Fair Performance

Amidst the setbacks of the prevailing environment, the Authority is commended for collaborating internally and externally to achieve, in context, satisfactory and safe,

though lower than targetted operational and strategic outcomes for the 2020-21 year.

Over the year, the JCAA monitored a total of 1,226 targets across all divisions. Of this number, 57% or 698 were completed, in accordance with the established plan. A further 19% or 233 of the monitored targets were being implemented and remained in progress at the end of the year.

Implementation of 9% or 111 of the targets required close monitoring and intervention to ensure and support their achievement. Additionally, 1% or 14 targets were cancelled, with the decision to cancel primarily attributable to the impact of the COVID-19 pandemic.

8% or 97 of the total number of targets monitored were assessed as requiring review and there was no report available for 2% or 19 of the targets monitored in the 2020/2021 Financial Year.

By contrast, 4% or 54 targets were not achieved and deemed irrecoverable at the end of the Financial Year.

The Authority was placed on subvention, effective April 1, 2017 and its operations are funded by the Consolidated Fund. For the 2020/2021 year, a request for approximately \$5.7 billion was made, of which \$5.5 billion or 96% was approved (inclusive of Appropriations in Aid (AIA)).

Given the above, total income of \$5.4 billion was recorded, which was \$506 million or 9% less than budgeted projections. Operating expenditure totalled approximately \$5.5 billion, resulting in a \$44 million operating deficit. Net finance income of \$305 million was also recorded, resulting in a net surplus of \$261 million for the year. This was \$391 million or 150% less than budgeted projections.





Key Performance Indicators (KPIs) 2020/2021 Financial Year

Indicators over the 2020–21 year, is shown below. These Key Performance Indicators summarise the JCAA’s performance against a number of key indicators and objectives, which were established for the period.

The JCAA’s report, outlining its achievements in relation to the Key Performance

	Key Performance Indicator	Target	Status	2020/2021 Details of Achievement
Strategic Goal No. 1: SAFETY AND SECURITY: To enhance safety and security in civil aviation				
1	Target Level of Safety (Aerodrome Control) KPI: # of runway incursions per year	No more than three (3) runway incursions per year	Achieved	One (1) runway incursion recorded
2	Target Level of Safety (Approach Control) KPI: # of AIRPROX incidents per year	No more than three (3) AIRPROX incidents per year	Achieved	No AIRPROX incidents recorded
3	Target Level of Safety (Area Control) KPI: # of AIRPROX incidents per year	No more than three (3) AIRPROX incidents per year	Achieved	No AIRPROX incidents recorded
4	Safety and Security Oversight Surveillance KPI: %-age of safety and security oversight inspections conducted, in accordance with the Flight Safety Surveillance Plan	100% of safety and security oversight inspections conducted in accordance with the Flight Safety Surveillance Plan	Not Achieved	529 of 1,071 (49%) of safety and oversight inspections conducted, in accordance with the Flight Safety Surveillance Plan
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				
5	Efficiency of Permitting and Licensing Application processes KPI: %-age of applications for operations over 30 days processed within eight (8) weeks	95% of applications for operations over 30 days processed within eight (8) weeks	Achieved	27 of 27 applications (100%) processed within eight (8) weeks
6	Efficiency of Permitting and Licensing Application processes KPI: %-age of applications for operations under 30 days processed within seven (7) days	98% of applications for operations under 30 days processed within seven (7) days	Achieved	399 of 399 applications (100%) processed within seven (7) days



7	Service Availability KPI: %-age of service availability Communications, Navigations & Surveillance (CNS) maintained	99.97% service availability maintained	Not Achieved	Average service availability - 99.43%
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				
8	Adherence to approved budget KPI: %-age of expenditure exceeding approved Budget	0% of expenditure exceeds approved budget	Achieved	100% expenditure made within approved budget limit
9	Bills Settled KPI: # of days for settlement of bills	Bills settled within 15-30 days	Achieved	Bills settled in 27 days
10	Collection of PASC Invoices KPI: %-age collection of PASC invoices collected	100% collection on PASC invoices	Achieved	129% collection on PASC invoices
11	Collection of Air Navigation Fees KPI: %-age collection on Air Navigation Fees invoices collected	95% collection on Air Navigation fees invoices	Achieved	104.36% 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				
12	Financial Reports KPI: %-age of financial reports issued on time	100% of financial reports submitted on time	Not Achieved	58% of financial reports submitted on time*
13	Turnover Rate KPI: %-age of separators per annum	Not more than 5% of employees voluntarily separated per annum	Achieved	5.63% of total number of employees separated (Resignation – 2 persons; Retirement 6 persons, Contract Expiration – 1 person) Total staff complement as at March 31, 2021 – 320
14	IT Help Desk Tickets Average KPI: Average # of technical support tickets closed per day	Five (5) technical support tickets closed per day	Achieved	5.3 Tickets resolved per business day
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				
15	Performance-Based Navigation KPI: # of PBN routes implemented and published	Four (4) PBN routes implemented and published	Not Achieved	Route implementation activities were delayed due to the COVID-19 pandemic

*All reports were, however, submitted before all Finance Committee meetings.





The above report on the JCAA's performance in relation to its major or Key Performance Indicators shows that, with the exception of surveillance activities, which were curtailed or restructured because of COVID-19-related constraints, all other key safety targets were met. On the matter of increasing operational efficiency through the processing of Permits and Licensing Applications, this aggressive, but previously elusive target was also achieved for the first time in a number of years.

Targets to facilitate the sustainable growth and development of a sound and economically viable civil aviation industry also recorded 100% achievement. However, there was lower than targetted performance in service availability for the JCAA's Communications, Navigation & Surveillance (CNS) systems, which achieved 99.43% instead of the targeted 99.97% service availability. This shortfall resulted primarily from generally reduced access to key support and technical expertise for the maintenance and repair of essential Communications, Navigation & Surveillance/Air Traffic Management (CNS/ATM) infrastructure and systems.



Future-Proofing and Preparing our Industry for the Earliest Rebound

As a recent McKinsey Global Institute Survey has shown, companies in the top growth quartile continue to invest 2.6 times more than those in the bottom two quartiles on certain intangible and sustainable initiatives and imperatives. These initiatives and imperatives, which the JCAA will continue to embrace and expand, include research, technology, software, communications, and human capital development initiatives, which are critical for survival and sustainability in a crisis-susceptible world. As the survey has

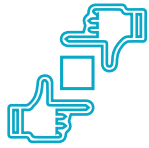
shown, they continue to create resilience and a competitive advantage for visionary organisations.

Over the year, the JCAA therefore embarked on a culture transformation programme that is transforming and further poised to enhance the culture and performance of the JCAA. With leadership style impacting culture and culture impacting organisational trust, employee loyalty, employee engagement and the industrial relations climate, the programme is expected to create a transformed JCAA that is better equipped to perform its mandate in relation to services provided to the national and international communities.

As the JCAA prepares for a bright future amidst increasingly challenging environments, it is imbibing the lessons of the current environment. These relate to the importance of maintaining agility, and focusing on ways to increase efficiencies, supercharge the spirit of innovation, leverage technologies and carve out new opportunities, as future-focussed strategies. These will be achieved through strategic planning and the ascension, protection, training, empowerment and effective organisation of a continuously renewed, resilient and multi-talented workforce.

The JCAA will continue to adopt and exploit the advantages of this resource-based organisational approach, where all our human capital and intangible assets are supported and maximized to become even more valuable, rare, inimitable, non-substitutable and strategically organized. This will continue to be important as the JCAA poises itself for a long, successful future, in which it achieves maximum value and efficiency, while supporting the collective advancement of our people, industry, nation and world.





Industry Recovery: Ascent above the Pandemic's Effects

As the world holds its collective breath for the earliest respite from the pandemic's decimating effects, there are differing predictions, forecasts and analyses regarding the likely speed and nature of global and industry recovery. From the standpoint of the aviation industry, there is fairly common agreement that recovery will depend on several interrelated factors. These include the duration and magnitude of the outbreak; the associated lifting of containment measures, such as travel restrictions; the restoration of consumer or passenger confidence; global vaccination production and distribution successes; the pace of global economic recovery; the ability of the industry to withstand continued financial adversities; and the likelihood of sustained structural shifts in passenger and/or industry behaviour.

The purported scenarios are assisting the JCAA and similar organisations to gauge the threat levels and implement the necessary planning to avert or reduce operational threats, while increasing survivability and growth prospects in the medium to long-term. The least desirable scenario appears to be projections for an L-shaped scenario, featuring prolonged or long-term contraction in economic activity, with negligible prospects for growth in the near to medium term.

A W-shaped recovery has also been contemplated, where there are unstable, "decline-recovery" episodes, or a double-dip recession, before a recovery or return to pre-pandemic numbers.

Yet another scenario suggests a U-shaped recovery, in which the precipitous decline is followed by prolonged contraction in the short to medium term, but a smooth and accelerated recovery to previous growth levels thereafter. Finally, there is hope for a V-shaped recovery, where the deep contraction and plummeting indicators are followed by a resilient, quick and smooth recovery.

Some of the latest airline sales and schedule information optimistically posture a V-shaped recovery, with a sustained, gradual and smooth return to pre-pandemic 2019 air traffic levels by 2023. Accordingly, the International Air Transport Association (IATA) forecasts the recovery of global passenger numbers to 52% of pre-COVID-19 levels by the end of the 2021 year. They also project an 88% recovery of global passenger numbers in 2022, when compared to pre-COVID-19 levels. Finally, global passenger numbers are expected to surpass pre-COVID-19 levels (at 105%) in 2023.





Outlook For Next Year

The Authority continues to modernise its communications, navigation, and surveillance systems with budgeted outlay of J\$202.09 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\$5.8 billion is anticipated. When compared to income for the current year, this constitutes a 7% growth. The GOJ Subvention accounts for approximately J\$5.7 billion, or 98% of the overall revenue forecast. Operating costs are forecast to reach \$5.6 billion, resulting in an operating surplus of J\$176 million. For the next

fiscal year, net finance income of J\$102.61 million is predicted, resulting in a net surplus of J\$278.83 million. This is an increase of J\$17.33 million, or 7% 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 movement and passenger movements. Aviation Navigation Fees and the Passenger Aviation Service Charge (PASC), the Authority's two principal sources of revenue, continue to rise in correlation with global air traffic and passenger mobility. The Authority predicts that this growth will continue in the medium to long term as countries reopen their borders, population vaccination rates increase, and pent-up demand is met, as consumer confidence increases. In the upcoming financial year, air navigation fees incomes are expected to increase by 35 % and Passenger Aviation Service Charge by 15%.



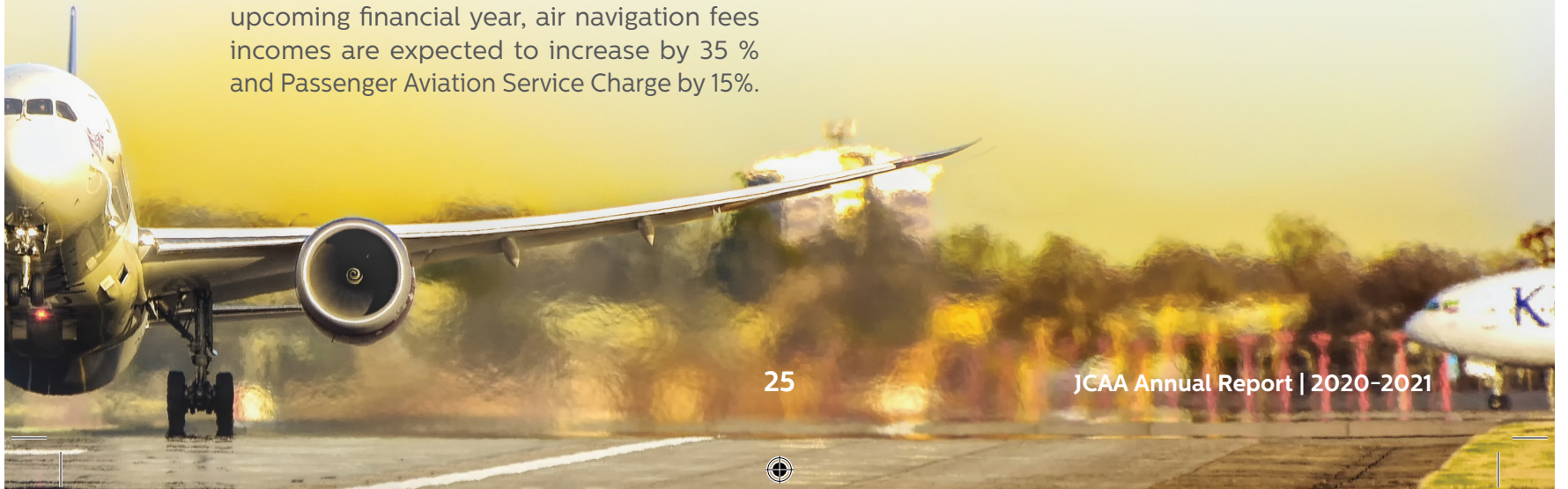
Overcoming, The Mantra of The Air Transport Industry

The air transport industry has always faced the choices of yielding to, or overcoming challenges. Thankfully, as a cultural and celebrated norm, we have always persisted to achieve the latter. Indeed, as an essential and development-dependent imperative, overcoming is not perceived as a choice, but a responsibility of the local and global aviation communities.

Whether in times of comfort or times of challenge, we remain committed to maintaining our illustrious promise and doing everything possible to ensure the most imminent recovery of aviation, and, importantly, all the other industries and sectors to which we give faithful, convenient and lifeblood support.

The JCAA, the air transport industry and Jamaica are united in our quest to ensure that the decisions we make strategically support the immediate and long term needs, success, and, finally, growth of the stakeholders and entities we serve.

With each passing day, we will renew our passion and position ourselves to provide even greater value, as an essential services provider that maintains safe skies, while advancing aviation as a force for national and global advancement.





Approaching

25

Strong

75

Years

Along

Over the period, the JCAA prepared to celebrate its 25th Anniversary on May 6, 2021





Board Report on Corporate Governance

For The 2020-21 Financial Year

FOREWORD

The Jamaica Civil Aviation Authority's Board of Directors is pleased to submit the Board Report for the 2020/2021 Financial Year, which ended March 31, 2021.

The Board's composition, over the review year, was impacted by various developments, including Jamaica's General Election and the Honourable Minister of Transport and Mining naming a new Board with effect from November 16, 2020. Notwithstanding the developments, the duties and responsibilities of the Board were skillfully undertaken and managed, with all meetings being convened virtually, given the onset of the Covid-19 pandemic from March 2020. The year ended with a complement of ten (10) Appointed Members, pursuant to the Civil Aviation (Amendment) Act, 2015, in addition to the Director General, an ex-officio member.

The composition of the Board over the period, until November 15, 2020, was as follows:

Mr. Phillip Henriques	Chairman
Mr. Douglas Lindo	Deputy Chairman
Mr. Milton Daley	Member
Capt. Robert Chin	Member
Capt. Geoffrey Campbell	Member
Dr. Janine Dawkins	Member (MTM Representative)
Dr. Kavita Johnson	Member
Mrs. Amoy Bernard Morrison	Member
Mrs. Allison Cole Philbert	Member
Mr. Ricardo Lynch	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. Ms. Nardia P. Andrews, Attorney-at-Law and the Authority's General Counsel, continued to provide duties as Corporate Secretary.

The New Board, which was appointed with effect from November 16, 2020 to present, is as follows:

Mr. Lloyd Pommells, OD, JP	Chairman
Maj. Dudley Beek (Ret'd)	Deputy Chairman
Mrs. Allison Cole Philbert	Member
Dr. Kavita Johnson	Member
Dr. Janine Dawkins	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

As the governance and oversight body for the JCAA, the Board of Directors was appointed, in accordance with the Civil Aviation Act, to provide and maintain the strategic direction of the Authority, while monitoring its overall performance and key business risks. The Board also approved major capital expenditure and ensured adherence to the governance principles articulated in the GOJ's Corporate Governance Framework (CGF) for Public Bodies (2012). The Policy Guidelines, which are benchmarked against international best practices, accord, and are in alignment with, the national development goals and strategies outlined in Vision 2030: Jamaica's National Development Plan. These guidelines provided important mechanisms to strengthen the governance and accountability system of the JCAA, as a public body.

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

Over the year, the Board 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).



These included:

Ensuring the efficient and effective management of the JCAA, as a public body

Ensuring the accountability of all persons who manage the entity's resources

Developing adequate information, control, evaluation and reporting systems within the JCAA

Developing specific and measurable objectives and performance targets for the Authority

Advising the Minister on matters of general policy relating to the management of the body.

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

An Entity Fulfilling its Purpose

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

the health, safety and welfare of team members and stakeholders, in the context of the 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 (i.e. Jamaica's airspace)

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

legislative strengthening for the Authority, through ongoing processes for holistically amending the Civil Aviation Act; and

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










Summary of Achievements

Amidst the challenges which pervaded the 2020/2021 Financial Year as a result of the global pandemic, Jamaica continued to play a leading role in global efforts to engender a uniformly safe, secure, efficient and sustainable air transport industry. In the context of severe industry dislocation as a result of closed borders and drastically reduced air traffic volumes, which negatively impacted the Authority’s performance, the Authority persevered to execute activities related to the identified Priority Programmes, Projects and Other Initiatives (PPPIs), as well as other activities in fulfilment of the Authority’s strategic goals.

Analysis of Organisational Performance – 2020/2021

The Authority continued to refine its planning, performance monitoring and reporting processes to better assist with effective target setting and analysis of performance. For the 2020/2021 Financial Year, the Authority adopted a revised rating scale to assist with the provision of more fulsome reporting of performance to our stakeholders. During the 2020/2021 Financial Year, performance related to individual targets and activities was rated, using the key provided below:

Revised Performance Rating Scale				
				
Completed	Not Achieved	In Progress	Requires Close Monitoring	Cancelled
Target set has been achieved. No activity is outstanding.	Target set was not achieved within the year and is not recoverable.	Target set was not achieved within the reporting year, but is recoverable within the next period. Delay will not impact achievement of related targets within the Financial Year. Work is ongoing.	The project, programme, initiative or activity has been approved, but implementation is at risk. Activities lag behind planned targets for the Financial Year and must be closely monitored and supported to achieve recovery.	Activities to be undertaken for achievement of the target have been cancelled.



1,226 targets were monitored during the 2020/21 Financial Year. Of this number 698 or 57% were completed, as targeted. Four percent (4%) or 54 targets were not achieved and deemed to be irrecoverable at the end of the Financial Year. A total of 233 or 19% of the targets monitored remained in progress. Implementation of 111 (9%) of the targets for the year required close monitoring and intervention to support and ensure achievement. Of the total number of targets monitored, 14 (1%) were cancelled, with the decision to cancel attributable to the impact of the COVID-19 pandemic, in most instances. The number of targets which were assessed as requiring review totalled 97 or 8% of the total number of targets monitored. There was no report provided or available for 2% or 19 of the targets monitored for the 2020/2021 Financial Year.

Provision of Air Traffic Services



The total number of movements recorded in the 2019-20 Financial Year was 191,400, while the number reported at the end of the 2020-21 Financial Year was 88,284. This decline of approximately 54%, was primarily attributable to the colossal downturn, and in some periods, a virtual halt of international air travel, from pandemic-induced international border closures, travel bans, low passenger demand, and the suspension of scheduled flights by airlines.

Following the significant downturn in air traffic movements in the First and Second Quarters due to the COVID-19 pandemic, there was a somewhat notable, but moderate increase in air traffic movements in the Kingston Flight Information Region (KFIR), during the fourth quarter of the 2020-21 Financial Year. A total of 31,906 movements were reported between January and March 2021. The number of movements in the fourth quarter represents an increase of approximately 193%, when compared to the 10,861 movements managed in the first quarter. Figure 2 below provides further details on the number of Air Traffic Movements managed for the 2019-20 and 2020-21 financial years.



Supporting Our National Community Through Corporate Social Responsibility

Over the period, the Board also exercised oversight with respect to the Authority's corporate social responsibility programme, as it supported the philanthropic and nation-building ideal within the context of a public organization. With the onset of the Covid-19 pandemic, and the Government of Jamaica directives relating to fiscal restraint, and essential spending only, the Authority sought to support Jamaica's development efforts, in a significantly reduced manner during the period. Nonetheless, the Authority made donations to entities, including an educational institution, to aid, inter alia, with their efforts in relation to Covid-19 care packages and sanitisation measures.

Board Meetings and Related Matters

Eight (8) meetings were held virtually during the year under review. All meetings received full or majority attendance from the Members.

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

Board Caucus

During the 2020/2021 period, Board Caucuses were held virtually as required, where matters submitted for the consideration of the Members were discussed. These Caucuses were attended by Members of the Board, and also the Director General and Corporate Secretary.





Board Training

The Board continued its pursuit of annual Corporate Governance and related training, for all Members during the period. The annual training was provided by GovStrat Limited, with the Board Members being certified as Professional Accredited Directors, upon completion of the two-day virtual training. Additionally, Board Members attended a symposium hosted by the Ministry of Transport and Mining for all Boards within its portfolio.

Board Evaluation

As a result of the limitations posed by the Covid-19 pandemic, coupled with the General Election and the Board undergoing a transition period within the 2020 to 2021 period, the annual Evaluation was not completed. Upon completion of the new Board's first year, the Annual Evaluation tool, which encompasses the GOJ's mandatory Board Performance Survey Instrument, will be utilised to perform the necessary self-evaluation and review of the Board's work during the period under review. In 2019, The JCAA commenced utilisation of the Annual Evaluation tool in 2019. The Evaluation is administered electronically, and allows JCAA Board Members to self-evaluate, as well as review the Board's work during the period under review.

Board Members' Attendance

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



BOARD MEMBERS' ATTENDANCE: APRIL 2020 to MARCH 2021

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Mr. P. Henriques (Chairman)	6	4	2
Mr. D. Lindo (Deputy Chairman)	6	6	-
Mr. R. Chin	6	3	3
Capt. G. Campbell	6	6	1
Mr. M. Daley	6	5	1
Dr. J. Dawkins	6	6	Retained on New Board
Dr. K. Johnson	6	5	1- Retained on New Board
Mrs. Allison Cole Philbert	6	4	2- Retained on New Board
Mrs. A. Bernard Morrison	6	6	-
Mr. Ricardo Lynch	6	5	1
NEW BOARD EFFECTIVE NOVEMBER 16, 2020			
Mr. Lloyd Pommells, OD, JP (Chairman)	2	2	First meeting held February 2021
Major Dudley Beek (Ret'd.)	2	2	-
Mr. Damion Young	2	2	-
Ms Joniann Mittoo	2	2	-
Ms Georgia Hamilton	2	2	-
DCP Richard Stewart	2	1	1
Mr. Mark Knight	2	2	-
Capt. Edward Miller	2	2	-
Dr. J. Dawkins	2	2	-
Dr. K. Johnson	2	2	-
Mrs. Allison Cole Philbert	2	2	-



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 included, inter alia, the approval of air transport licences and permits. A simple majority served to approve these decisions, which were subsequently ratified at the ensuing regular Board meeting.

Efficiency at all levels

Continued and more comprehensive use of the existing and upgraded features of the Diligent software meant greater efficiencies for the Board, as well as enhanced environmental protection from a largely paperless preparation and review process by Members. This was coupled with the Microsoft Teams application, which was extensively utilised during the period. Given the strict Covid-19 protocols, all Board and Committee Meetings conducted virtually, with electronic real-time recordings to enable timely documentation of Minutes.

Board Advocations & Interventions

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





Board and Committee Charters

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

Committees

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

Finance Committee

The Finance Committee comprised Mr. Douglas Lindo (Chairman), Mr. Robert Chin and Mr. Ricardo Lynch. In the new Board, DCP Richard Stewart (Chairman), Mr. Mark Knight, Ms Georgia Hamilton and Mr. Damion Young, comprised the Finance Committee.

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

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

- **Mr. Nari Williams-Singh – Director General**
- **Mrs. Nichole Morgan – Deputy Director General, Corporate Services**
- **Ms. Shian Edwards – Director, Finance**
- **Ms. Gillian Richards – Director, Research, Planning and Risk Assessment**
- **Mr. Douglas Williamson – Director, IT**

FINANCE COMMITTEE MEMBERS' ATTENDANCE: APRIL 2020- MARCH 2021

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Mr. Douglas Lindo (Chairman)	7	7	-
Mr. Ricardo Lynch	7	4	3
Mr. Robert Chin	7	4	3
NEW COMMITTEE			
DCP Richard Stewart (Chairman)	2	2	First Meeting held February 2021
Mr. Mark Knight	2	2	-
Mr. Damion Young	2	1	1
Miss Georgia Hamilton	2	1	1

Audit & Risk Management Committee

The Audit & Risk Management Committee initially comprised Mr. Milton Daley (Chairman), Captain Geoffrey Campbell and Mrs. Amoy Bernard-Morrison. In the new Board, Miss Joniann Mittoo (Chairman), Mrs. Allison Cole Philbert, and Mr Edward Miller, comprised the Audit & Risk Management Committee.

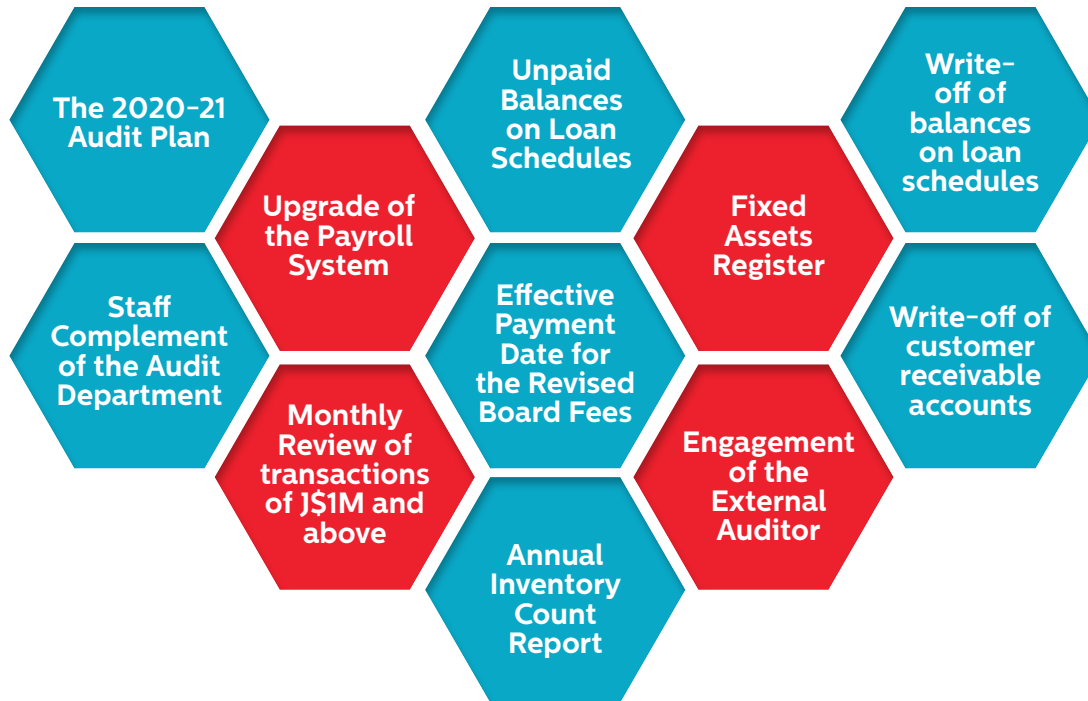
The JCAA's Management staff representatives on the Committee comprised:

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

Over the 2020-21 period, the Committee addressed and exercised oversight including, but not limited to, the following items:

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

It also received reports and deliberated on the following activities related to the Internal Audit Department and 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 2020– March 2021

NAMES	NUMBER OF MEETINGS HELD Apr 2020 – Mar 2021	NUMBER OF MEETINGS PRESENT Apr 2020 – Mar 2021	MEETINGS EXCUSED
Mr. M. Daley (Chairman)	7	7	-
Capt. Geoffrey Campbell	7	7	-
Mrs. A. Bernard Morrison	7	5	2
NEW COMMITTEE			
Miss Joniann Mittoo (Chair)	3	3	-
Capt. Edward Miller	3	3	-
Mrs. Allison Cole Philbert	3	1	2

HUMAN RESOURCE COMMITTEE

The Human Resource Committee comprised Dr. Kavita Johnson (Chairman), Mr. Phillip Henriques, Mr. Ricardo Lynch, and Capt. Robert Chin until November 2020. Thereafter, the Committee members were DCP Richard Stewart, Miss Joniann Mittoo and Mr. Mark Knight, with the Chairman remaining.

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

- **Mr. Nari Williams-Singh – Director General**
- **Mrs. Nichole Morgan – Deputy Director General, Corporate Services**
- **Dr. Carvell McLeary – Director, Human Resource**
- **Ms. Janet Henry – Director, Human Resource (until retirement)**
- **Mrs. Antoinette Rockhead-Reid – Human Resource Manager**

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

- **build-out of the Authority's human resource requirements**
This involved identification of the required levels, requisite GOJ approvals, recruitment, and necessary facilities for Flight Safety, Air Navigation Services (ANS), Information Technology (IT) and the Civil Aviation Authority Training Institute (CAATI), among other departments
- **progress on wage and fringe benefits negotiations**
- **training of personnel**
- **Job Evaluation exercise**
- **consideration of the use of the GOJ Performance Management & Appraisal System (PMAS) to replace the Performance Evaluation Report (PER) for individual performance appraisals**

HUMAN RESOURCE COMMITTEE MEMBERS' ATTENDANCE: APRIL 2020- MARCH 2021

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Dr. Kavita Johnson (Chair)	7	7	-
Mr. Phillip Henriques	7	4	3
Mr. Ricardo Lynch	7	7	-
Capt. Robert Chin	5	2	3 Added to Committee in June 2020
NEW COMMITTEE			
Dr. Kavita Johnson	3	3	First Meeting January 2021
DCP Richard Stewart	3	3	-
Mr. Mark Knight	3	3	-
Miss Joniann Mittoo	3	3	-

Technical Committee

The Technical Committee comprised Mr. Douglas Lindo (Chairman), Dr. Janine Dawkins, Mrs. Allison Cole Philbert, Capt. Geoffrey Campbell, and Mr. Leroy Lindsay (Invitee), until November 2020 when the Board's composition was changed. Thereafter, the Committee comprised Mrs. Cole Philbert (Chairman), Major Dudley Beek (Ret'd.), and Mr. Damion Young.

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

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

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 of maintenance, and replacement of equipment at the NMIA, SIA, and radar 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 various facilities and systems.

TECHNICAL COMMITTEE MEMBERS’ ATTENDANCE: APRIL 2020- MARCH 2021

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Mr. D. Lindo (Chairman)	6	6	-
Capt. Geoffrey Campbell	6	6	-
Mrs. Allison Cole Philbert	6	1	5
Dr. Janine Dawkins	6	1	5
NEW COMMITTEE			
Mrs. Allison Cole Philbert (Chairman)	3	3	- First Meeting January 2021
Major Dudley Beek (Ret’d.)	3	3	-
Mr. Damion Young	3	2	1

Procurement Committee

The Procurement Committee comprised Dr. Kavita Johnson (Chair), and Dr. Janine Dawkins until November 2020, when the Board’s composition was changed. Thereafter, the Committee members were 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 improvement in relation to more realistic and effective procurement planning and inventory management processes, as well as reporting.

The JCAA’s Management on the Committee:

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

PROCUREMENT COMMITTEE MEMBERS' ATTENDANCE: APRIL 2020- MARCH 2021

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED	MEETINGS EXCUSED
Dr. Kavita Johnson (Chair)	7	7	-
Dr. Janine Dawkins	7	7	-
NEW COMMITTEE			
Mr. Dudley Beek (Chairman)	3	3	- First Meeting January 2021
Ms Georgia Hamilton	3	2	1

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), Dr. Janine Dawkins, Mr. Phillip Henriques and Mrs. Amoy Bernard-Morrison, who served until November 2020. Thereafter, the Committee comprised Dr. Dawkins and Capt. Edward Miller, with Dr. Johnson remaining as Chairman of the Committee.

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

- **Mr. Rohan Campbell – Deputy Director General, Regulatory Affairs**
- **Mr. Michael Hepburn – Director, Economic Regulation**
- **Mr. Noel Ellis – Director, Flight Safety**

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

REGULATORY COMMITTEE MEMBERS' ATTENDANCE APRIL 2020- MARCH 2021

NAMES	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS AT WHICH PRESENT	MEETINGS EXCUSED
Dr. Kavita Johnson (Chair)	6	6	-
Dr. Janine Dawkins	6	3	3
Mr. Phillip Henriques	3	1	2 Joined Committee in July 2020
Mrs. Amoy Bernard-Morrison	3	2	1 Joined Committee in July 2020
NEW COMMITTEE			
Capt. Edward Miller	9	3	Joined November 2020 First Meeting January 2021
Dr. Janine Dawkins	3	2	1
Capt. Edward Miller	3	3	-

CONCLUSION

The governance framework employed by the JCAA's Board of Directors, over the 2020-21 year, provided the context within which the Authority was able to operate and achieve its strategic objectives, in the areas of transparency, as well as ethical, accountable and evidence-based decision-making.

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, revenues and providing exceptional service, the JCAA will seek to achieve its mandate, while playing 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
Deputy Chairman



Dr. Janine Dawkins
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 (INSPO RTS), 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
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.



Dr. Janine Dawkins
Board Member

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

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

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



Mr. 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 Administration & Support Services Portfolio which includes training. He is a career officer who enlisted 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 in Accounting, 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.



Mrs. Allison Georgette Philbert
Board Member

Mrs. Allison Georgette Cole Philbert has served as CEO of Digicel Jamaica since August 1, 2019. Since her appointment, she has 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. Mrs. Cole Philbert's 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.

Mrs. Cole Philbert nearly 20 years' experience in the telecommunications industry. 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.





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, who 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, 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.



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).





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.



Captain Edward Miller

Board Member

Captain Edward Miller is an experienced airline captain, with over thirty-seven (37) 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.





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.

Among 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.

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 McLeary¹
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

Note: ¹Dr. Carvell McLeary assumed office in June 2020. Post was previously held by Ms. Janet Henry until her retirement in May 2020.



Director General's Report



Mr. Nari Williams-Singh, JP
Director General



The Year in Context

Accounts of the 2020-21 year will unanimously show that, owing primarily to the impact of the COVID-19 pandemic, the period was historically unprecedented, in terms of the widespread devastation and dislocation unleashed on economies, populations, industries and countries, worldwide.

The social, human and economic toll remained heart-wrenching, severe and in many instances, catastrophic, as nations rallied to stem the effects of a tenacious and unyielding pandemic. From a contextual standpoint, the period was one in which the global air transport industry and the JCAA experienced the sharpest and most sustained air traffic decline in aviation history. The year brought a dramatic end to a decade of consistent growth in global air

passenger traffic and an end to successive years of growth in both aircraft and passenger movements for Jamaica, which had previously experienced an annual average increase of 3.4%, over the 2016-19 period.

While shocks remain endemic to the local and global air transport industries, having previously endured the 9/11 Terrorist attacks, the global financial crisis, technological maladaptations, and many wars, geopolitical conflicts and acts of unlawful or external interference, none has matched the scale and severity of the COVID-19 pandemic.

Indeed, the global air transport industry faced its gravest existential crisis during the year, with staggering numbers to illustrate the grim realities. Statistics released by the International Civil Aviation Organisation (ICAO) and the International Air Transport Association (IATA) showed that the pandemic grounded up to 90% of the global airline fleet in many periods, with global air traffic plummeting to 95% below the 2019 levels, at a low point in April 2020.

When international air traffic figures for 2020 and 2019 are compared, there was, in 2020, an overall 1,376 million or 74% reduction in passengers; an approximate loss of US\$250 billion in airlines' gross operating revenues; a reduction of US\$125 billion in airport revenues compared to normal operating periods; a 65.9% decline in revenue passenger kilometres (RPKs) for



both international and domestic flights; and an estimated global economic contraction of between -3.3% to -4.3%, based on world GDP in 2020. The world was plunged into social isolation, sanitary safeguards and practices, and new modes of dress that normalized face coverings, as we faced a recession that has been regarded by the IMF and World Bank as colossally worse than the 2008–2009 financial crisis.

Locally, Jamaica’s aviation industry also suffered one of its gravest crises, with aircraft movements at our two main international airports falling by 57% (or 39,882 movements) over the reporting period, when compared to the 2019–20 period. The major tourism airport hub, the Sangster International Airport, suffered the largest decline, with a 65% reduction in air traffic movements, while air traffic movements at the Norman Manley International Airport declined by 44%.

financial management practices adopted by the JCAA, revenues though depressed, experienced modest growth. The consolidated results, incorporating those of the JCAA and its subsidiary, Aeronautical Telecommunications Limited (AEROTEL), therefore, showed that revenue grew by 11% to J\$5.66 billion for the year. Independently, the Authority generated a net surplus of J\$261million, which was a 43% or J\$198.79 million reduction in net surplus, when compared to the result recorded for previous Financial Year, ending March 31, 2020.

In accordance with the above, the JCAA, notwithstanding the epoch-defining challenges of the pandemic, and the unprecedented depression of demand for air travel, undertook rapid measures to adjust to the crosswinds of an extremely turbulent and rapidly evolving environment.

With the support and input of our internal and external stakeholders, we realigned our priorities to focus on a number of immediate and medium-term survival and sustainability initiatives. These included:



Modest Growth Etched from Strong Financial Management Practices

As a testament to the resilience and strong

protecting and prioritising the health, safety and wellbeing of team members and stakeholders

simultaneously maintaining essential, safe and resilient air navigations, regulatory and industry oversight services, while ensuring staff and stakeholder safety

supporting and leading efforts to repatriate thousands of Jamaicans and travellers, from various destinations to their home countries

providing real-time transport of essential medical supplies and equipment

assisting efforts to maintain local and global supply chains, through safe and efficient intercontinental, international and domestic air navigation services

providing essential and safe transnational mobility for relief personnel, organisations and individual travellers, who relied on air transport for their various international transportation needs, restrictions permitting, and

working with industry operators in a supportive role. This included adjusting and, where possible, restructuring our safety and security oversight programmes to ensure continued safety and efficiency, while providing relief, and more convenient, safe and digitized access to the JCAA’s services





The JCAA also commenced the necessary organisational ‘reset’ that such a period of reflection and relative dormancy allowed. This included evaluating our organisation, and commencing realignment efforts to adapt and develop a more sociable, solidaric, digitised and crisis-resistant culture. This was approached primarily through a multi-faceted transformation programme that simultaneously supported wellness, greater organisational capacity to achieve industry and Authority objectives, and the personal growth and career objectives of team members.



Analysis of Jamaica’s Air Traffic Performance

While the JCAA experienced the most dramatic and prolonged downturn of industry activity over the year, as it approached its approximately 25-year history as a civil aviation authority, the trajectory of the decline, though grave and persistent, elicited cautious optimism on the part of the Authority. While assessments of a short-term rebound would be premature and likely inaccurate in the context of remaining challenges and wider projections, the trajectory of air traffic movements may be indicative of a base-level resilience. Indeed, it also prognosticates a very slow, but steady return to pre-COVID-19 traffic performance over the next three years, if pandemic containment measures succeed or are favourable to this rebound.

A mapping of the month-to-month movements over the year demonstrated that, in the first full month of Jamaica’s experience with the pandemic, aircraft movement recorded an all-time low of 694 movements. This represented an industry-wide decline equivalent to 88%, based on

comparable data for April 2019.

While the process has not been linear, with some instability in air traffic numbers from international and national governmental restrictions, there was a fairly sustained, though sluggish decrease in the magnitude of decline over the year. For instance, aircraft movements increased to 3,113, in August 2020, a decline of 3,056 or 49.5% compared to the August 2019 figure. This followed modest relaxations of the border control measures to accommodate the repatriation of Jamaicans seeking to return home. Subsequent to this development, aircraft movement for the rest of the Financial Year, i.e. between September 2020 and March 2021 also showed lethargic, but gradual improvement, and the average monthly decline was reduced to 2,764 by the end of the reporting year.

This trajectory of sluggish, but reducing declines, continues to provide much-needed hope for a full recovery and, thereafter, growth in the medium term. The rate of recovery will, however, rest on the effectiveness of global pandemic containment measures, including global vaccination rates, and the general effectiveness of measures aimed at containing the spread, while averting mutations and subsequent waves.



Responsible Stewardship & Frugality Within A Challenging Financial Environment

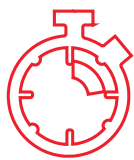
In light of the above, the JCAA reacted to the exigencies created by the abrupt and precipitous fall in revenues and air transport activities, through a systematic and risk-based cutting of costs organisation-wide, where prudent and possible. In the face of depressed revenues, cash outflows were





restricted to essential expenditure on health and safety supplies, staff costs, industry-sustaining operational activities, and other activities necessary to support the industry's priorities for safety, service and regulatory support, amidst the extended closures, and constriction of air transport activity.

While the organisation was forced to handle escalating operational costs in some areas, including essential health and safety supplies, and the engagement of a medical firm to support its COVID-19 response, there was some counterbalancing of the effects. This resulted from the referenced streamlining of activities and expenditure reductions, as well as energy savings incidental to our flexible and remote work arrangements.



A Robust Pandemic Response to Protect Employees, as our Most Valued assets

The JCAA's COVID-19 response over the period was swift, vehement and sustained, as the organisation sought to adapt to the requirements of the new environment by implementing the recommended or required health and safety measures promulgated by a number of expert sources and organisations. These included the Government of Jamaica, Ministry of Health and Wellness (MOHW), the World Health Organisation (WHO), the International Civil Aviation Organisation (ICAO), the Centers for Disease Control and Prevention (CDC) and Essential Medical Services (EMS), the JCAA's contracted health care provider.

Using a collaborative approach, the organisation moved with alacrity to protect

team members, stakeholders and the industry through a number of protective and proactive measures, which continued to be in place at the end of the year. These included the institution of flexible and remote work arrangements for team members not required onsite to perform essential duties; the implementation of stringent social distancing and enhanced sanitisation protocols; the provision of personal protective equipment (PPE) and supplies for employees; the suspension and substitution of in-person meetings and other group activities with virtual events; the digitization of various work and customer processes; and the implementation of a restricted Visitor Access protocol.

With input from a range of stakeholders, including the Jamaica Air Traffic Controllers Association (JATCA), the Air Navigation Services Management team, the Flight Safety Management team, and other stakeholders, the HR Department developed and published a Pandemic Information Guide and Protocol Summary. This Guide continued to support the overall management of COVID-19 initiatives, the organisation's response to and treatment of arising infections, and our handling of future international public health emergencies or other disruptions of a similar nature.



Communicating To Support Coherent Organisational & Stakeholder Responses

Organisational communication to support our COVID containment efforts and the health, wellbeing and safety of our internal and external stakeholders, was sustained and robust over the period. It included:





Regular Staff Advisories

The dissemination of a daily COVID-19 dashboard, advising team members of key metrics related to COVID-19 incidents and developments

Flight Safety Notifications, chronicling updated and enhanced protocols to ensure team member and stakeholder safety, while ensuring business continuity and the safe operations of the industry

Numerous Aeronautical Information Circulars (AICs), advising air operators and other stakeholders of amended COVID-19 Travel Protocols, restrictions and procedures, as well as other information relative to the dynamic pandemic environment

Other industry-specific communication included:

The dissemination of 586 Notices to Airmen (NOTAMs), advising of arising hazards and conditions within the airspace or Aerodrome movement area

Aeronautical Information Publication (AIP) amendments to treat with changes in the airspace structure; new, amended and realigned routes; and navigational aids, such as those at the Sangster and Norman Manley International airports

Signs were also erected at all JCAA locations to reinforce protocols and alert team members to any protocol or other changes and developments. These communication efforts were complemented by social media and website messaging, as well as other targeted and direct stakeholder messaging.

All messages reassured team members and stakeholders of the safety priority, as the JCAA maintained its essential services. They

also highlighted avenues for team members to obtain medical support and access to the JCAA's enhanced counselling services, during the inordinately stressful period. As a measure to support unity and resilience, the messages also resounded the hope and strategies the JCAA continued to undertake to ensure the strongest and most expedient recovery at the end of the pandemic.



The Resilient Safety Focus

Safety remained the transcending and underlying value guiding all the JCAA's operations. Over the year, the JCAA set an Air Traffic Management target of less than six (6) Air Traffic Control occurrences for the period. This was in keeping with the ICAO international safety target of 0.005 accidents/incidences per million aircraft movements (5×10^{-9}).

Arising from a retention and enhancement of our safety focus, amidst the challenges and distractions of the pandemic, there were no Air Traffic Control-related occurrences that were recordable under the ICAO classification scheme. However, the JCAA evaluated and continued to learn from three (3) instances, where ATC actions fell below the required safety standards. Corrective interventions were undertaken to include Threat and Error Management (TEM) sessions, which were held with the involved team members.

There was, additionally, one aircraft accident from an unauthorized flight, that did not possess the necessary flight authorization to operate in the Kingston Flight Information Region. It involved a mid-sized corporate-type jet that originated in another airspace. There were no reported injuries or fatalities and the JCAA partnered with the security forces to investigate the accident.





Supporting Safety through Surveillance

Owing to the existing social distancing criteria and other pandemic containment measures, there was an initial hiatus, when some Flight Safety and other regulatory inspections had to be curtailed and re-organized to meet and ensure the maintenance of stringent health and safety protocols.

The required adjustments to ensure the safety of all internal and external personnel were achieved, when the Flight Safety Department partnered with industry stakeholders to undertake an elaborate risk assessment and mitigation process, aligned with the constraints, risks and features of the 'new' environment. This initiative allowed for a safe restart of critical safety and security surveillance activities and the JCAA was able to achieve approximately 70% or 563 of a total of 808 targeted activities. While missing the established target, this was, contextually, a fairly satisfactory outcome, which supported safe industry operations.

Through these activities, the JCAA was able to reinforce continued adherence to a proactive safety management culture, in which hazards and risks were continuously identified and mitigated to drive continuous system improvements.

The new processes and approach gained the attention of the regional and international aviation community. In accordance with prioritised efforts at regional collaboration and progress, the Authority, representing Jamaica, was invited to present our successes in restarting international aviation oversight activities in July 2020 to a regional panel, hosted by the International Civil Aviation Organisation (ICAO).



Resilient and Future-focused Air Navigation Services

Notwithstanding the challenges posed by the pandemic over the 2020-21 year, the JCAA's Air Navigation Services Division was able to adjust and upgrade a number of its operations, equipment and processes to achieve several core objectives. These included:

enhancing and continuing the provision of safe and expeditious Air Traffic Services (ATS)

undertaking important, though decreased Air Traffic Services' (ATS) Training

providing a host of other mission-critical services

These included Aeronautical Information Management; Obstacle Evaluation & Procedures Development; Quality Assurance; Aeronautical Meteorology; Aeronautical Telecommunications; and Aeronautical Search & Rescue services, with the latter three being provided through continuing third party partnerships and memoranda of understanding.

As the JCAA continued to play a leading role in regional and global efforts to engender a uniformly safe, secure, efficient and sustainable air transport industry, it was able to pursue activities and projects that enabled and are poised to achieve an enhanced, more interoperable and flexible future air traffic management system, as desired by ICAO and its member states.



On the Cusp of a new ANS Communications Frontier

Among the activities and projects accomplished, over the year, were tests to roll out safer, more efficient, modern and capacity-enhancing air traffic management services, following the blueprint and guidelines of ICAO’s Aviation System Block Upgrade (ASBU) programme.

Accordingly, the JCAA was able to install and test end-to-end equipment for the implementation of Controller-Pilot Data Link Communication (CPDLC), a feature made possible by the latest installed Thales TopSky Automation system. CPDLC is a digital text or data link communication system that will facilitate the transition from voice to a text or data link system, that removes or significantly reduces errors endemic to voice communication between pilots and air traffic controllers. These errors sometimes result from misunderstandings, static noise or other interferences that sometimes occur during voice communication. CPDLC will also reduce the workload of air traffic controllers, who will benefit from a mix of standard template messaging and free text capabilities.

Another project that was scheduled to introduce Air Traffic Services (ATS) Interoperability Data Communication (AIDC) was significantly advanced, over the period. As the project proceeded, Jamaica was able to experience the power of the application for:

- automating and enhancing the safe hand-off of aircraft across adjacent Flight Information Regions (FIRs), and
- promoting rich, dynamic, accurate & seamless airspace-to-airspace communication within the regional and global Air Navigations Services environment.

The implementation was not without challenges, including those arising from the postponement of testing with one contiguous airspace. However, thanks to the indefatigable efforts of a combined team of Engineering and Operational personnel, the JCAA was able to proceed with the implementation, and commence testing of the AIDC system with Columbia. These activities yielded positive and promising results, as the entities and automation systems of Columbia and Jamaica were able to communicate effectively.

The above 1st phase accomplishment translates to an important achievement for Jamaica and adjoining Flight Information Regions (FIRs), which will experience numerous safety, operational and personnel efficiency benefits, when AIDC is fully implemented.

Two (2) critical phases remained for the system to “go live”, at the end of the period. These included the training and sensitisation of Air Traffic Controllers and regulatory approval. Plans were in progress, at the end of the reporting period, to facilitate the accomplishment of the remaining activities. Jamaica’s AIDC implementation is supporting the trend and migration to more reliable, digital, data-link, air traffic control communication. This upgraded environment will allow for efficient and safe bidirectional data exchange between aircraft and the ATC system, and between the ATC systems of different airspaces.



Commissioning of Latest Generation Navigational Aids

The JCAA was also able to enhance the safety of Jamaica’s air navigational services environment with the commissioning of the new Doppler Very High Frequency Omnidirectional Range (DVOR) with Distance Measuring Equipment (DVOR/





DME) at the Norman Manley International Airport (NMIA).

Preparatory work was also advanced and underway to replace the antennas for the existing Sangster International Airport's DVOR, with a new DVOR for the Airport expected to be installed during the October – December 2021 quarter.

Collectively, these short-to-medium range ground-based radio navigational aids are providing greater accuracy in the bearing information provided to aircraft to ensure safer en-route, terminal, and approach/ departure procedures and operations.



Over the year, the JCAA sought to further transform its Aeronautical Information Management (AIM) services, by utilizing the platform to provide dynamic, integrated, quality-assured and digital aeronautical data, as an essential requirement for the safety, regularity and efficiency of our air navigation services.

Despite initial delays and challenges due to the pandemic, tremendous progress was achieved, including the successful execution of the Final Site Acceptance Test (FSAT) and the conduct of Refresher and Equipment Competency Verification and Validation training for the CRONOS aeronautical data management system.

Additionally, extensive work was undertaken to verify and upload data to the centralized Aeronautical Information Exchange Model (AIXM) database. This included obstacle data for all international airports within the Kingston Flight Information Region. The project is ensuring greater quality

and accuracy of aeronautical data and information, including geometric and measurement information.



Over the year, the JCAA supported the Government of Jamaica's thrust to ensure safe and appropriate approvals of construction and environmental projects under its Development Application Review Process (DARP). Accordingly, the JCAA's Obstacle Evaluation Unit has, since August 2020, continued to collaborate proactively with other entities, to assist with reviews and evaluations of hazards that might affect the safety of aircraft operations, from penetrating or protruding surfaces.

The Obstacle Evaluation team also provided valuable comments and feedback, regarding the Government's InterPlan project for ensuring safe, coordinated, and sustainable development, through the implementation of airport zoning and height limitations for the Norman Manley International Airport.



There were several other notable accomplishments, which continued to advance and safeguard our industry, national and regional interests. Over the period, the JCAA prioritised and responded to the specially arising needs and requirements of air transport operators and other industry stakeholders. This was achieved by updating and adjusting several of our Service Delivery Standards, to account for pandemic-related





operational changes and altered needs of clients, as a result of the global public health crisis.

All members of the Regulatory Affairs Division were exposed to a specially designed Customer Service and Stakeholder Management training to facilitate the achievement of the new and adjusted service standards.

The JCAA also:

commenced the processing of flight authorisations for all flights conducted by general aviation operators, with a total of 1,235 General Aviation (GA) flight authorization requests processed, as a critical pandemic containment measure required by the government to account for all incoming passengers.

launched and operationalised a new Licences and Permits application platform to support the processing of Air Service requests by its Economic Regulation Department

successfully implemented an electronic platform for conducting Personnel Licensing examinations, as a critical development that was welcomed by our clients who had to satisfy regulatory and operational requirements, as they adjusted their operations in a pandemic-impacted world

Simultaneous to the provision of more online services, the JCAA also enrolled team members of the organisation, particularly the Regulatory Affairs team members, in online training activities geared to enhance skills and knowledge, maintain currency, and meet regulatory obligations. This process was undeterred by time zone factors, with personnel attending classes that sometimes ran throughout the night.



JCAA achieves more Efficient, Adaptable, & Industry-Focused Rule Making with Establishment of new Unit

Over the year in review, the JCAA successfully established a Rule-Making Unit in April 2020, amidst the worsening pandemic environment. The Unit was immediately tasked with assessing the needs of the international aviation community and recommending relief measures and requirements for airlines and their pilots.

As the Regulatory Affairs Division generally increased its focus on the needs of the domestic and international air transport operators and stakeholders, regulatory relief was provided to several operators, which experienced significant downturns in both aviation and economic activity. Safety assessments and analyses were conducted to ensure the feasibility and safety of all requests from stakeholders, including airport operators, the air navigation services provider, aviation security providers and the general aviation sector, among them approved training organisations.

Arising from several constructive, virtual interfaces, over 75 recommendations for amendments to the Civil Aviation Regulations were made to the Ministry of Transport and Mining. These are being contemplated by the Ministry, with the JCAA poised to provide any necessary support.





**The Limits Which Exist
are the Limits We Believe**
**Thanks to our Dedicated and
Committed Employees**

While the JCAA was unable to achieve all established performance targets for the 2020–21 year, our achievement of approximately 60% of general targets and 73% of our major or key performance indicators – particularly safety, is a testament to the work and resilience of our dedicated and committed employees.

I wish to extend my deepest gratitude to all JCAA team members whose hard work, determination and perseverance helped us traverse an unparalleled and difficult period. The JCAA's ability to achieve its mandate of ensuring safe and efficient industry operations to support our country, and economy would have been impossible without the grit, resilience and unyielding spirit displayed by team members. This team support continues, even as employees faced personal, organisational and public health emergencies and challenges.

Our solid position and ability to continue providing mission-critical services are directly attributable to the team members. They unhesitatingly adapted to new ways of working, supported more customer-focussed, risk-resilient, and lean process adjustments, and were mobilized to support national and global efforts to wage a sustained war against COVID-19. Owing to their outstanding commitment, the JCAA was proudly able to serve our stakeholders with customary, and in some instances, superior service, while respecting the organisational and public health measures that protected team members and stakeholders.

With the continued support of a committed and consistently improving team, the JCAA

is strategically positioning itself to play an even more seminal role in supporting the earliest end of the pandemic and a rebound and growth of national and global air transport industries and economies, in the shortest possible time. Our future remains in our capable hands!





Divisional Reports



Regulatory Affairs Division





The Regulatory Affairs Division of the Jamaica Civil Aviation Authority had to quickly adapt to the rapid changes accompanying the COVID-19 pandemic. With the arrival of the virus to Jamaica's shores in March 2020, the JCAA faced the challenges of implementing systems to keep team members and stakeholders safe and free from exposure to the virus, while contemplating the business continuity needs of the Authority and the aviation sector.

The Division managed the changes well, with support from a host of partnering entities and stakeholders. These included JCAA team members, the Ministry of Transport and Mining, the Ministry of Health and Wellness, the Ministry of National Security, Ministry of Foreign Affairs and Foreign Trade, Air Operators (airlines), Aviation Security Providers, Ground Handlers, Aircraft Fuellers, Customer Service Agents, Flight Crews, Jamaica Customs, the Passport Immigration and Citizenship Agency, Jamaica Constabulary Force and the Office of Disaster Preparedness and Emergency Management.

With a focus on the primacy of employee and stakeholder welfare, health and safety remained the preeminent focus from the onset of the crisis, along with the goals of maintenance of the aviation sector.

Faced with the phased re-opening of Jamaica's borders in June 2020, the Regulatory Affairs Division collaborated with several stakeholders to complete risk analyses on the aviation sectors' safety and security profiles, as well-established, certified processes had to be quickly amended.

New policies were developed, published, and implemented, as derived from a series of meetings with the inspectorate group to maintain the integrity of the system. Information from the local stakeholders helped significantly in the development of new processes, aligned with the Government of Jamaica's COVID-19 protocols.

The implementation of the new processes gained the attention of the regional and international aviation communities. The Authority, representing Jamaica, was invited to present our successes in restarting the international aviation activities in July 2020 to a regional panel, hosted by the International Civil Aviation Organization (ICAO).

Resulting from the presentation in July 2020 and our participation in training events hosted by ICAO, the Authority was asked to moderate, participate and host panel discussions on the Implementation of Innovation in Aviation Symposium, held in December 2020.

The Regulatory Affairs Division continued to interface directly with all aviation entities, and efforts were made to ensure that the impact and success of this interface reflected the core values of the Authority (related to service excellence, integrity....). Accordingly, specially designed Customer Service and Stakeholder Management training was delivered to all the



and updated to account for the changes in operations and the adjusted needs of clients, as a result of the COVID-19 crisis.

The Regulatory Affairs Division continued to interface directly with all aviation entities, and efforts were made to ensure that the impact and success of this interface reflected the core values of the Authority, (related to service excellence and integrity). Accordingly, a specially designed Customer Service and Stakeholder Management training was delivered to all the members of the Regulatory Affairs Division. Service Delivery Standards were also created and updated to account for the changes in operations and the adjusted needs of clients, as a result of the COVID-19 crisis.

The Economic Regulation Department developed and implemented a new Licences and Permits platform to process Air Service requests. The Flight Safety Department successfully implemented the electronic examinations for Personnel Licensing. Both developments were welcomed by our clients, who had to adjust their operations due to the restrictions of the COVID-19 pandemic.

Website information relating to the operations of the Regulatory Affairs Division was also updated on the Authority's website. The intention was to increase navigational ease and reduce the client's burden in finding relevant information. Work continues to update the information on the website, making it relevant, current, and most importantly, user-friendly. Simultaneous to providing more of our services online, due to the remote work policies, the staff of the Division enrolled in online training activities geared to enhance skills and knowledge, maintain currency, and meet regulatory obligations. Time zone factors did not inhibit the attendance at training, and personnel were present for classes that ran through the night.

One key area of success for the Division was the establishment of the Rule-Making Unit, staffed with three (3) dedicated persons. This unit was established in April 2020, as the effects of the pandemic intensified. The unit was immediately tasked with assessing the needs of the international aviation community and recommending relief requirements for airlines and their pilots. Additionally, the Rule-Making Unit supported the provision of updates to various international bodies, on Jamaica's implementation of COVID-19-related relief actions to allow for a restart of aviation activities.

The Rule-Making Unit also undertook its core, supporting role of:

- **continuing work on legislative amendments, and**
- **providing feedback to the Ministry of Transport and Mining on updates to the Civil Aviation Act and the associated regulations in the areas of safety, security, economic regulations and environmental protection.**



Over the period, in addition to work conducted to meet international and regional requirements the Regulatory Affairs Division also increased its focus on the needs of domestic operators and other stakeholders within the local aviation sector. Regulatory relief was provided to several operators, which experienced significant downturns in aviation activity and, consequently, their economic viability. Safety assessments were done for all requests, to include analyses for airport operators, the air navigation services provider, air operators, aviation security providers and the general aviation sector, including approved training organisations.

Arising from the several interfaces through virtual meeting technologies, over 75 recommendations for amendments to the Civil Aviation Regulations were made to the Ministry of Transport and Mining. These changes are being contemplated by the Ministry, with the JCAA poised to provide any necessary support.

In the context of a new operational environment created by the advent of remote-work policies, the Regulatory Affairs Division seized the opportunity to review all existing processes, to eliminate unnecessary actions, and improve efficiency and responsiveness. The drive for increased efficiency in servicing clients continued with several projects being initiated to include updates of process manuals, review of relevant software for implementation, employment of available technologies and staff training. The strengthening of the staff cadre of in numbers and skills was realized with the addition of industry professionals in the Flight Safety Department and Rule-Making Unit.

The Regulatory Affairs Division continues to use proven, risk-based techniques in executing safety and security related oversight activities. Components of State Safety Programme principles have also been employed, especially with regard to assessing client requests for operational changes.

Jamaica continues to be recognized for its quick adoption of programmes implemented to benefit national and regional aviation community. The Authority is a participant in the Caribbean Aviation Resilience & Recovery Group, CARRG, administered by the Office of International Affairs (API) of the Federal Aviation Administration (FAA). The Authority's participation in the group is mutually propitious, as the expectation is that Jamaica's experience in disaster management and recovery will aid the collective knowledge of the region and result in faster restoration of the aviation system post-disasters and business interrupting events.





FLIGHT SAFETY

Overview

The 2020-2021 Financial Year was an unusually dramatic, erratic and challenging one for the aviation industry with the onset of the COVID-19 pandemic. The pandemic resulted in an over 60% decline in global aviation activity. Relatedly, Jamaica experienced over 50% decline in aircraft movement for the period.

This decline directly impacted the activities of the Flight Safety Department (FSD). In addition to the decline in the number of flights into, out of and within Jamaica, there were various requests for, and initiatives to grant relief from several regulatory requirements, particularly in relation to the number of and currency of flight activities. For example, the regulations require pilots to conduct three take-offs and landings every ninety days, in order to remain current. Similarly, commercial aircraft operators are not allowed to suspend operations in excess of 90 days.

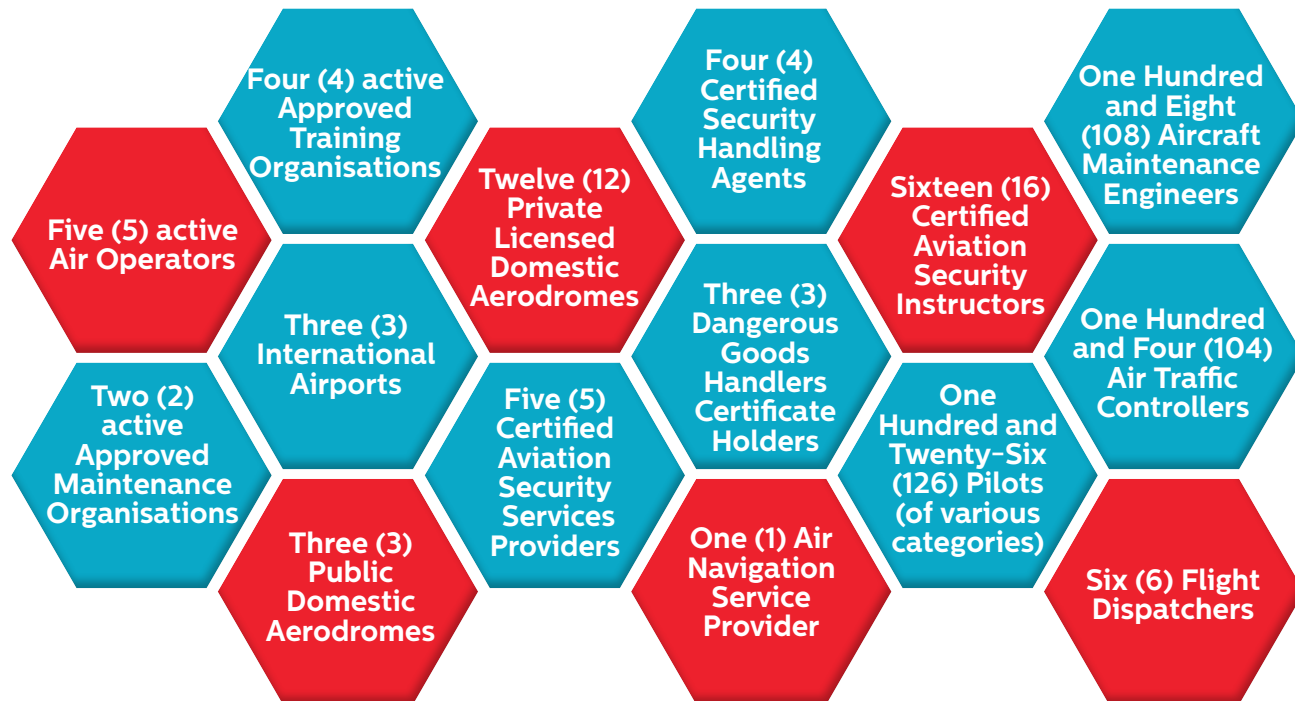
Obviously, with the downturn in aviation activity, airmen and operators could not meet some of these requirements, and this resulted in the JCAA's Flight Safety Department granting various relief requests.

The above challenge was a global one. Accordingly, the International Civil Aviation Organization (ICAO) conducted several seminars, workshops and interventions with various entities, with the aim of ensuring the safe and smooth resumption of aviation activities. Jamaica took advantage of these interventions to guide our resumption processes.

Jamaica was also able to contribute to the guidance of the regional aviation community, regarding the restart of aviation oversight activities. This was based on the risk-based analysis and implementation protocols established by the Flight Safety Department, in conjunction with the local aviation community. The protocols outlined, the steps required for inspectors to visit aviation facilities in a safe manner, while maintaining the necessary health and safety protocols.

Despite the downturn, the Flight Safety Department continued to perform an effective role as the regulatory body for this period, despite the various challenges.

In the year under review, there were: -



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

Major Initiatives

Remotely Piloted Aircraft Systems (RPAS)

Remotely Piloted Aircraft Systems (RPAS) (otherwise referred to as Unmanned Aerial Vehicles (UAVs), Unmanned Aircraft Systems (UAS) or, more commonly, “drones”) continue to create diverse oversight requirements, as well as challenges and opportunities within the aviation industry. Their relatively low cost, compared to traditional aircraft, makes ownership viable to a far greater population pool.

Operators of RPAS continue to innovate in the utility of these aircraft. However, their ability to gain proximity to and interfere with the safe conduct of traditional aircraft operations makes the regulation and oversight of RPAS operations of paramount importance to Civil Aviation Authorities. In this context, ICAO continues to refine various Standards and Recommended Practices (SARPs) associated with their operation.

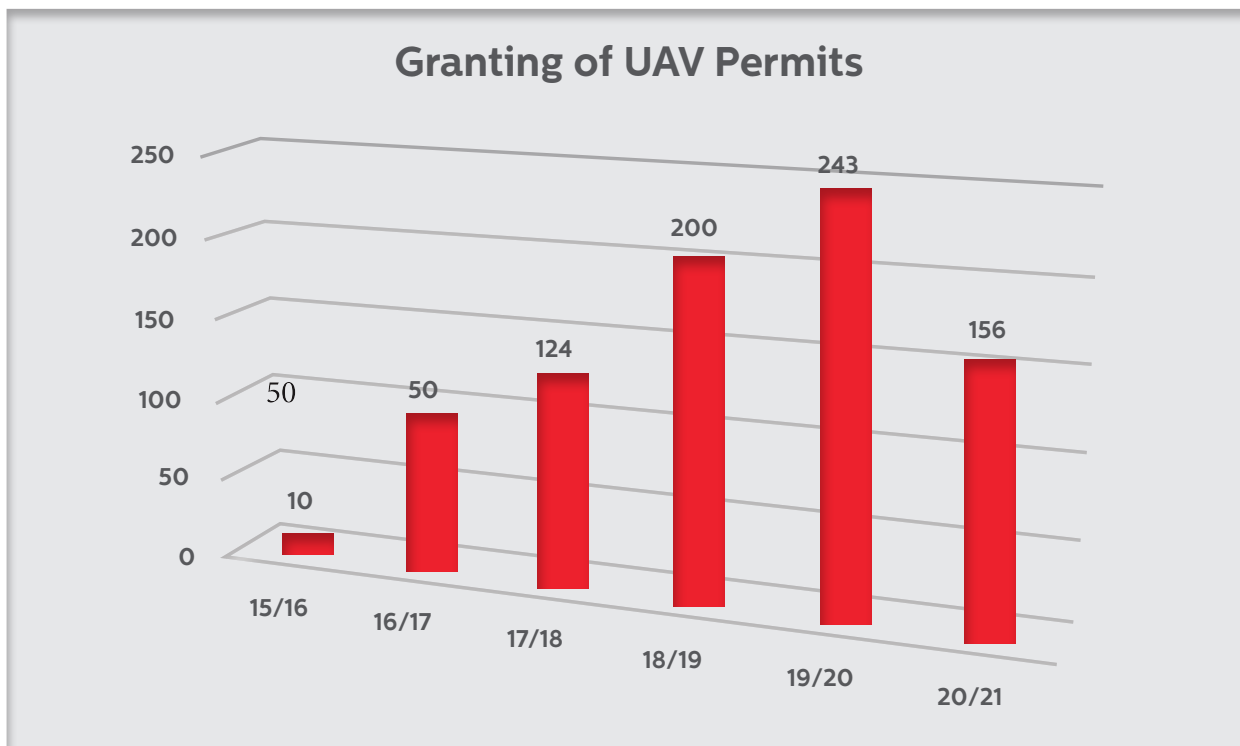
The Authority continues to receive and action various requests for the utilisation of drones in a variety of ways, including package delivery, security surveillance, land surveying, power line inspections, as well as still and motion picture production. In this regard, the JCAA continues



to actively promote the safe use of drones by interfacing with the media and participating in other industry forums. The JCAA is also actively, working with the Ministry of Transport and Mining, along with the Office of the Parliamentary Counsel, to craft regulations that will safely integrate this new technology into the Jamaican aviation landscape.

Despite the incompleteness of the processes for gazetting legislation governing the licensing, registration, maintenance, or operation of RPAS, the JCAA has published guidelines for their safe operation and requires the issuance of a permit for commercial operations under current legislation (CARs Part IX).

Applications for such permits were, however, not immune to the downturn in the aviation industry. There was a 36% decrease in the permits granted in this financial year, when compared with the previous financial year.



Human Resources

There was a net increase in the personnel count of the Flight Safety Department, following two (2) separations from the department in the areas of Flight Operations and Cabin Safety / Dangerous Goods and four (4) team members joining the staffing complement for the financial year. Two (2) persons were recruited for Aerodromes unit and one (1) person was recruited in the areas of Flight Operations and Air Navigation Services, respectively. At the end of the financial year, the department had vacancies in the Cabin Safety / Dangerous Goods and Avionics Inspection units of the Airworthiness sub-division. It is expected that the Cabin Safety / Dangerous Goods position will be filled early in the new financial year.

Training

During the financial year, many of our local and international training partners transitioned to the use of virtual and online training, due to travel restrictions related to COVID-19. This allowed the Flight Safety Department to take advantage of many training opportunities that would have previously been impossible, utilizing the traditional training techniques. We anticipate that, in the post-pandemic period, many of these training interventions will continue to be done in a virtual environment, leading to greater participation on the part of the JCAA.

There were 92 training interventions, inclusive of conferences, seminars, workshops, meetings, forums and training courses, which were attended by all 25 members of the Flight Safety Department. Among the noteworthy international and local training organisations, which provided regulatory training, were the Singapore Aviation Academy, Federal Aviation Administration (FAA) Training Academy, the International Air Transport Association (IATA), the International Civil Aviation Organization (ICAO), and the Bureau of Standards Jamaica.

Surveillance

Surveillance activities, which encapsulate much of the oversight conducted by our inspectors, were planned and executed based on a risk-assessment model. Due to the existing social distancing criteria, inspections had to be curtailed and re-organized to meet health and safety protocols during the year.

The Flight Safety Department, along with the local aviation industry, went through an elaborate risk assessment and mitigation process to facilitate the restart of surveillance activities, while minimising ensure that the risk of COVID-19 transmission For the financial year, the Flight Safety Department conducted the following surveillance activities:



ACTIVITY	TARGET	ACHIEVED
Air worthiness Inspections (including Base, Line, Records, Training and Ramp Inspections)	257	223
Operations Inspections (including Base, Line, Records, Training, Ramp and Proficiency checks)	231	178
Security (including Tests, Audits, Surveys and Inspections)	237	106
Air Navigation Services Providers' Inspections (including Air Traffic Services, Aeronautical Information Management, Meteorology, Search and Rescue and Communications, Navigation & Surveillance Inspections)	46	20
Aerodromes	25	24
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 and mitigation strategies developed and applied. Effective control measures were assessed and amended to drive continuous system improvements.

Personnel Licences

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

Licences	Issued	Renewed	Total
Pilots	0	67	67
Flight Dispatchers (Flight Operations Officers)	0	0	0
Aircraft Maintenance Engineers	0	39	39
Air Traffic Controllers	1	108	109
Flight Information Officers (FIOs)	0	1	1





During the financial year, the Flight Safety Department was able to fully transition from paper-based exams for the granting of licenses to Computer-Based Testing. To support the issuance and renewal of licences, the following exams were conducted by the Personnel Licensing Unit.

Exams	No. Delivered
Written	5
Oral	0
Skills Based	2

Certifications for the Year

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

PAC Kingston Airport Limited, operators of the Norman Manley International Airport (Aerodrome Certification – Document Evaluation Phase)

Jamaica Civil Aviation Authority Air Navigation Services Provider – (Application phase)

Aviation School of the West Indies – (Approved Training Organisation –Completed) (Ground School)

King Alarm (Aviation Security Provider – Completed)

Shalk Security (Aviation Security Provider – Demonstration phase)

Regional & International Partnerships

The Flight Safety Department continued its active participation in the Regional Safety Oversight Organisation, the Caribbean Aviation Safety and Security Oversight System (CASSOS). This forum provided for the cooperation, advancement and support of member States, by enhancing safety and security through data sharing, mutually-reinforcing processes for ensuring compliance with international standards, and the sharing of technical resources and expertise.

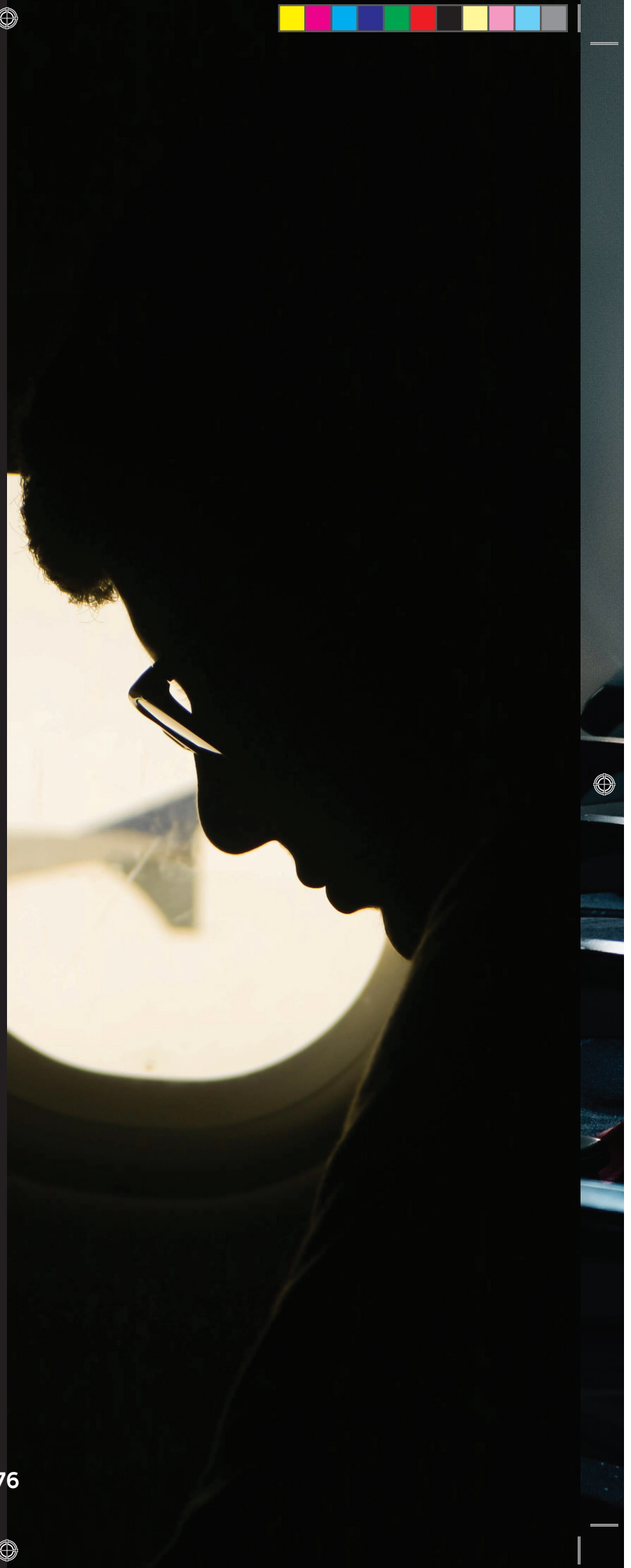


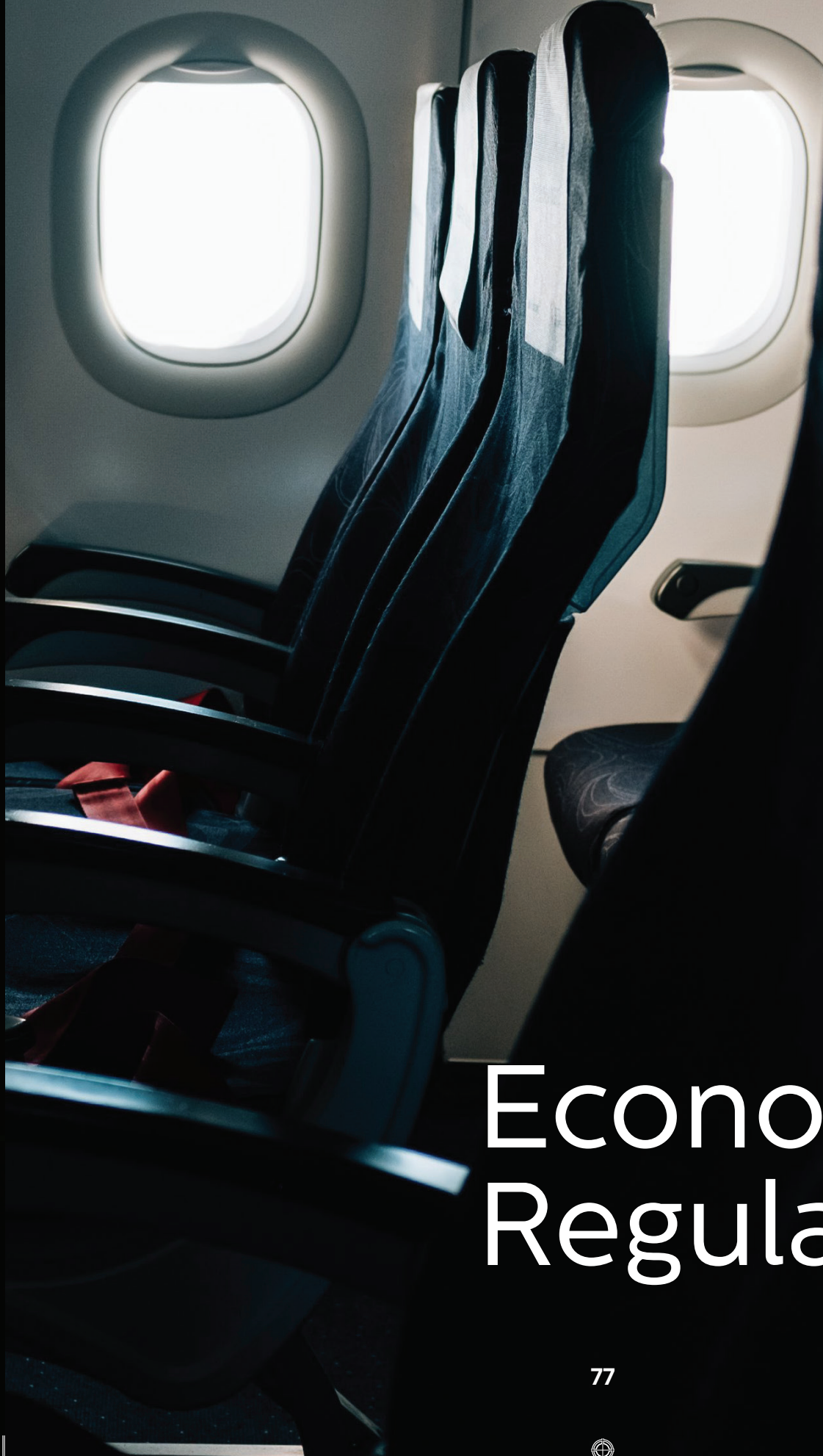
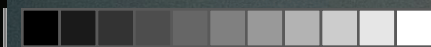
A Memorandum of Understanding was also signed during the Financial Year with the International Air Transport Association (IATA) to support information sharing on audits conducted on Airline Ground Handlers under the IATA Safety Audit for Ground Operations (ISAGO) programme.

With this MOU in place, the Flight Safety Department is able to access audit information for Ground Handlers in Jamaica who are part of the ISAGO programme, without having to conduct independent audits. This cooperation minimised the number of audits local ground handlers have to prepare for, without compromising their safe operation, and allows the utilisation of one audit platform for both JCAA and IATA requirements.

Accident Investigations

There was one aircraft accident during the Financial Year that the JCAA partnered with the security forces to investigate. The investigation revealed that the aircraft did not have the necessary flight authorization to operate in the Kingston Flight Information Region.





Economic Regulation





Air Service Licences and Permits

Amidst the intense and pervasive impact of the COVID-19 pandemic, the Air Services Licence Unit of the Economic Regulation Department experienced an increase of 438 in applications for the granting of air services licences and permits for scheduled and non-scheduled journeys for hire or reward. This result represented 137% increase, over the previous period, in which 185 applications were received.

As the pandemic's impact heightened, scheduled air operations were curtailed, when border closures, travel restrictions and other containment measures, were instituted in efforts to contain the spread of the coronavirus. This led to an increase in requests for permits to conduct non-scheduled journeys and air charter operations, for the repatriation of world citizens via medical and humanitarian flights. Non-scheduled journeys, therefore, increased by 170% to 408, when compared to the 151 requests processed for the previous period. Extra-bilateral requests also doubled over the year to 66, as charter operators filled important voids created by the pandemic.

The new pandemic normal resulted in intensified collaboration between the JCAA, represented primarily through the Economic Regulation department, and four (4) agencies of government. Authorisations were sought from the Ministry of National Security (MNS) for incoming flight crews and passengers on charter flights, and the Ministry of Foreign Affairs & Foreign Trade with regard to the repatriation of Jamaican citizens and other nationals. Other agencies, such as the Passport, Immigration and Citizenship Agency and the Ministry of Health & Wellness, were also provided with notifications of the authorisations issued.

The adjusted requirements led, in May 2020, to the Authority commencing the processing of authorisations for flights conducted by general aviation operators, in order to ensure that the country accounted for all incoming passengers. This represented the largest test for the department, as it processed 1,235 requests for the referenced flight authorisations, with a lead time, in most instances, of a few hours, while collaborating with the Ministry of National Security (MNS) for approval.

The department also processed 206 requests for overflight and landing clearances of state aircraft, involving the transportation of heads of state, diplomatic missions, and customs and immigration personnel. This represented a 17.6% decline in the number of related requests, over the previous period.



The Economic Regulation unit also improved its ability to honour the guaranteed standards relating to client service delivery, when it implemented a digital workflow for the processing requests for licences, permits, overflight and landing clearances, as well as wet lease and codeshare authorisations. The workflow process now involves technical inputs from the Flight Safety, Finance, Director General's Office and Legal Department and Director General's Office, in keeping with Civil Aviation (Air Transport Licensing) Regulation, 1966 and the Jamaica Civil Aviation Regulations.

To ensure the success of the initiative, the Authority previously collaborated with its key stakeholders to introduce the concept and solicit feedback, before the commencement of the software development in May 2020. The software was available for in-house stakeholder testing in October, followed by client orientation sessions held with external stakeholders in November 2020. Members of the handling agent's community participated in live testing in December, where valuable feedback was collected and used to provide nuanced experiences for their operations. A partial launch followed, with a full launch planned for the month of April 2021.

Supporting the Government of Jamaica's Air Policy Objectives

The activities of the Air Policy Committee were scaled down over the reporting period, as the operations of collaborating agencies of government were also impacted by the effects of the pandemic. Nonetheless, the Authority provided technical contributions on four (4) air services agreements and/or memoranda of understanding being negotiated with other countries. These agreements remain critical to ensuring direct connectivity between Jamaica and other states, as facilitators of increased air commerce.

Airport Regulation

The operations of the two international airports were not spared the economic fallout, which followed the pandemic. Pursuant to our functions under Regulation 3 (1) of the Airports (Economic Regulation) Act, 2002, the Authority liaised and met with operators of the Norman Manley and Sangster International airports. The operators apprised the Authority of the difficulties faced and subsequently made proposals for adjustments to the terms of the Concession Agreement with the Government of Jamaica (GoJ), in response to the economic fallout experienced. The Authority, guided by the GOJ's timeline, produced the Terms of Reference document and requested quotations for consultancy services to determine the regulatory effects of any new concession terms agreed in the future. The Authority also prepared to provide further regulatory input at the appropriate time.

Environmental Stewardship

The Government of Jamaica and the JCAA continued to support the International Civil Aviation Organization's (ICAO's) initiative, promulgated under Resolution A39-3, to reduce the carbon dioxide (CO²) emissions of international aviation. The Authority completed a draft request for regulations, which will be reviewed, ahead of submission to our parent ministry. The regulations, when drafted, will guide the local industry to achieve targeted carbon emissions reductions, while providing a framework for monitoring, verifying and annually reporting to ICAO emission reductions from relevant international aviation flights.

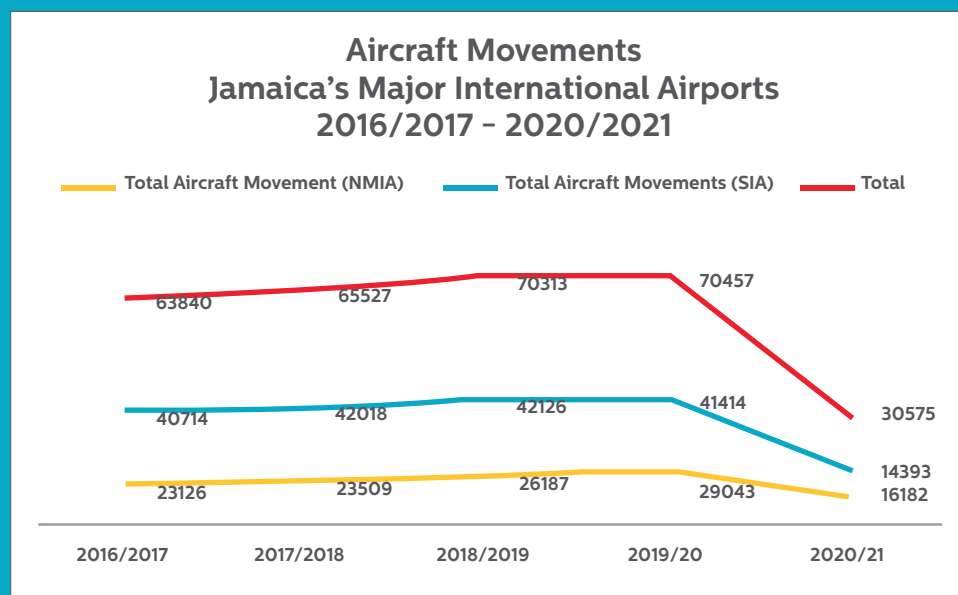
Aviation Statistics

As demonstrated below, the aviation industry suffered unprecedented declines in all lines of business activity, as a result of the COVID-19 pandemic, during the period under review.

Aircraft Movements

Over the 2016 to 2019 period, the trajectory was positive and aircraft movement increased, on average, by 3.4% per year. This positive industry outlook was suspended in March 2020, when the effects of the pandemic reverberated worldwide.

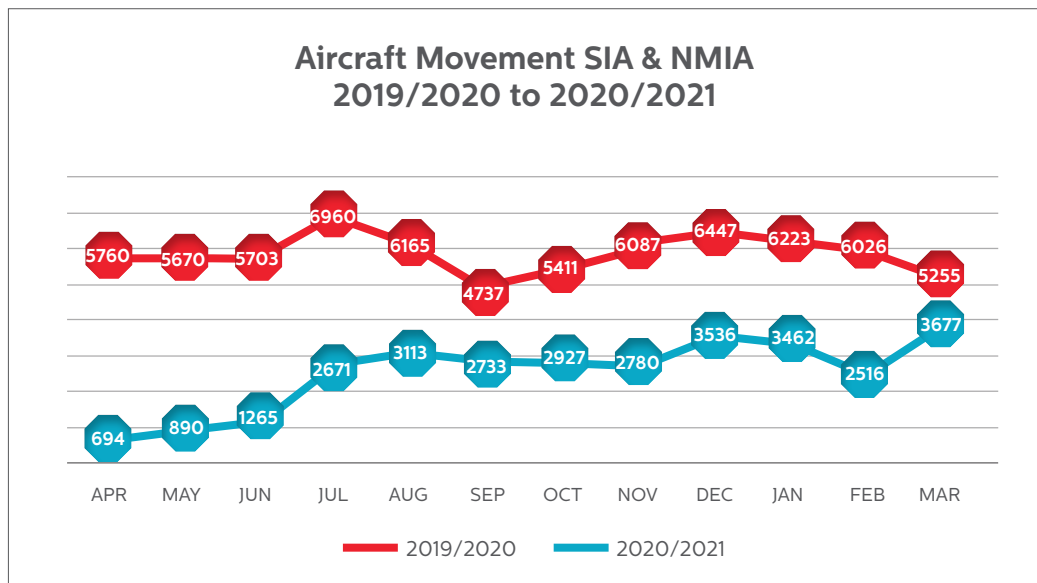
Aircraft movements at the two main international airports fell by 57% (or 39,882 movements) over the reporting period, when compared to 2019-2020. The major tourism airport hub, Sangster International Airport, suffered the largest fallout, with a 65% decline in air traffic movements, while air traffic movements at the Norman Manley International Airport declined by 44%.



In the first full month of the pandemic, aircraft movement recorded an all-time low of 694 movements. This represented a difference of 5,074 aircraft movements over the April 2019 figure.

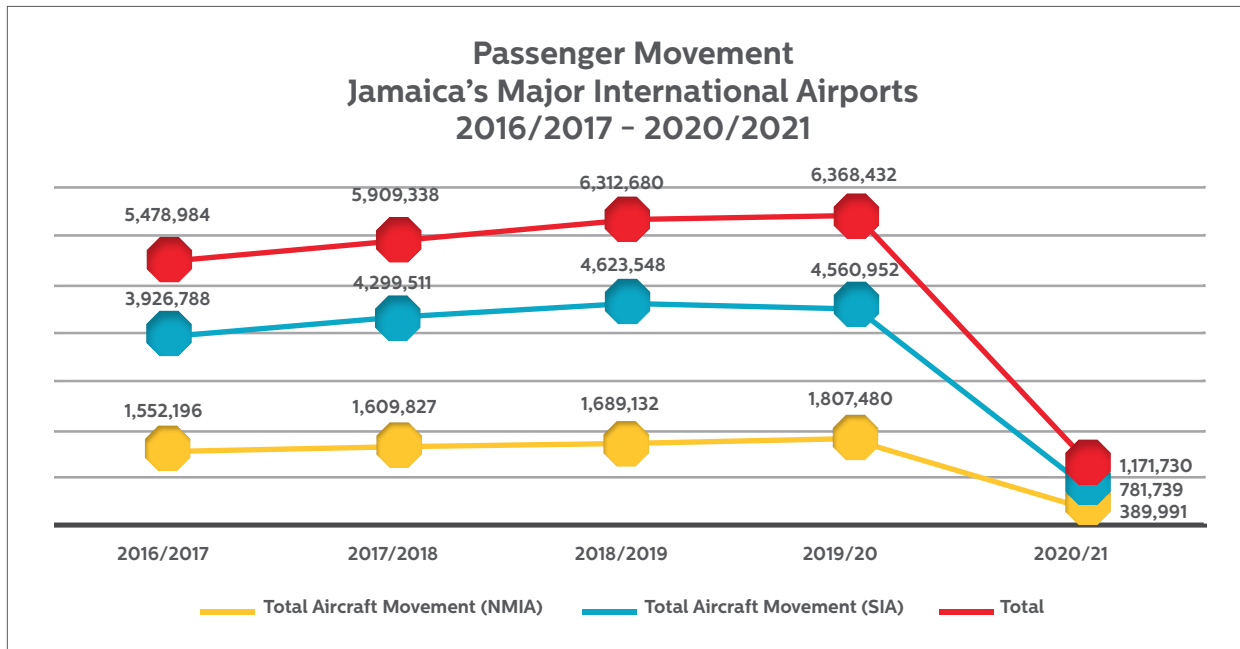
Aircraft movements (at the airports) increased to 3,113 in August 2020, a decline of 3,056 compared to the August 2019 figure. This followed some relaxations of the border control measures that allowed Jamaicans to return home.

The aircraft movement between September 2020 and March 2021 showed sluggish, but gradual improvement, where the average monthly decline was reduced to 2,764 by the end of the reporting year. As the reducing declines in aircraft movement continue, it provides much needed hope for a full recovery in the medium term. The rate of recovery will primarily rest on the effectiveness of the new vaccines to combat the coronavirus and progress of vaccination efforts across the globe.



Passenger Movements

The passenger movements at both international airports, including in-transit passengers, were even more adversely impacted. A total decline of 5,196,702 or 82% was recorded, when compared to the 2019-2020 fiscal period. Together, the declines in aircraft and passenger movements severely impacted the revenues of all aviation stakeholders.



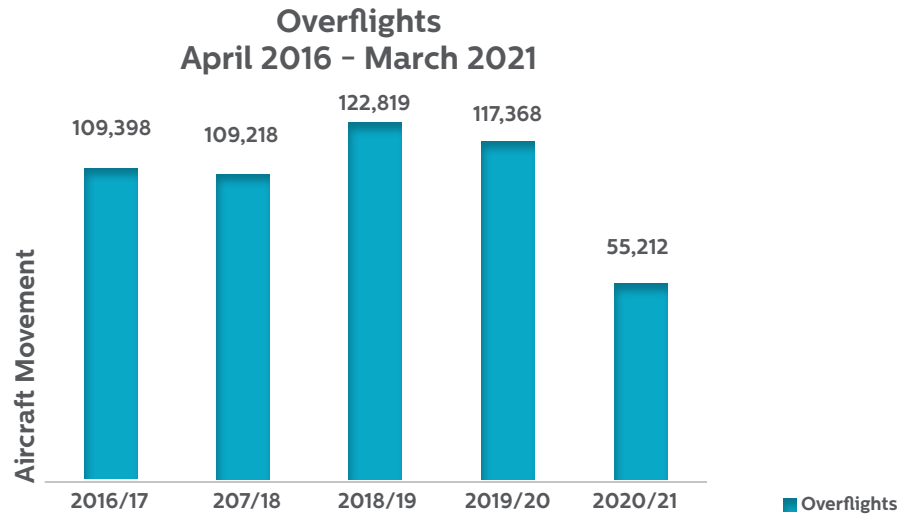
The pace of recovery for passengers was slower than that of aircraft movements, as passenger travel was impacted by an initial cessation of scheduled journeys, sluggish movement, and many restarts and cancellations during the year, as airlines' expectations were not met by passenger demand.

Additionally, some countries restricted their airlines from operating in and out of a number of countries, including Jamaica, as a control measure to abate the spread of the novel corona virus. Although the requests for permits were 170% higher for the reporting period, when compared with the previous period, only 4,027 passengers were transported. This represented a decline of 99% over the previous period and equates to only 0.3% of the total passengers transported this period, compared to 6% for the previous period.

Overflight Movements

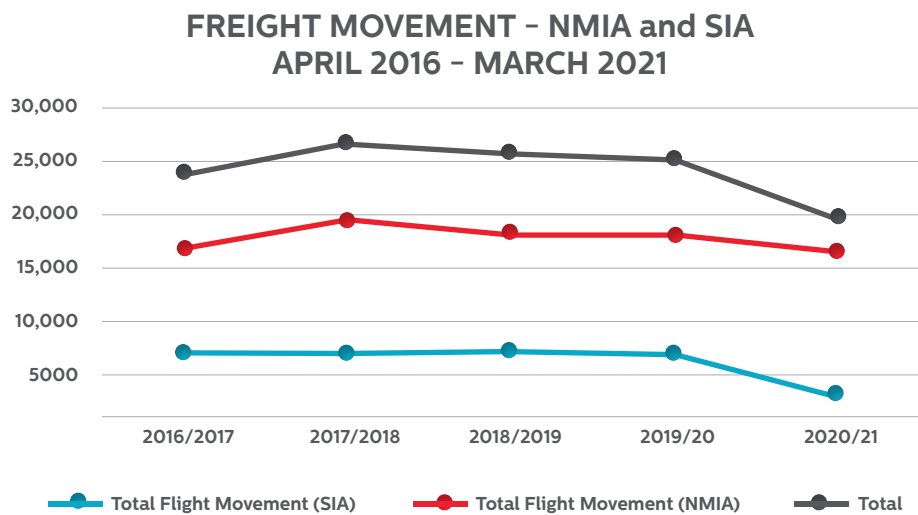
Overflight movements from aircraft traffic traversing the North to South America corridor, also recorded a heavy decline of 53%, with 117,368 movements in 2019–2020, compared to 55,212 movements in the 2020/2021 reporting period. The dramatic nature of the reduction is understood, when one considers that there was an average increase of 2.62% per year, over the 3 years preceding the pandemic.





Air Cargo Movements

Air cargo movement, during the period under review, proved to be the most resilient, recording a 21.7% decline from 24,953 to 19,542 movements. This was recorded as the production and transport of goods around the world continued, albeit at a reduced pace.



AIR NAVIGATIONS SERVICES



In the context of the unprecedented challenges posed by the pandemic over the 2020-21 year, the JCAA's Air Navigation Services Division rose to the challenge of adjusting its operations and processes to adequately fulfil its core functions. It was, therefore, able to effectively and successfully provide safe and expeditious Air Traffic Services (ATS); while conducting Air Traffic Services' (ATS) Training; Aeronautical Information Management; Obstacle Evaluation & Procedures Development; Aeronautical Meteorology; Aeronautical Telecommunications; Aeronautical Search & Rescue, and the required Quality Assurance services.

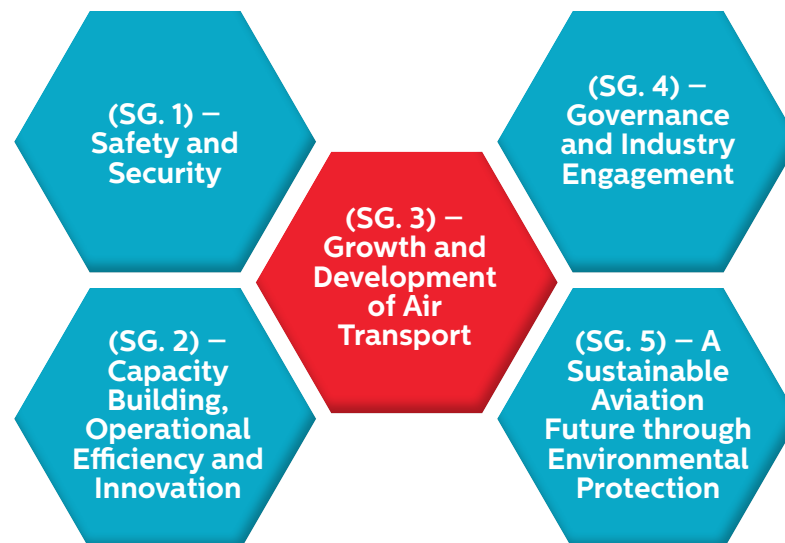
The Air Traffic Management Unit within the ANS Division comprised:

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 FIR Flow Management Unit (KFMU).

There was safe and efficient movement of aircraft, through all phases of flight throughout the Kingston Flight Information Region (KFIR), as delegated by the Jamaica Civil Aviation Authority (JCAA).

The overarching strategic goals (SGs) for the Jamaica Civil Aviation Authority, and by extension Air Navigation Services Division, for the period April 1, 2020 – March 31, 2021, were as follows:

Strategic Goals





The following report provides a review of the activities and projects undertaken, over the reporting period in relation to:

Coronavirus 2019 (COVID-19) response

Staffing

Training and Development

Air Traffic Control (ATC) Occurrences/Incidents

Air Traffic Movements

Performance Based Navigation and

Implementation of ATS Inter-Facility Data Communication (AIDC).

Coronavirus (COVID-19) Response

The JCAA's Air Navigation Services (ANS) activities were severely impacted by the pandemic and the measures instituted to stem the spread of the virus. The pandemic precipitated a significant decrease in air traffic movement, and required operational airspace adjustments, challenging adjustments to the staffing schedule, and the implementation of a work-from-home programme. It also affected the JCAA's ability to access training and implement new technologies.

The air travel industry was disproportionately affected, as countries worldwide imposed travel and other restrictions to curtail the spread of the virus.

The ATM Department was pressed to develop strategies to ensure the continuity of air traffic operations, while minimising the health risks to team members and, by extension, their families. The need to ensure the availability of Air Traffic Services (ATS) extended beyond the national imperative, to the enablement of global travel and welfare, given the strategic importance of ATS operational personnel to the safety and continuity of air transport. Several measures were, therefore, introduced to ensure the department's ability to meet these objectives. The measures included:

- **temperature screening and face mask requirements for all persons entering the JCAA's facilities**
- **an enhanced sanitization programme for all Air Traffic Units, with increased cleaning frequency for general areas and commonly used surfaces and equipment.**
- **routine sanitisation of vehicles transporting team members after every trip**
- **increased placement of sanitisation products and supplies**
- **discontinuation of all non-essential visits to the operational units, including visits from non-rostered team members.**



- recommendations regarding the use of personal headsets at operational stations to reduce the possibility of cross contamination
- thorough sanitisation of operational positions, including surfaces, instruments, such as handsets, keyboards and hand switches, and the Touch Entry Display (TED), prior to personnel changes at each operational position
- mandatory wearing of masks/face shields in the operations room, and adjustments to the lengths of assignments by supervisors to facilitate team members unable to wear masks or face shields for protracted periods
- prohibition on team members remaining at the facility in advance of, or beyond, their assigned work period

The ATM Department's management of the COVID-19 pandemic was driven by data and information primarily from the following sources:

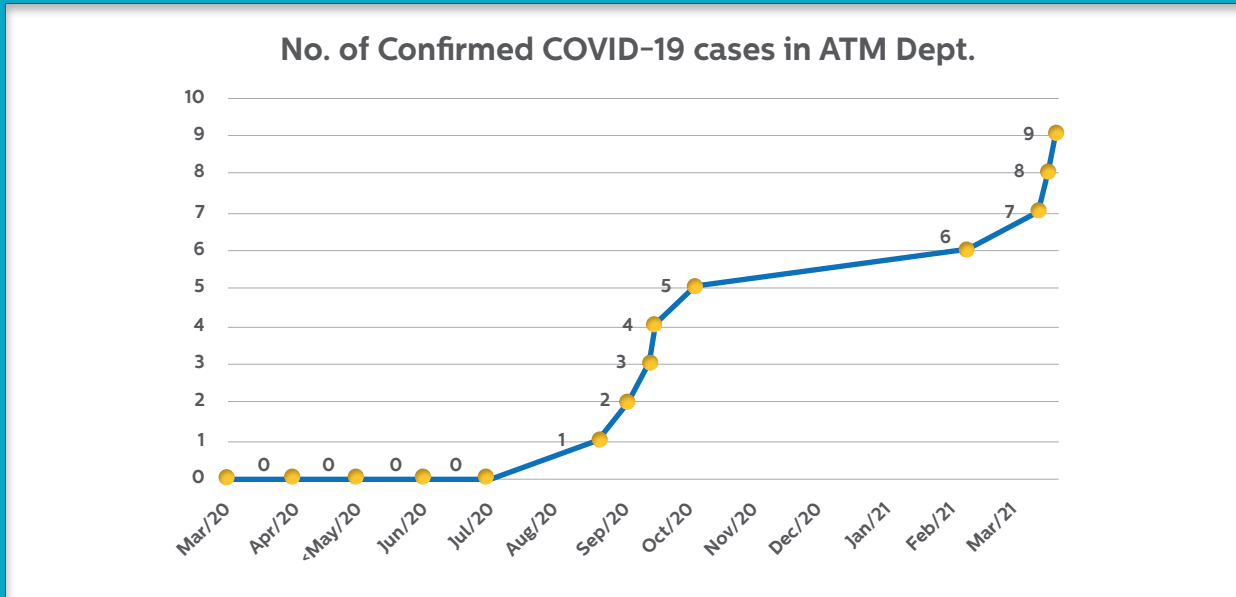
- **the Disaster Risk Management Act (Enforcement Orders)**
- **the Ministry of Health and Wellness (MOHW)**
- **the World Health Organisation (WHO)**
- **the International Civil Aviation Organisation (ICAO)**
- **the International Federation of Air Traffic Controllers' Associations**
- **Centers for Disease Control and Prevention (CDC)**
- **Essential Medical Services (EMS) (the JCAA's contracted health care provider).**

The ATM Department was directly impacted by nine (9) team members contracting the virus at various points throughout the period. However, these instances did not result in severe symptoms or major operational disruptions, as contact tracing and testing revealed no transmission of the virus within the facilities. In each instance, a positive case resulted in either the transfer of operations to a backup facility or temporarily closing the affected ATS facility for sanitisation.

The number of confirmed COVID-19 cases in the ATM department since the emergence of

the disease is illustrated in the chart in figure 1.

Figure 1: Number of confirmed cases in ATM Department



The full extent of the impact caused by the pandemic was still unknown as at the end of the Financial Year, we were still in the midst of the pandemic.

Staffing

Owing to resignations, promotions, and reassignments to other departments within the JCAA, over the period, the Department was affected by reductions in staffing when compared to the 2019-2020 financial year. The Department ended the period with an operational cadre of one hundred and twenty-seven (127) personnel and four team members who provide administrative support.

The operational cadre of 127 was three (3) less than the preceding period, as one Air Traffic Controller resigned, and an ATC Supervisor and one air traffic controller took up assignments in other departments. A new position for Unit Manager, Tinson Pen, was established in July and an existing team member was appointed. The Director, ATM was also promoted. However, the Department was able to re-acquire the services of one (1) ATC Supervisor, who had retired in the preceding financial year, to address the deficit that was created in the supervisory cadre.

The need to certify new Air Traffic Controllers (ATCs) in all positions continued to be an identified priority of the Department

In line with the JCAA's strategic goal number 2, highlighting Capacity Building, Operational Efficiency and Innovation, developmental training to ensure the growth and development of ATC team members, was orchestrated throughout the period. While all objectives of the training plan were not met, the list below shows all the training course and conferences in which Air Traffic Management personnel participated, during the period:

COURSE/EVENT	NO. OF ATTENDEES	DATE
Root Cause Analysis Seminar (Virtual)	1	June 29 - 30, 2020
Budget Preparation & Management Course (Virtual course from the Management Institute for National Development (MIND))	1	July 27 - 31, 2020
Metron Harmony Air Traffic Flow Management (ATFM) System (Virtual Training)	5	July 23, 2020
BEST Remote Training for JCAA by Micro Nav in association with the Civil Air Navigation Services Organization (CANSO) (Virtual)	4	August 27, 2020
Civil Air Navigation Services Organisation (CANSO) Air Flow Management (ATFM) Data Exchange Network for the Americas (CADENA) Tenth Regional Implementation Group (RIG) Meeting (Virtual)	3	September 22-23, 2020
Human Resource Management Association of Jamaica's (HRMAJ) (Virtual) Workshop: Providing Effective Performance Management for Remote Work	4	September 25, 2020
Human Resource Management Association of Jamaica's (HRMAJ)'s MASTERCLASS: HR & Leadership Conference: "Resilient Leadership for a Disruptive Future" (Virtual)	15	November 19-20, 2020
Effective Report Writing (Virtual Course convened by the Management Institute for National Development (MIND))	2	October - December, 2020
First Aid/CPR Training by the Civil Aviation Authority Training Institute (CAATI)	4	January 19-22, 2021
Human Factors in Aviation Course	9	March 9-13, 2021
IATA Fatigue Risk Management Systems (FRMS) for ANS Provider Course - (Virtual)	7	March 15-17, 2021



4 th North American/Caribbean (NAM/CAR) Air Traffic Services Inter-Facility Data Communication (AIDC) and North American Interface Control Document (NAM/IDC) Implementation Follow-up Meeting	3	March 9-11, 2021
Civil Air Navigation Services Organisation (CANSO) Air Flow Management (ATFM) Data Exchange Network for the Americas (CADENA) 11 th Regional Implementation Group (RIG) Meeting (Virtual)	2	March 11, 2021
Aerodrome Control Course at the Civil Aviation Authority Training Institute (CAATI) –*Course was suspended on December 7, 2020, as a result of events associated with the COVID-19 pandemic.	6	July - December 2020
Hazard Identification Evaluation and Control	Phased Participation	December 2020 - March, 2021

ATC Occurrences

In order to maintain a safe and efficient Air Traffic Control system, the department set a target safety level of less than six (6) Air Traffic Control occurrences for the period. This was in keeping with the ICAO international target safety level of 0.005 accidents/incidences per million aircraft movements (5 X 10⁻⁹).

For the period, there were no ATC occurrence that met the ICAO classification system. However, there were three (3) instances where the actions of ATC did not satisfy the required safety standard. The corrective interventions included Threat and Error Management (TEM) sessions, held with involved team members.

A target of twenty (20) Large Height Deviations (LHD) was set for the period. The JCAA exceeded this target, with only three (3) LHD attributable to the Kingston Flight Information Region (FIR) for the period.



to our airports and airspace, for the 2020-21 year, was significantly below the targeted 143,558 movements. The target of 143,558 was set, based on the assumption that there would have been a 25% reduction in air traffic movement, due to the COVID-19 pandemic.

However, the reduction was far greater than anticipated, with 88,284 movements. This represented a 53.9% decrease, when compared to the corresponding period of April 2019 – March 2020 period, in which total movements of 191,410 was recorded. The 2020-21 decline was, by far, the sharpest air traffic decline in the JCAA's history, with total recorded movements being the lowest for the Kingston FIR in all available air traffic movement statistics.

The month of April recorded the lowest total movements, with 3,164 facilitated, as Jamaica closed its borders to all incoming passengers on March 24, 2020 and allowed only cargo flights to operate. Jamaica's borders remained closed until April 20, after which only residents were allowed to return under a controlled re-entry programme. The country eventually re-opened its borders to all international travellers on June 15, which resulted in a gradual uptick in movements, over the following months.

Overflights were also affected during the period, because many countries, from which the majority of our customers emanate, also closed their borders. For example, Panama, which serves as a major aviation hub, connecting travellers between the North American, Central American and South American countries, closed its borders in April and did not re-open until mid-October.

Prior to COVID-19, the only other event that has had any significant impact on air traffic movement was the September 11, 2001 terrorist attack in the United States, which resulted in a 10% decrease in traffic movement the following year. By comparison, however, the COVID-19 pandemic has caused a 65.9% decline in revenue passenger kilometres (RPKs), for both the international and domestic sectors in 2020, compared to 2019 (IATA).

Figure 2 shows a monthly comparison of Jamaica's air traffic movement for the period under review. It includes a breakdown between overflights and inbound, outbound and domestic traffic, versus the 2019-20 financial year.

Figure 2: Breakdown of Traffic Movements for FY 2020-21 vs FY1 2019-20

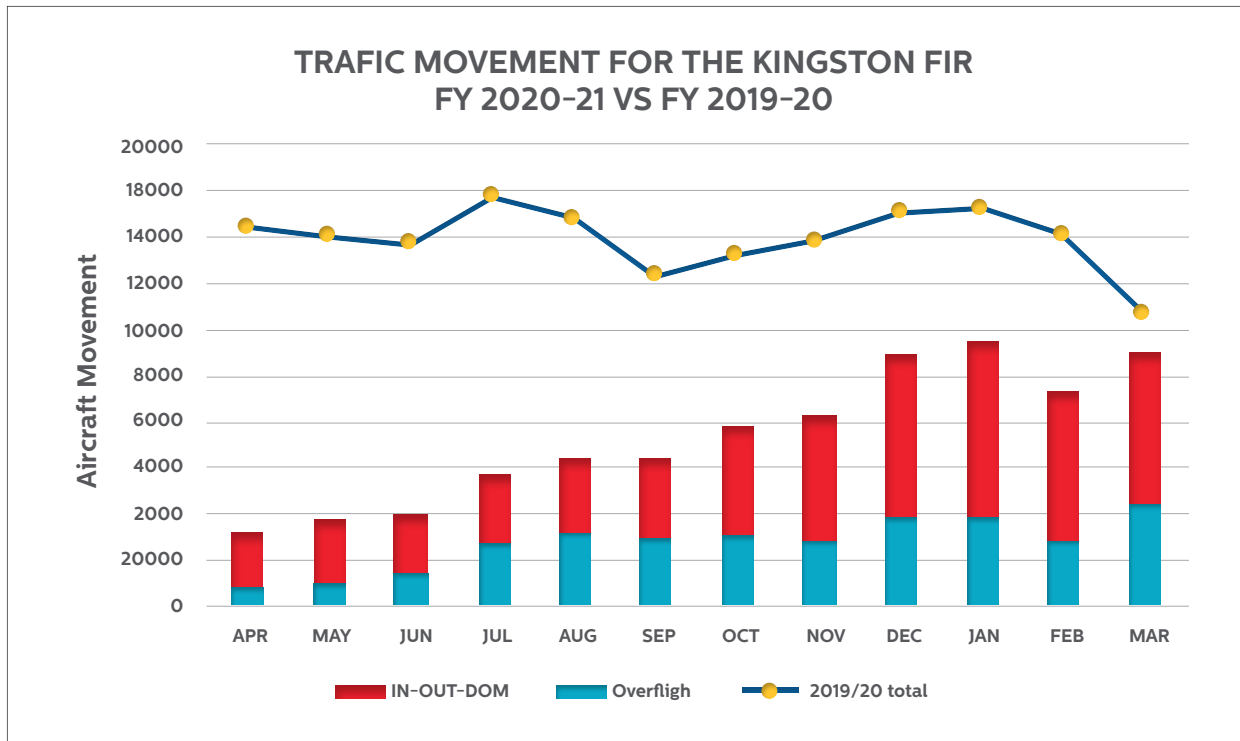
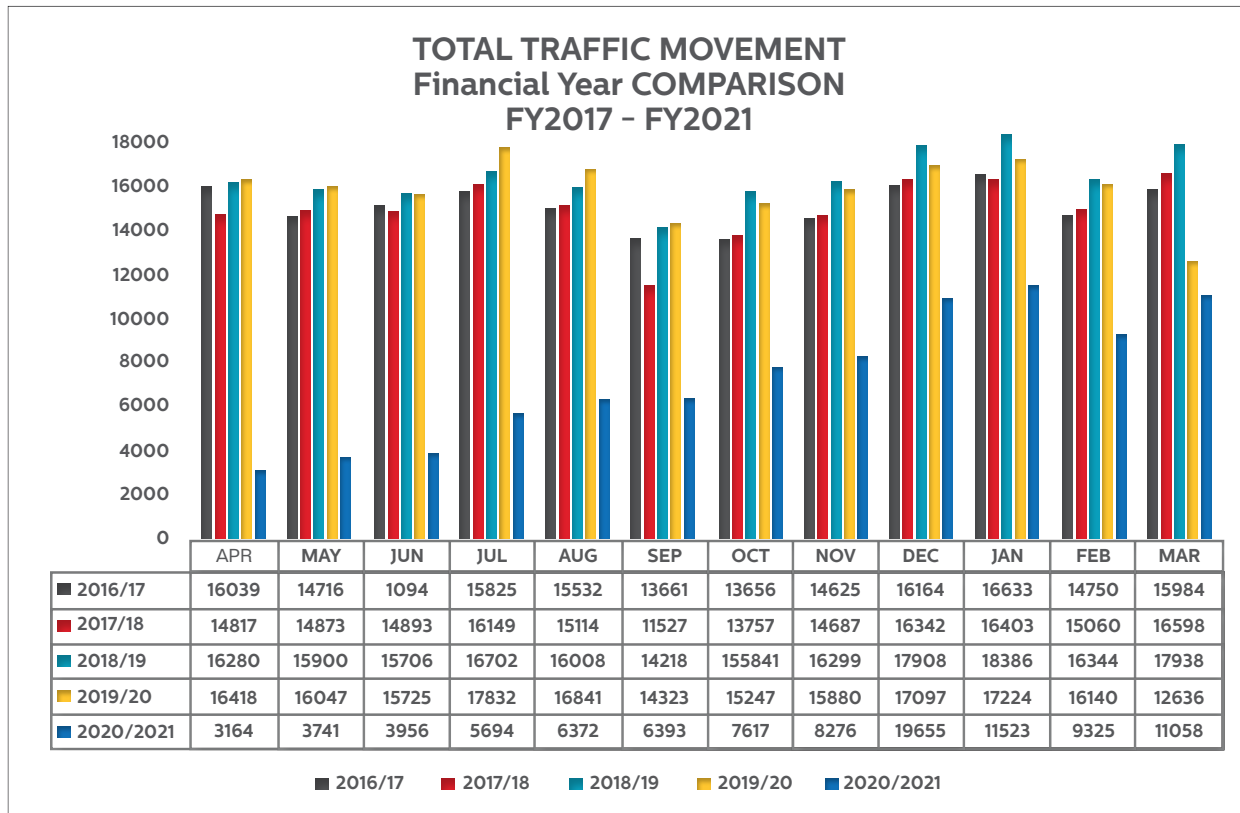


Figure 3 shows a comparison of traffic movement over the last five Financial Years, which starkly contrasts the performance for the 2020-2021 year.

Figure 3: Traffic Movements for the Kingston FIR for the last five Financial Year



Flight Information Region (FIR) route structure, , were suspended. This resulted from the closure and remote work arrangements of most procedures design units of Air Navigation Service Providers (ANSPs) within the Caribbean & South American (CAR/SAM) region and the ICAO Regional Offices. This situation resulted from the COVID-19 pandemic, with staff assigned to work-from-home as a precautionary measure.

Discussions surrounding the implementation of the proposed changes re-commenced in October and subsequent meetings were held virtually to develop an implementation plan. The draft of the proposed changes to the Kingston FIR was developed and published by the Aeronautical Information Management (AIM) department in February, with implementation set for the first quarter of the next financial year.

This proposal is a continuation of the improvements achieved under Proposal for Amendment 2 (PfA2), which was agreed at the 3rd ICAO/IATA/CANSO Performance- Based Navigation (PBN) Harmonization, Modernization and Implementation Meeting for the North American, Caribbean and South American region in July 2018. The amendments under PfA2 took effect on January 31, 2019.

Later, in June 2019, the Caribbean & South American (CAR/SAM) Air Traffic Services (ATS) Routes Network Optimization Proposal was agreed at the 10th SAM Workshop/Meeting on ATS Routes Network Optimization (SAM ATSRO/10) in Bogota, Colombia.

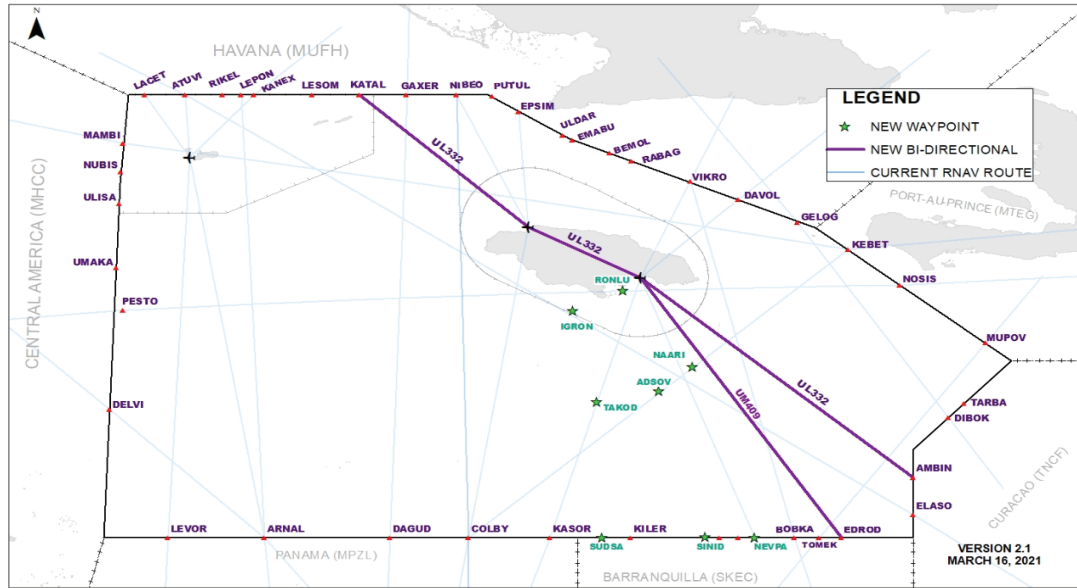
However, due to the COVID-19 pandemic and some procedures design units not being at full capacity, adjustments had to be made to the original proposal. As a result of the effects on the Kingston routing structure, the JCAA was required to replace some conventional routes and with area navigation (RNAV) routes predicated on Global Navigation Satellite Systems (GNSS) technology. In addition to providing more direct routes to the airports, these measures served to improve the efficiency, capacity and safety of the airspace, while promoting reduced carbon emission in the enroute phase of flights.

The proposed date for implementation of the above measures was earmarked to be May 2021.

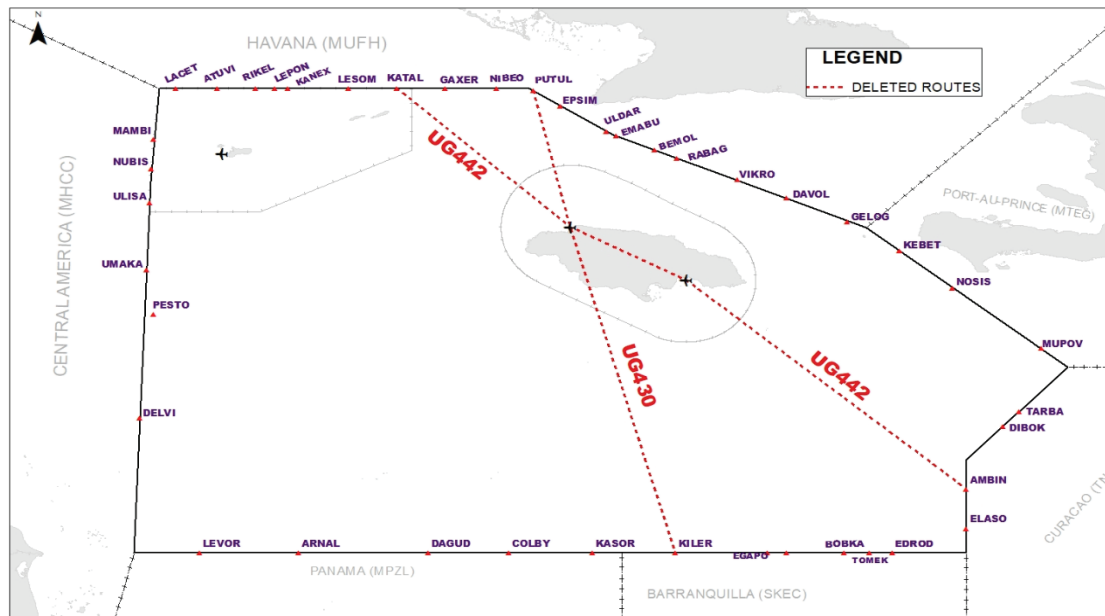
Routes to be deleted
UG430



BI-DIRECTIONAL RNAV ROUTE IMPLEMENTATION - MAY 2021



KFIR DELETED ROUTES MAY 2021



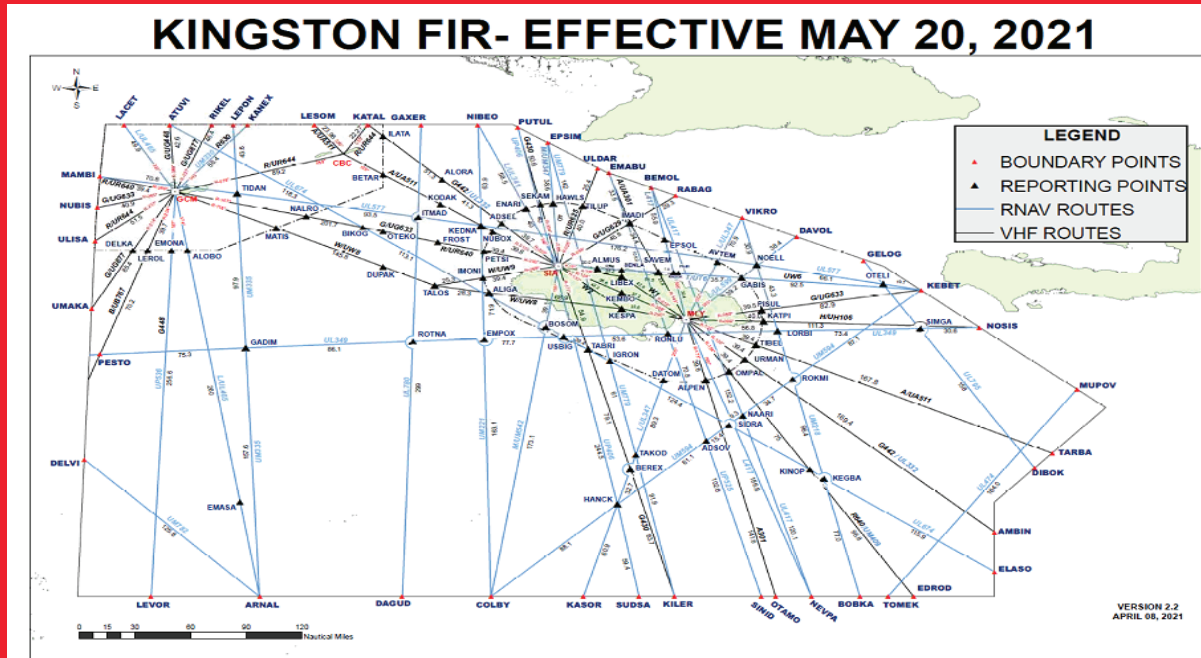
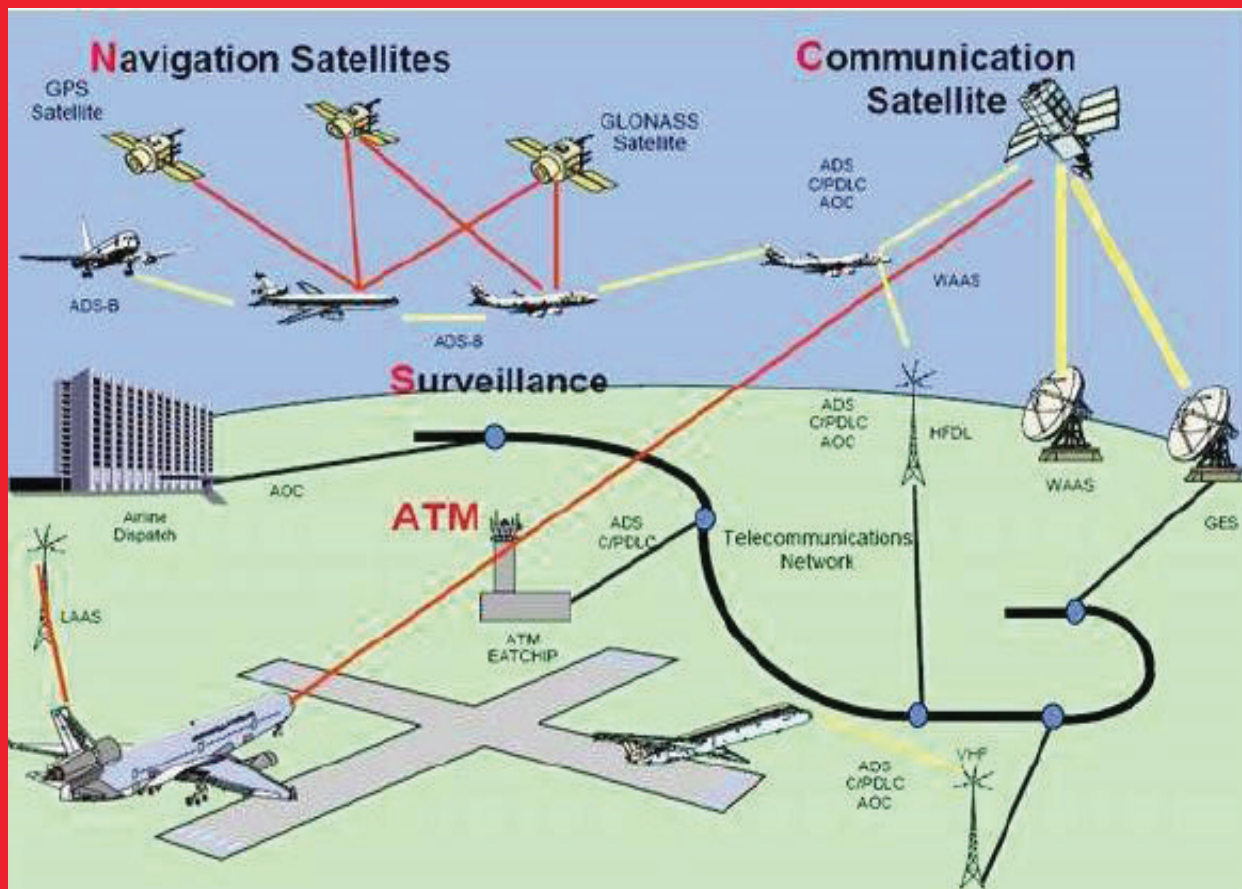


Figure 8: Proposed Map of the Kingston FIR after the PfA3 Implementation

Following positive results in communication between the Jamaican and Columbian ATM systems, the data collected from the Columbia testing is being evaluated and will be used to guide our progress with how we progress in AIDC implementation, going forward. Testing has been paused, as the team evaluates any likely impact of the software update on future AIDC configurations, before proceeding.



COMMUNICATIONS, NAVIGATION & SURVEILLANCE



a normal, high-traffic environment. The JCAA used the lockdown as an opportunity to undertake and complete service-impacting maintenance work, as we capitalized on the reduced overflights in the Kingston Flight Information Region (FIR).

Some significant challenges were encountered in relation to longer turn-around times for services, and obtaining technical support from equipment manufacturers and suppliers. However, despite the challenges, tests to roll out services, such as Air Traffic Services (ATS) Interoperability Data Communication (AIDC) and Controller Pilot Data Link Communication (CPDLC) continued during the period, resulting in the achievement of several milestones.

These achievements continued to be important, as the Authority optimised its operations and played its part to ensure that the ICAO Aviation System Block Upgrade (ASBU) programme

and timetable are maintained. The latter remained important to ensure the harmonisation of enhanced Air Traffic Management systems for a uniformly safe, efficient and modern global air transport system.

Communication Radio Network

The microwave radio network performed satisfactorily over the period under review, as the major link transmitting audio and data for the Air-to-Ground radio network from key sites. The sites included Ayr Hill, Kempshot and Catherine's Peak, returning to the Kingston Air Traffic Control Centre.

The network is now fully transitioned to the Transmission Control Protocol/Internet Protocol (TCP/IP), and is operating more stably, as all Time-Division Multiplexing (TDM) end equipment has been removed and replaced with routers

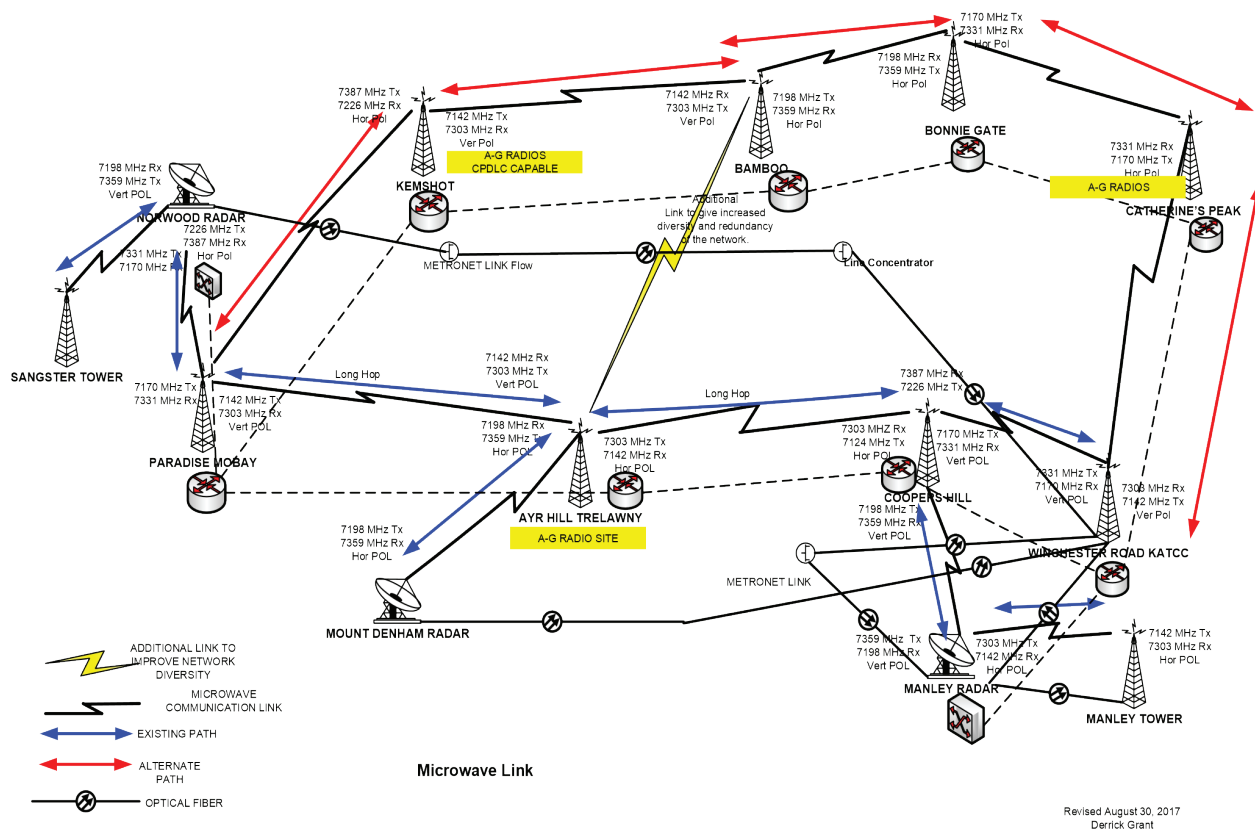


Fig. i
Upgrading Navigational Aid NMIA DVOR



Very High Frequency Omnidirectional Range (DVOR) navigational aid at the Norman Manley International Airport (NMIA) was upgraded to include the counterpoise infrastructure and antenna system shown in Fig. II below.

The project was delayed, when it was discovered that the material used to make the sideband and carrier, as well as monitor antennas, could not withstand the harsh saline environment at the NMIA. The antennas were replaced by the manufacturers and is now operational. The commissioning of this navigational aid was completed during the January-March 2021 quarter.

Preparatory work was also undertaken to replace the antennas for the Sangster International Airport's DVOR. The existing DVOR will be decommissioned, and the new DVOR is expected to be installed during the October – December 2021 quarter.

Fig. ii

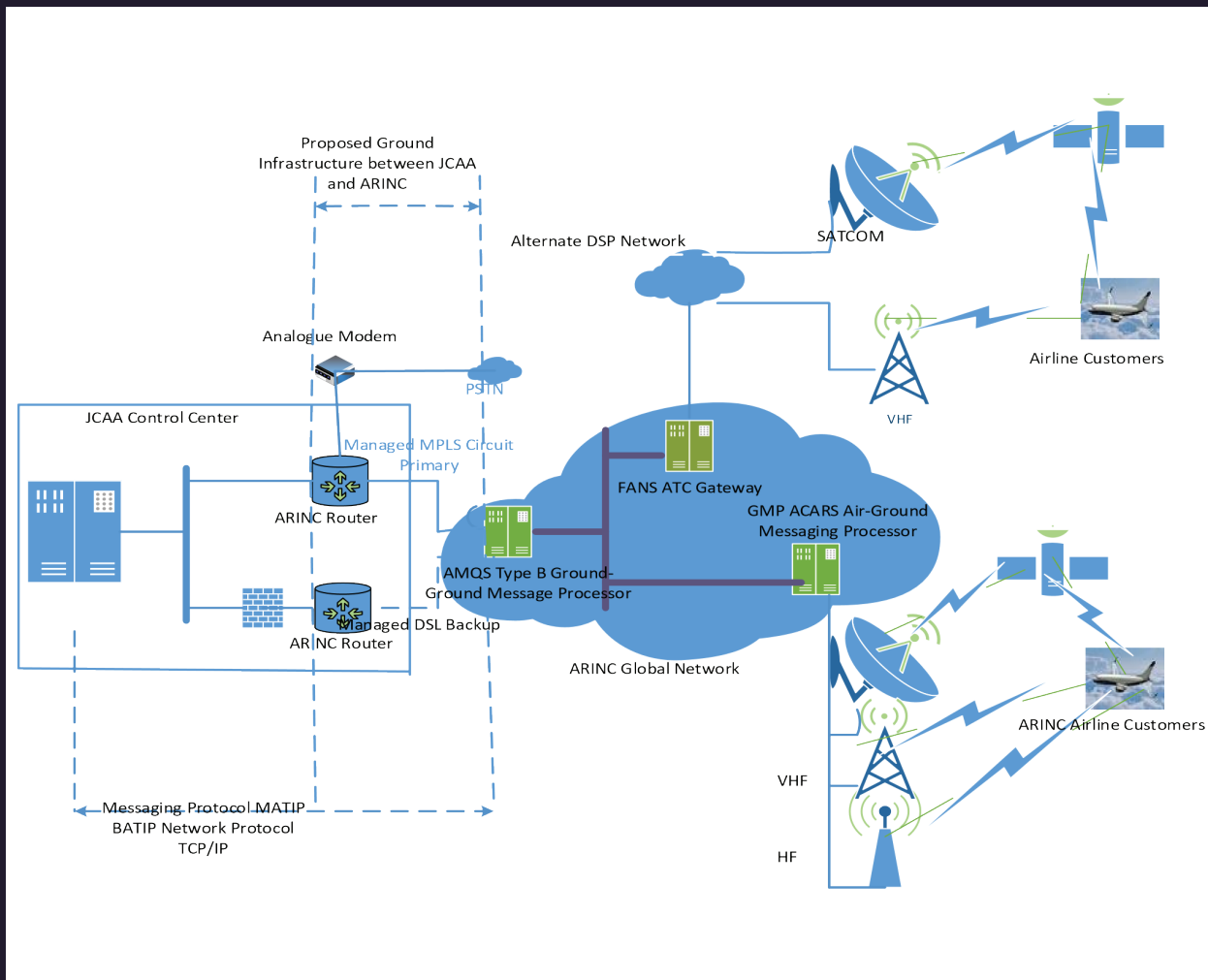


(FANS-1)

The implementation and commissioning of the “Topsky” automation system from Thales Air Systems has propelled the authority into the future, in terms of the new services we are able to offer to the aviation industry. One such service is Controller Pilot Data Link Communication (CPDLC). This service will provide Air Traffic Controllers and Pilots with the option of communicating by text message exchanges, rather than traditional voice communication.



CPDLC portends several distinct advantages. These include reduced congestion in voice channels and reduced susceptibility to the static noise that sometimes plagues audio communication, as a result of the modulation technique used in voice communication. Significant work was undertaken on the project, which was well-advanced at the end of the period. The end-to-end equipment is now installed and tests were conducted between service provider ARINC Inc and the CNS team, during the period under review. Final configuration of the test rig was being conducted, and testing with a selected airline was scheduled to commence, immediately following this period. (See high level network diagram below.)



ATS Interoperability Data Communication (AIDC)

The project to introduce Air Traffic Services (ATS) Interoperability Data Communication (AIDC) to ensure and enhance the safe, automatic hand-off of aircraft across adjacent Flight Information Regions (FIRs), was significantly advanced over the period.

The implementation of AIDC was, however, not left unscathed from the effects of the pandemic. An update that was required to ensure system compatibility between Jamaica's and Cuba's ATM System, as the first selected state for testing, using the North American (NAM) Interface Control Document (ICD) protocol, was delayed. This delay resulted from COVID-19 restrictions, imposed in France, that affected the ATM solutions provider's ability to develop the update in a timely manner.

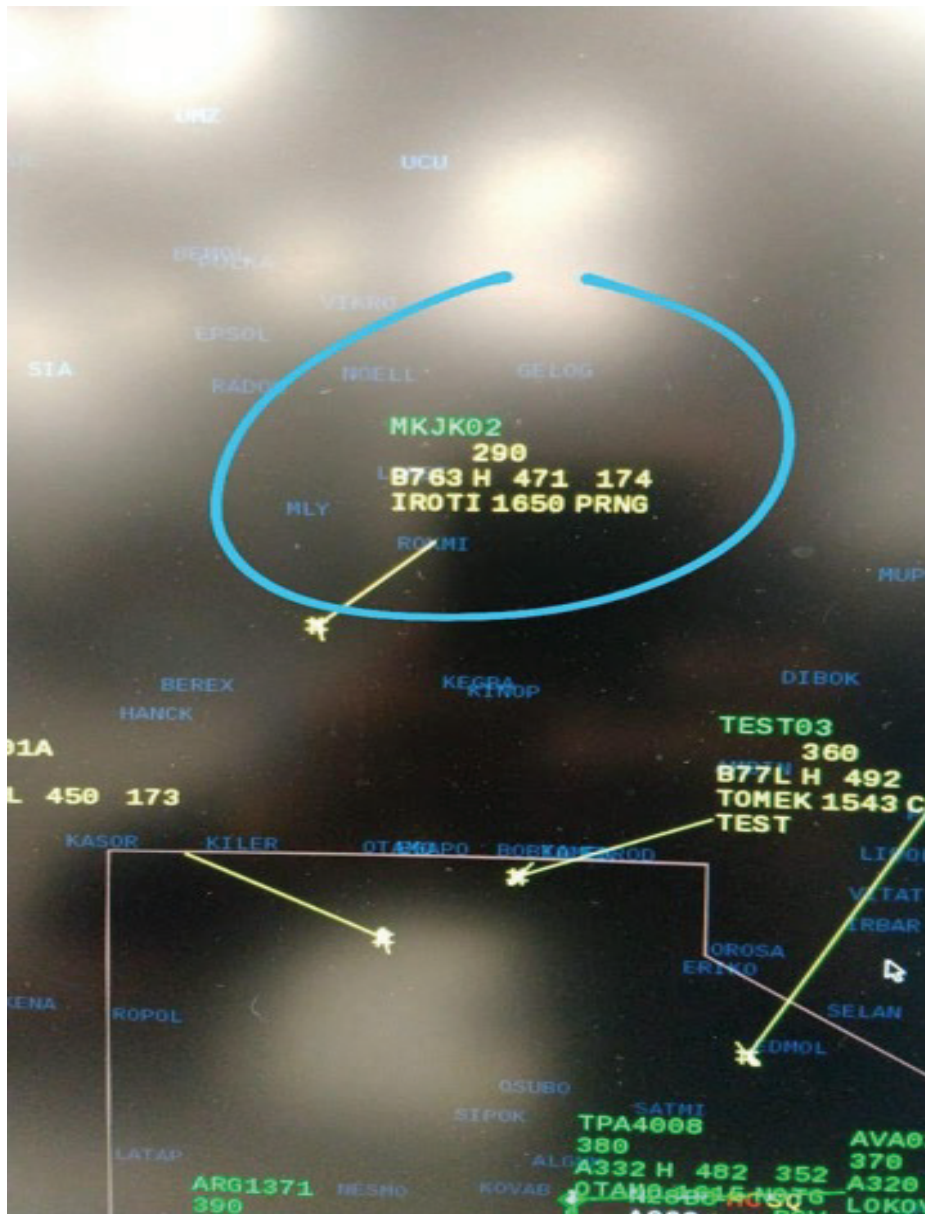
A combined team of Engineering and Operational team members persisted, during the height of the COVID-19 pandemic, to achieve positive results in efforts to ensure effective communication between the automation systems of Columbia and Jamaica.

This 1st phase result was an important achievement for states that share adjoining Flight Information Regions (FIRs). When AIDC is fully implemented, the advantages will include:

- reduced workload for Air-Traffic Controllers
- significant reduction or elimination of coordination errors
- reductions in large height deviation errors, and
- increased safety at the airspace boundaries

At the end of the period, there were two (2) other critical phases to be completed before the system may go live. These included the training and sensitization of Air Traffic Controllers and approval by the regulators. Plans were being established to complete the necessary activities, at the end of the reporting period.

Data collected from the Columbia testing is being evaluated and will be used to guide our progress with AIDC implementation, going forward. Testing was, however, paused, as the team evaluated any likely impact of the eventually received software update, on future AIDC configurations.



Screen shot aircraft at boundary prior to automatic handing off.

While the JCAA awaits a commencement date from the Cuban Civil Aviation Authority, Panama has expressed an interest in commencing testing with Jamaica. This will augur well for the JCAA, as it will allow for a demonstration and testing of the flexibility of our automation system. The JCAA foresees being able to communicate with Cuba using the NAM/ICD protocol and also Barranquilla and Panama, using the A-PAC protocol.

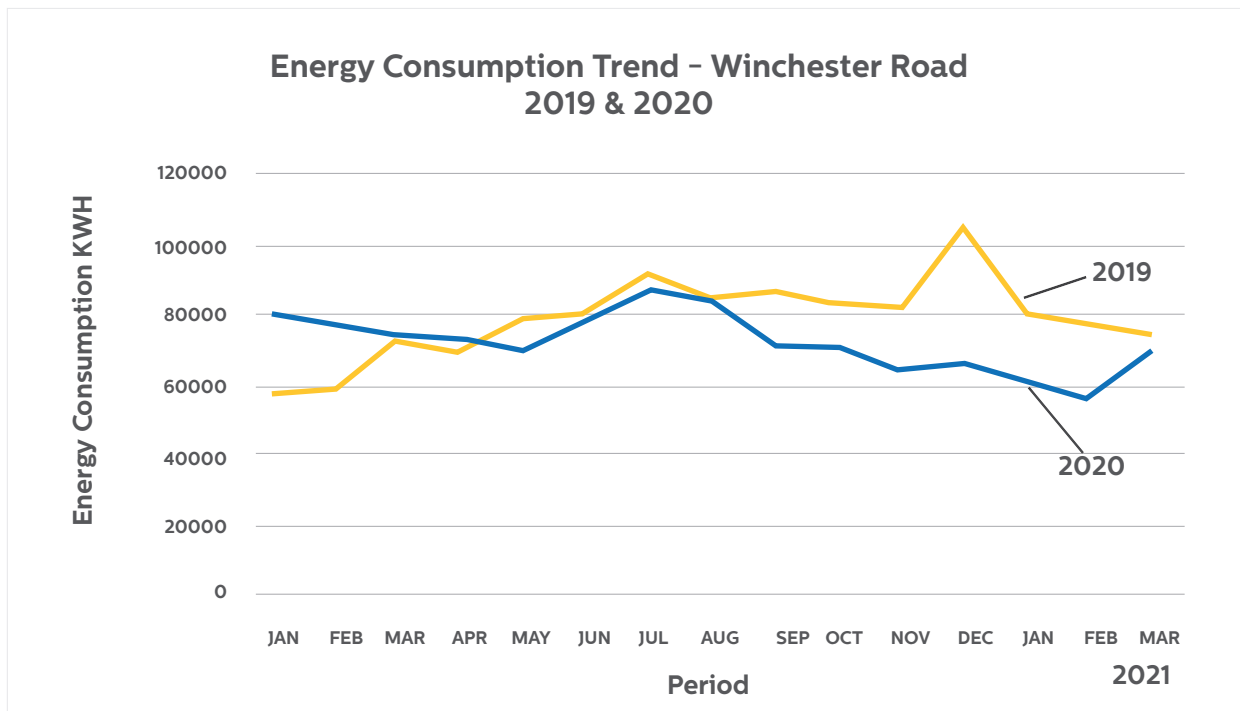




The GOJ Energy Efficiency Conservation Program (EECP)

As a pandemic containment measure, a remote/ flexible work initiative was implemented by the JCAA to reduce the risk of transmissions of the COVID-19 virus. This was implemented during the early phases of the pandemic and continued to the end of the year.

One visible benefit was the reduction trend in the authority’s energy consumption at its Winchester Road corporate office.



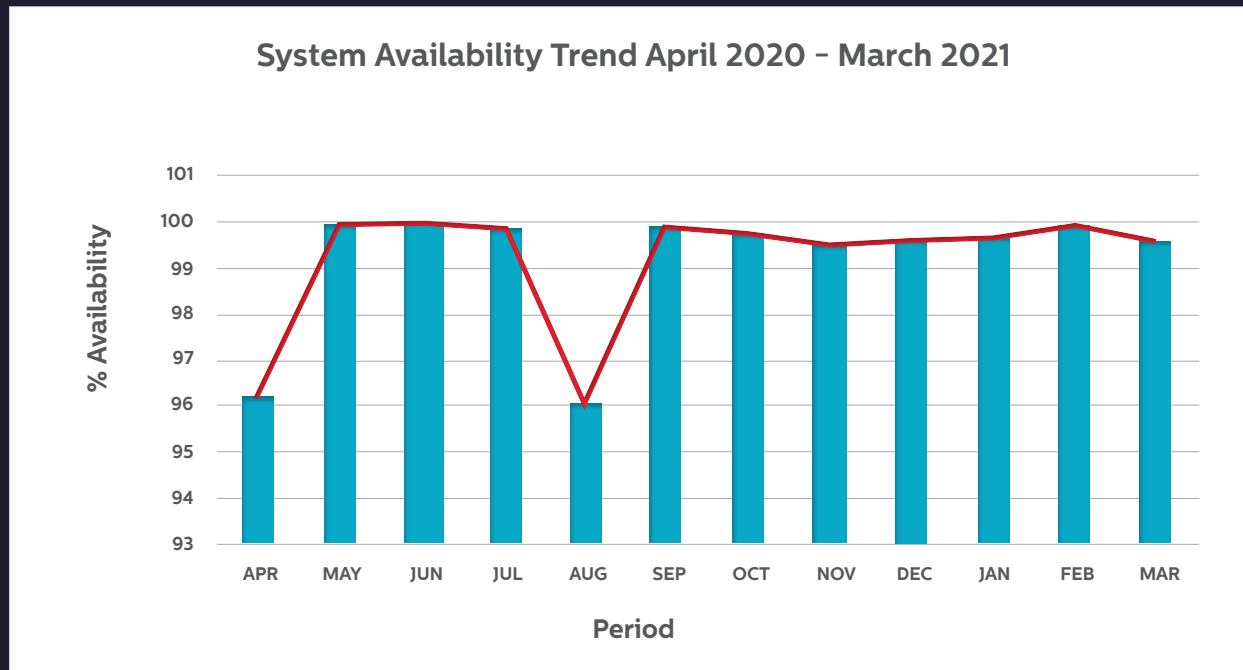
For the hot summer months, the consumption, though increasing, was still running below the 2019 consumption levels, as shown by the above graph. For the month of September 2020, when compared with the same period in 2019, an 18% reduction in energy consumption was observed. This trend continued for the remainder of the quarter and fell to a whopping 36.7% for the month of December 2020.

Equipment Maintenance

Equipment availability performance at the commencement of the Financial Year in April 2020 reached a low of 96%, owing to the catastrophic failure of the NMIA radar, extended failure of the Automated Weather Observing System (AWOS), and failure of the Sangster International Airport Doppler Very High Frequency Omnidirectional Range (DVOR) navigational aid.



Another significant fall off was also seen in August 2020, due to an extended failure of the Mount Denham radar, extended failure of AWOS System and extended failure of the SIA DVOR.





Service availability remained at significantly above and 99% and at 100% availability for the remaining ten (10) months of the year.

AERONAUTICAL INFORMATION MANAGEMENT (AIM)

OPERATIONAL PLAN - QUARTERLY OBJECTIVES /ACHIEVEMENTS

The information presented below is a synopsis of the objectives, deliverables, goals and timelines captured under the JCAA's Aeronautical Information Management's (AIM's) operational plan:

QUARTERS 1 - 4		
OBJECTIVES	ACHIEVEMENTS	VARIANCE/REMARKS
IMPLEMENT AERONAUTICAL INFORMATION MANAGEMENT (AIM) AND AERONAUTICAL MESSAGE HANDLING SYSTEM (AMHS) CONTINGENCY (START: APRIL 2019 END: MARCH 2024)		
Implement systems and processes that contribute to business continuity	Completed draft Local Contingency Plan to support continuous operations of the AIS Aerodrome Reporting Office (AD/ARO) in the event of natural disasters or infectious disease outbreaks	
Conduct research for gap identification and input into ANS BCM Plan.	Draft Disaster Preparedness & Emergency Management Manual completed and being edited for review.	
Start development of AIM AMHS Contingency Plan.		
ESTABLISH AIM QUALITY FRAMEWORK (APRIL 2019 END: MARCH 2023)		
Develop and implement an AIM internal quality management system	Q1: 2 nd Draft of Unit Specific Manual for AIS Aerodrome Reporting Office (AD/ARO) Flight Planning And Briefing. Q2: 1 st Draft of Unit Specific Manual and Quality Manuals for Publications. Q3: 1 st Draft of Unit Specific Manual for NOTAM 85% completed. Q4: 3 rd Draft of Unit Specific Manual for Charting. All developed and submitted for review.	
OBSTACLE EVALUATION		
Maintain service standards in the delivery of AIM services - Ensure safety in the provision of air navigation services through determination of objects that may affect the airspace	Target: 100% of feedback provided within 4 weeks of receipt of request. Target was achieved in Q2-Q4, with 100% of feedback provided within 3 weeks of receipt of request in Q4 Target was partially achieved in Q1 (90/50%), achieved	Drafting of Letters of Agreement (LOAs) underway to enhance the feedback and service delivery processes. Signed LOAs will ensure that processes and time frames become standard.
	100% of feedback provided within 3 weeks of receipt of request. Q1: 90% achieved Q2 - Q4: 100% achieved	





OBJECTIVES	ACHIEVEMENTS	VARIANCE/REMARKS
AERONAUTICAL DATA EXCHANGE (FLIGHT PLANS AND NOTAMS)		
<p>Manage the timely dissemination of aeronautical information - Ensure safety in the provision of air navigation services through determination of objects that may affect the airspace</p>	<p>Achieved. 100% of Flight plans verified, validated and disseminated within 10 minutes of receipt</p>	<p>However, dissemination was impacted by the consistent errors by handlers on the FPLs, resulting in staff being hard-pressed to complete flight planning services within 10 minutes.</p>
	<p>Achieved. Pilots/flight dispatchers constantly monitored to ensure compliance with ICAO 1-hour minimum standard to provide flight plans before Estimated Time of Departure (ETD)</p>	<p>To provide tracking support, a Flight Plan (FPL) Error Form is being developed to record the frequency of variances from the standards.</p>
	<p>Q1-Q4: Achieved - 100% of NOTAMs disseminated within 30 minutes of receipt of information</p>	
	<p>Partially Achieved. Flight Plans/ NOTAM - Draft LOAs between AD/ARO & AIM NOF and data providers being drafted for collaborative review</p>	
AERONAUTICAL CHARTS PRODUCTION		
<p>Manage the timely dissemination of aeronautical information – Promulgate new Aeronautical Information Publication (AIP)</p>	<p>100% Achieved for Q1 – Q4. Reproduced 20% of current Aeronautical Charts</p>	<p>ICAO Doc 8697 (Aeronautical Chart Manual) states that there are 16 types of charts to produce. Of these charts, the production/ availability of six types of charts is mandatory, six non-mandatory, and four types are “conditional”.</p> <p>The OEPD Department currently produces four of these charts (25%) internally.</p> <ul style="list-style-type: none"> - Instrument Approach Chart - Enroute Chart (Kingston FIR Chart) - Standard Instrument Approach Chart (STAR) - Standard Instrument Departure Chart (SID)





OBJECTIVES	ACHIEVEMENTS	VARIANCE/REMARKS
AERONAUTICAL INFORMATION		
Manage the timely dissemination of aeronautical information – Promulgate new Aeronautical Information Publication (AIP)	<p>Q1-Q2: Achieved. Reviewed and updated current AIP.</p> <p>Q3-Q4: New electronic AIPO (effective June 2018) was produced and inserted into AIM System. AIPO requires update to current year.</p>	<p>Q1: AIRAC AMDT 01/20 disseminated April 23 NAVAID-related information. Updated Instrument Flight Procedures and routing structure within the KFIR.</p> <p>AIRAC AMDT 01/21 disseminated March 25 containing modifications to KFIR routing structure.</p>
MAINTAN AERONAUTICAL INFORMATION DATABASE		
Manage the storage, retrieval and dissemination of credible aeronautical information – Ensure the currency of information housed in Aeronautical Information Database	Not achieved. Necessary information provided for the establishment of four (4) LOAs with data originators	Further intra-department coordination required.
	Reviewed, verified and updated 20% of information in current AIXM database	Achieved
	Conducted comparative analyses of AIXM database with current database, as well as internal and external sources for verification	Comparison completed and differences documented.
	Assess information generated from AIM system validation tools and field surveys for verification.	Q1-Q2: Pending successful Final Site Acceptance Test (FSAT)
	Q1-Q2: Not achieved Q3-Q3: Achieved	Q3-Q4: Achieved.
	Generated one (1) verification report	
	Q1: Target Exceeded Q2-Q4: Achieved	
CORPORATE PLANNING AND BUDGETING		
Provide valid, timely and credible information to inform planning and budgeting processes	<p>Q1: Achieved. Participated in 100% of fora regarding target setting and budgeting.</p> <p>Q2-Q4: Achieved. Prepared and submitted Departmental Plan and Budget within timelines and guidelines stipulated by Exec. Mgmt.</p>	
Organisational PERFORMANCE MANAGEMENT		
Prepare and submit reports in accordance with specified guidelines and timelines specified	Q1-Q4: Achieved. Submitted Quarterly Report within one (1) week following the end of the Quarter	
EMPLOYEE PERFORMANCE MANAGEMENT		
Contribute to an effective system of employee performance management	Q4: Not achieved. Submit 100% of Performance Evaluations by April 30.	






OBJECTIVES	ACHIEVEMENTS	VARIANCE/REMARKS
RISK MANAGEMENT		
Conduct period and continuous risk assessment	Q1-Q4: Achieved. Submitted quarterly updates on Operational/ Departmental Risk Register to RPRa Department Not achieved. Submit monthly updates on Corporate Risk Register to RPRa Department	Further coordination with RPRa required
BUSINESS CONTINUITY MANAGEMENT		
Contribute to the development of the Authority's business continuity management programme	Developed departmental BCM Plan for integration into enterprise-wide plan. Q1: Completed	Q2-Q4: Refer to DDGANS
	Conduct testing and exercising as required	Refer to DDGANS
ENTERPRISE RECORDS MANAGEMENT & DOCUMENT MANAGEMENT WITH DIGITAL REPOSITORY		
Support the implementation of a systematic approach to the management of records	Prepare records inventory with timeframe set by Executive Management	Refer to DDGCS

The JCAA's Aeronautical Information Management (AIM) Department was impacted by unprecedented challenges occasioned by the coronavirus (COVID-19) pandemic, as well as associated changes in Jamaica and the global aviation environment. Amidst the encountered uncertainty and challenges, the Department remained optimistic and emerged stronger, as it delivered commendable outcomes in advancing the JCAA's transformation to an Aeronautical Information Management (AIM) platform, in accordance with national and international standards.

Notable accomplishments included the filling of vacant posts and other staff-related changes, as well as staff training and development, inclusive of equipment competency exercises. The latter paved the way for the upcoming switch-over to the CRONOS system, which is the primary platform and tool to be utilised in NOTAM and Flight Planning processing and dynamic aeronautical data management.





In addition, manuals and other required documents for AIM Certification, of which the quality management system is a key component, were being drafted over the period. The prospects remained bright for enhanced AIM performance by the JCAA, as planning advanced to secure participation in the Intrusion Detection System (IDS) training in other disciplines and software suites.

Throughout the year, our highest priority remained the health, safety and well-being of team members. Accordingly, the Department complied with all government protocols imposed to curtail COVID-19 transmission, such as social distancing, mask-wearing, the work-from-home order, and hand sanitizing – all of which remained in place at the end of the reporting period.

Total NOTAM dissemination increased by 4%, but there was a 77% decrease in the number of flight plans filed, when compared with last year. The Obstacle Evaluation and Procedures (OEPD) Department was actively involved in several projects involving the production of charts and procedures. These included charts and procedures predicated on the Sangster International Airport's (SIA) and Norman Manley International Airport's (NMIA) Doppler Very High Frequency (VHF) Omnidirectional Range (DVOR) with Distance Measuring Equipment (DVOR/DME). The work also incorporated new, amended and realigned routes, which were incorporated in relevant Integrated Aeronautical Information Packages (IAIP) elements.

Supporting Responsible Planning & Development

The unit was also engaged, as stakeholders, within the government's Development Application Review Process (DARP), and the InterPlan project for the expansion of the NMIA airport zoning/height limitations. A new Aeronautical Information Exchange Model(AIXM)-compliant software was integrated into the operations of the unit to provide greater operational efficiency and accuracy in the provision of Obstacle Evaluation and flight procedure design services.

The Integrated Aeronautical Information Package (IAIP) Subscriber List was expanded to integrate new applicants. Several IAIP documents were disseminated, most of which were Aeronautical Information Circulars (AICs), based on directives from the Jamaican Government, regarding revised COVID-19 protocols and travel restrictions.



AIM PROJECT

Tremendous progress was achieved under the Aeronautical Information Management (AIM) project, as most key deliverables were achieved despite initial delays due to COVID-19.

All activities relating to the dynamic, CRONOS aeronautical data management system were successfully executed, such as the Final Site Acceptance Test (FSAT) and the Refresher and Equipment Competency Verification/Validation training. The latter activities were conducted virtually, owing to COVID-19 related restrictions. Based on the progress made, team members eagerly awaited full utilisation of the new CRONOS automated system and digitised products. These will increase the quality, safety, accuracy, regularity, efficiency, and economy of aeronautical data and information services. The Aeronautical Message Handling System (AMHS) will be retained as a contingency tool.

Future plans include the implementation of the following elements, for which training strategies are actively being discussed and finalised with services provider IDS, the JCAA's Human Resource Department and the Air Navigation Services Training Unit:

- a) Electronic Terrain and Obstacle Data (E-TOD): Obstacle Evaluation Assessment
- b) Integrated Cartographic Environment (ICE): Charting
- c) Integrated Aeronautical Information Package (IAIP) Publication via We-Pub (A Web-based solution for the production of aeronautical publications)
- d) PLanning eXtensions (PLX) Training: To provide a web-based solution to support digital processing of aeronautical data from origination, to storage, to distribution
- e) Flight Procedure Design and Management (FPDAM): Procedure Design

Additionally, the migration of the AIP Jamaica platform into the Aeronautical Information Management (AIM) system, and the population of the database with flight procedures and aeronautical charts, were successfully executed over the period.

AIM UNIT UPDATES

i) DATABASE APPLICATIONS

Following the establishment of a centralized Aeronautical Information Exchange Model (AIXM) 5.1 in the database system, extensive work was undertaken to verify and load data. In addition, obstacle data for all international airports within the Kingston Flight Information Region were stored and digitised in our newly acquired AIXM-compliant Electronic Terrain and Obstacle Data (eTOD) application. This facilitated a higher quality and greater accuracy of geometric distribution/position information relating to discrete points, horizontal and vertical datum, as well as specific units of measurement.





The Unit also assigned log-in credentials and accounts to all AIM users requiring access to the CRONOS tool.

ii) FLIGHT PROCEDURES

PFA3 - New RNAV5 Routes

New Area Navigation (RNAV) routes under the regional Proposals For Amendment 3 were postponed to May 20, 2021, owing to the impact of the COVID-19 virus. The new RNAV route implementation is in keeping with the objective of restructuring the airspace to accommodate mainly RNAV- based operations.

Flight Check Mission

Additionally, the Flight Check Mission for a key navigational aid for the Norman Manley International Airport (NMIA), i.e. the Doppler Very High Frequency (VHF) Omnidirectional Range (DVOR) with Distance Measuring Equipment (DVOR/DME) was deferred to the first quarter of 2021-2022 fiscal period, due to unforeseen circumstances. This was communicated to all stakeholders and the new date confirmed for March/April 2021. This activity will see the newly installed DVOR/DME for the NMIA being reactivated and available for use.

RNAV procedures for the Ian Fleming International Airport

The development of Area Navigation procedures (RNAV RWY 09_ Ian Fleming MKBS/ IFIA IAP) for the Ian Fleming International Airport's Instrument Approach Procedures (IAPs) remained in progress, over the period. The procedure was slated to undergo flight validation on the next available flight check mission. The procedure saw a number of iterations, following stakeholder consultation and reviews.

iii) OBSTACLE EVALUATION (OE)

Several Obstacle Evaluation exercises were undertaken throughout the year, based on applications submitted by stakeholders. Some included applications relating to the erection of cranes and lighting fixtures close to prohibited areas.

The Obstacle Evaluation Unit continued to be engaged in the Government of Jamaica's Development Application Review Process (DARP), since August 2020. In collaboration with other engaged partners, including Price Waterhouse Coopers Tax and Advisory Services (PWC), the Unit continued to assist with reviews and the provision of information related to its obstacle evaluation activities.



In addition, the OE team provided valuable comments and feedback regarding the InterPlan project for implementing airport zoning and height limitations for the Norman Manley International Airport. The project remained on-going, and Unit will continue to provide guidance until the report is finalised.

iv) CHARTING

Following the acquisition of a new cutting-edge, state-of-the-art plotter printer, the Charting unit is now able to print and produce Aeronautical Information Management (AIM) operational maps and charts, internally. In addition, all charts associated with new and revised procedures were produced and included in published Aeronautical Information Regulation and Control (AIRAC) Aeronautical Information Publication (AIP) Amendments.

v) NOTAMS DISSEMINATED & OPERATIONAL MATTERS

586 Notices to Airmen (NOTAM) were disseminated over the 2020-21 year. Of that number, 521 were classified as A-Series, that is, relating to hazards and conditions within the Aerodrome movement area, while 65 were C-Series, containing hazard information related to the Airspace. The Unit continued to experience improved levels of accuracy and response times in the dissemination of NOTAMs – an accomplishment that was partially attributable to the new automated system.

These accomplishments were achieved in the context of a 33% reduction in staffing, from promotions and reassignments, and the department's undertaking adjustments to the rostering schedules. Recruitment of additional staff remained imminent and was being discussed with the Human Resource Department, during the year.

vi) AD ARO – FLIGHT PLANS HANDLED AND OPERATIONAL MATTERS

The JCAA handled a total of 492 Flight plans, representing a 77% decline over the last year. This reduction was, no doubt, impacted by the COVID-19 restrictions.

Additional measures and procedural documentation were also introduced to ensure increased efficiency, and the accuracy and completeness of the information submitted by operators, in conformance with safety standards for aircraft and passengers. Other measures were also being developed to guide the handling of flight plans by Air Traffic Controllers, particularly when the Aeronautical Message Handling System (AMHS) is unserviceable. Training of AIM personnel on the Topsky automation system to fill critical gaps in the Aeronautical Message Handling System (AMHS) Topsky connectivity framework, did not materialize.

vii) PUBLICATIONS

Over the year, the Publications Unit advanced efforts to streamline its systems and processes, with the addition of new Change Request and Review/Feedback forms. The subscription and distribution list was also updated, and new subscribers added.

Aeronautical Information Publication (AIP) Amendments, including AIRAC, were also published to treat with changes in airspace structure; new, amended and realigned routes; and navigational aids, such as the SIA and MLY DVOR/DME.

Throughout the year, there was a noticeable increase in published Aeronautical Information Circulars (AICs), mostly geared towards advising stakeholders of national policies and procedures applicable to COVID-19, as well as flight entry restrictions for some South American States and the United Kingdom.

viii) PERFORMANCE-BASED NAVIGATION

PBN remained a key element of regional aviation development plans. Accordingly, there was ongoing collaboration with stakeholders concerning matters relative to the Global Air Navigation Plan, of which PBN is a component. As part of this on-going project and agreement at the Optimization of the Caribbean (CAR) Region Airspace Meeting in October 2020, six (6) Area Navigation (RNAV) routes were slated to be implemented in the Kingston Flight Information Region (KFIR). This was as a result of either a new route being established or the realignment of conventional routes. Two conventional routes were also slated to be removed and these changes were scheduled to become effective in May 2021.

ix) CDO AND CCO OPERATIONAL CONCEPT

Work commenced regarding planning for the new Continuous Descent and Continuous Climb Operations (CDO/CCO) for Norman Manley International Airport. The next step will involve the creation of crossing windows, followed by stakeholder review and consultations.

DEVELOPMENT OF ANS MASTER PLAN & BUSINESS CONTINUITY PLAN

The draft ANS Master Plan for AIM, which was completed, is being reviewed at the executive management level.

A Business Continuity Plan is also being reviewed. As an important continuity initiative, an operational Letter of Agreement for the continued provision of NOTAM services is in place (with whom???) and will be activated on a contingency basis, as the need arises.



A draft Aeronautical Information Management (AIM) Contingency Plan, specific to a pandemic, was also prepared to include:

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

The COVID-19 Action Plan remained in effect to mitigate spread of the virus and maintain business continuity, through the establishment of measures, such as social/physical distancing, remote work arrangements, hand sanitizing and the wearing of masks.

OPERATIONAL SCHEDULES FOR NOTAM AND AD/ARO OFFICES

A 16-hour operational schedule (1200UTC – 0400UTC) remained in effect for the Notices to Airmen (NOTAM) and Aerodrome/Air Traffic Services Reporting Office (AD/ARO) offices. An extension of service to 24 hours was not initiated, due to various organisational challenges.

AIM GUIDANCE MATERIALS & DOCUMENTS FOR ANS CERTIFICATION

The development and review of Draft Unit Manuals for ANS certification, based on standard operating procedures, continued. The following table provides an update on the processes. All documents underwent or are scheduled to undergo thorough examination to ensure compliance with the Jamaica Civil Aviation Regulations (JCARs) and ICAO's Standards and Recommended Practices (SARPs)





Document	Status	Remarks
Contingency Procedures – Failure of Aeronautical Message Handling System (AMHS)	Draft	Under review
Unit Specific Manual – AD/ARO Unit	Completed	Under review
Unit Specific Manual – AIM NOF	2 nd Draft completed	Under review
Unit Specific Manual – AIM Publications Unit	2 nd Draft completed	Under review
Unit Specific Manual – AIM OEPD	2 nd Drafts for Procedure Design, Database Management & Obstacle Evaluation completed. 3 rd Draft for Charting completed	<ul style="list-style-type: none"> • Draft 3 in progress • Design in progress • Charting under review • Both Database Management and Obstacle valuation under review
Disaster Preparedness and Emergency Manual (earthquake, bomb threat, fire and hurricane)	Draft being amended to include received feedback	Awaiting feedback from Airport operators (NMIA & SIA)
Manual of Operations	Work-in- progress	International Notam Office Publications
Quality Manual	Work-in-progress. NOF – 2 nd Draft being reviewed; ARO – 1 st Draft in progress; PUBS – 1 st Draft completed; OEPD – in progress.	PUBS draft awaiting review and feedback.
Safety Manual	Work-in- progress	Research being conducted to support drafting
Letters of Agreement (LOAs) between AIM and all stakeholders	Work-in- progress (total of 4 have been drafted – GCM NOF/ PUB), ANS, MET)	Draft documents (GCM and ANS) being edited based on feedback
Letters of Agreement between AD/ARO and AIS stakeholders/operators	Draft SLA Completed	Draft LOAs for IAM Jet Center and Inter-caribbean Airways prepared for signature after sensitization.
Letter of Agreement between AIM and CNS	Draft LOA received from Director-CNS	Draft document being reviewed.

TRAINING

Training activities were reduced during the year, as a result of the COVID-19 pandemic. Most courses were suspended until the 2nd Quarter, with team members participating virtually in specialized AIM and general courses to broaden knowledge and expertise. A synopsis of all the activities is outlined below:





Specialized Areas of Training	No. of Participants
PANS-AIM Webinar	2
Microsoft Word 2016(Level 2)	1
Culture Change Programme (Middle Management) – Conducted by HR	2
GoToMeeting – AIDC TF/FPL Monitoring Group	1
OSHA Hazard Identification Evaluation & Control	10
EMS Life Safety Training (PACKAL)	4
Leadership Development Programme Webinar	1
Human Factors in Aviation (IATA)	3
Fatigue Risk Management (IATA)	4
Aviation Security Awareness	5
HRMAJ Workshop: Providing Effective Performance Management for Remote Work-Training Sessions	3
AIXM 5.1 Datasets Deep Dive -Webinar	7
Obstacle Assessment Course- Airsight GmbH	10
First Aid Course - NMIA	4

In addition, in-person CRONOS AIM Equipment Competency Verification and Validation assessments were conducted for the Aeronautical Information Management (AIM) Director, Managers and team members, pertaining to NOTAM and Flight Plan operations. These assessments were conducted to ensure proficiency in the use of the new digitized AIM system, prior to full transition.

AIM staff also participated in the MyHR+ Sensitization Sessions to facilitate familiarization with the JCAA’s new HR system.



AIM STAFFING

Staff complement remained at 23 persons, as outlined below:-

01 Director

01 Senior AIM Specialist

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

07 Specialists

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

01 Administrative

Eleven (11) persons, who were on contractual arrangements, were all appointed to the respective posts in September 2020. There were further staff changes from reassignments, promotions, and retirement.

TEAM MEETINGS

Virtual team meetings were held frequently throughout the year with respect to obstacle evaluations and limitation surfaces, operational matters, environmental and zoning issues, risk assessments, flight procedures/route status, and the IDS AIM Cronos system. In addition, the managers met to discuss strategic goals, training and development, ANS certification requirements/documentation, as well as updated contingency activities for NOTAM and flight planning, based on the possible effects of COVID-19 on AIM services.

MISCELLANEOUS MATTERS

a) Risk Assessment Report

A Risk Assessment register is being maintained and updated monthly. All reports of risk and/or hazards were incorporated and submitted to the Risk Assessment Manager for action.

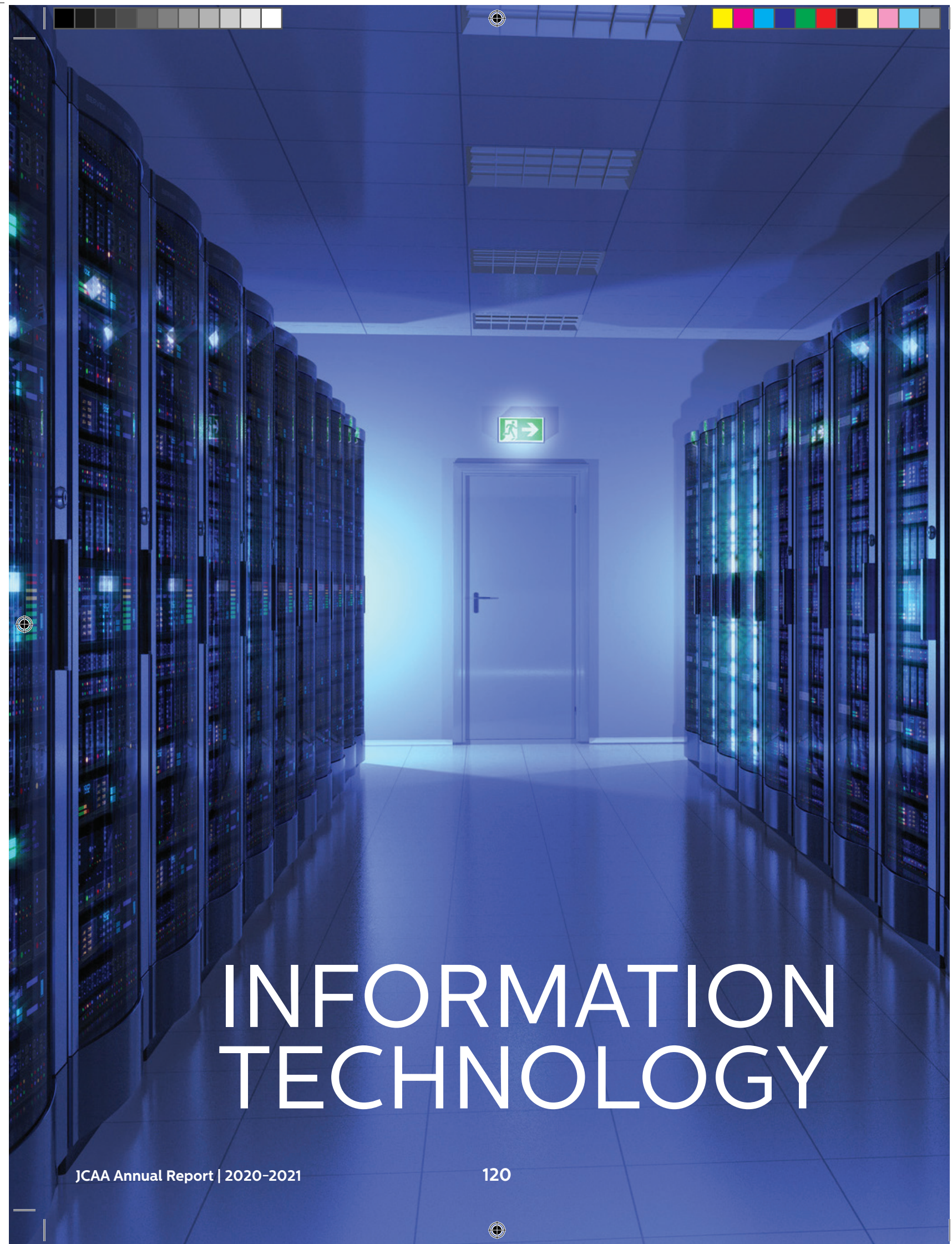
b) Staff Commendation

In light of the several challenges encountered throughout the year, commendations are in order for the AIM team. The tremendous teamwork, collaboration, cooperation and support between the JCAA, our subsidiary AEROTEL, and external partners, the JCAA was able to pursue and advance with the implementation of digital Aeronautical Information Management (AIM), an era guided by enhanced safety, quality and interoperability.



CORPORATE SERVICES DIVISION





INFORMATION TECHNOLOGY

Building and Enhancing Organisational Capacity and Agility

The JCAA's Information Technology (IT) Department continued the trend of building and delivering new technology-based services for the Authority, despite the disruptive effects of the COVID-19 pandemic. As a significant achievement, the Authority was able to transition to a remote work modality with relative ease, with support from the IT Department.

By the end of September 2020, sixty (60) laptops were prepared and delivered to employees throughout the Authority to support the Work-from-Home programme. The process was expedited, as the IT department reaped the benefits of the ongoing digital transformation programme, as captured in the Roadmap below.

Over the period, the IT team of six (6) persons continued to be highly motivated and focused on meeting the needs of the Authority and that of its stakeholders.

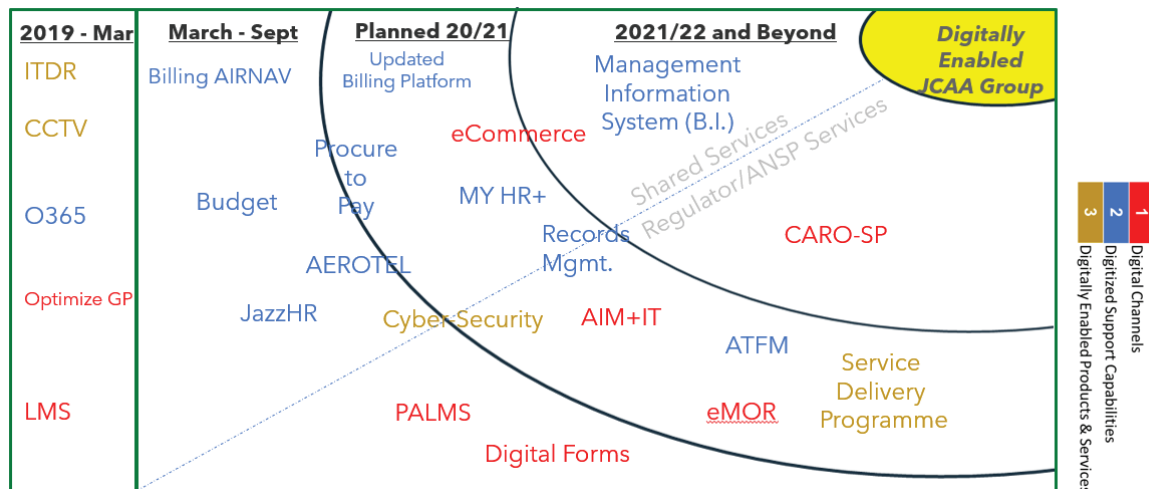


Figure 1 Digital Transformation Roadmap 2020/21

The successful completion of projects from the 2019–20 year formed the basis for the targets which were set and achieved during the 2020–21 year. One important delivery, for which the IT department provided critical support, was the launch of the Permits and Licences Management Systems (PALMS) application for the Regulatory Affairs Division. PALMS has transformed the service environment for the JCAA's varying stakeholders, as the Authority

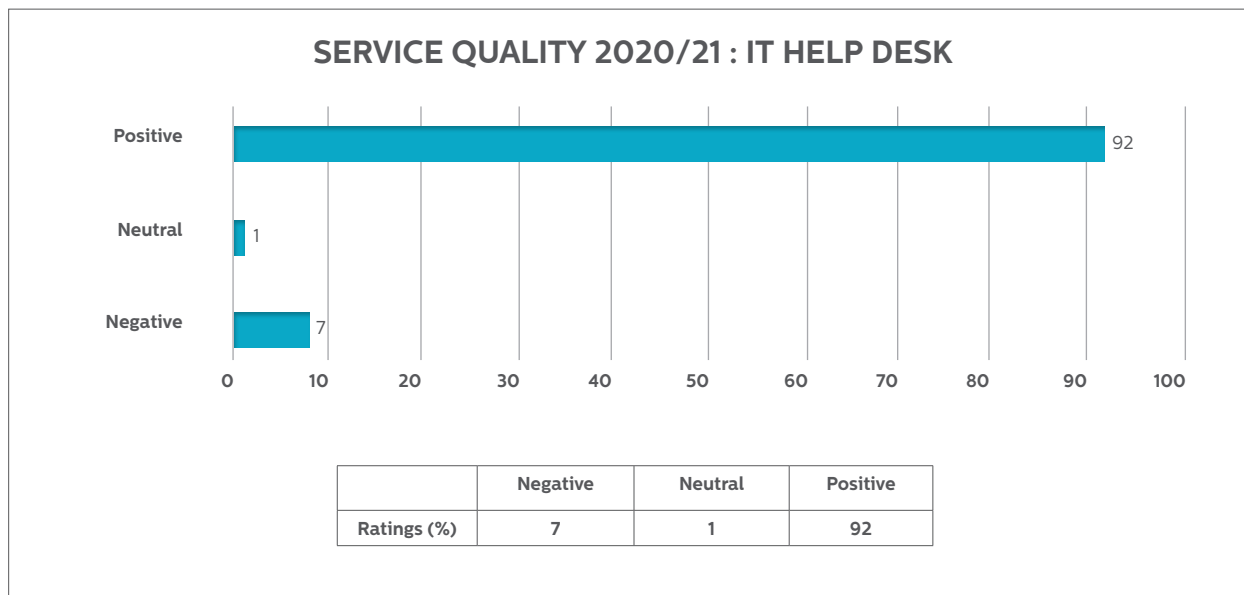
capitalised on ways to infuse more robust digital technologies and tools into our operations. Additionally, as we supported the operations of the JCAA’s subsidiary, the Department also added AEROTEL’s Finance Department to our internal IT infrastructure, to allow for more efficient use of the finance services hosted by the JCAA.

IT Help Desk Service

The cornerstone of every successful IT operation is its Help Desk service. When compared to the prior year, there was a decrease of 13% in the number of support requests received, and 10% in resolved requests. However, customer satisfaction ratings were positive and remained consistent at 92% for the entire year. Additionally, the Authority’s users remained engaged, with 18% of all submitted tickets, receiving a customer feedback rating. The support requests included tickets from the Finance Department of our subsidiary, AEROTEL.

Figure 2 Annual Customer Satisfaction Score - IT Help Desk

Fig. 5 as Figure 3 below.



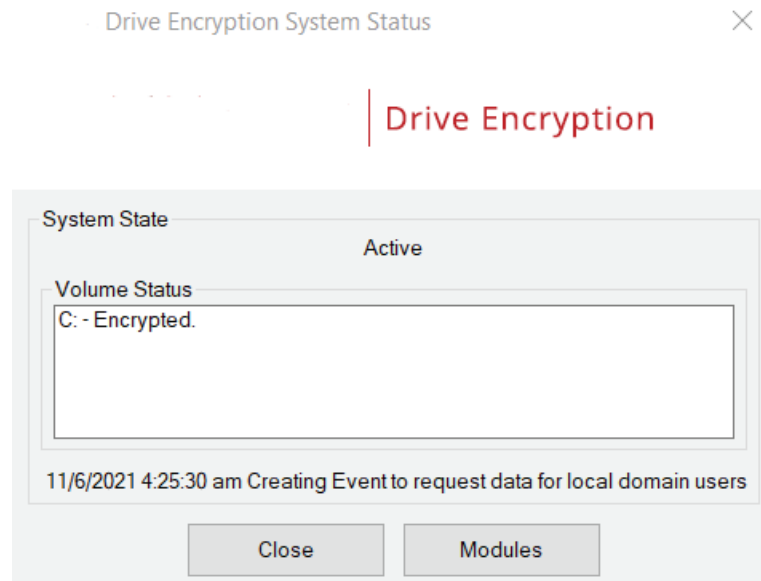
Infrastructure Enhancements

During the year, a new disaster recovery site was built and tested, using Virtual Server Replication technology. This achievement provided more options to the Authority for the recovery of IT Systems and data, from primary and/or secondary locations. A successful disaster recovery test was performed, allowing users to access systems and verify data integrity from the secondary location.

The Authority's Corporate Security unit also benefited from three major achievements, during the year. A central management server was acquired and implemented along with new monitoring services in Montego Bay. These services enabled the buildout of the Authority's first central Security Operations Centre (SOC). The latter has enabled the effective monitoring of the head office and remote sites from a central location. The Montego Bay and Ayr Hill locations were added to the system.

Other notable successes were achieved, as the IT department worked in collaboration with the corporate risk unit to retire or replace several legacy systems. These included the Authority's Microsoft Great Plains, TransAir Billing and the Sage HR system. The implementation of managed hard drive encryption was also successful and has boosted the cybersecurity defences of the Authority.

Figure 4 PC's & Laptops with Encrypted Hard Drives



Applications Unit

Several noteworthy achievements were recorded by the JCAA's Applications team. These included:

the building of the Permits and Licences Management System (PALMS) to automate the Air Services Licences and Permits application process, that is managed by the Economic Regulations Department. Development began in April, followed by testing and a soft launch in December. Full system availability was achieved in March 2021.

acquisition, implementation and training for the new Job Application Tracking system (JazzHR), which has completely digitised the JCAA's recruitment process. This includes online candidate screening, scheduling of online interviews with Microsoft Teams, and automatically compiling interviewer scores. More than 1,000 candidates were screened for just under 20 jobs, between the implementation of the new service and the end of the year.

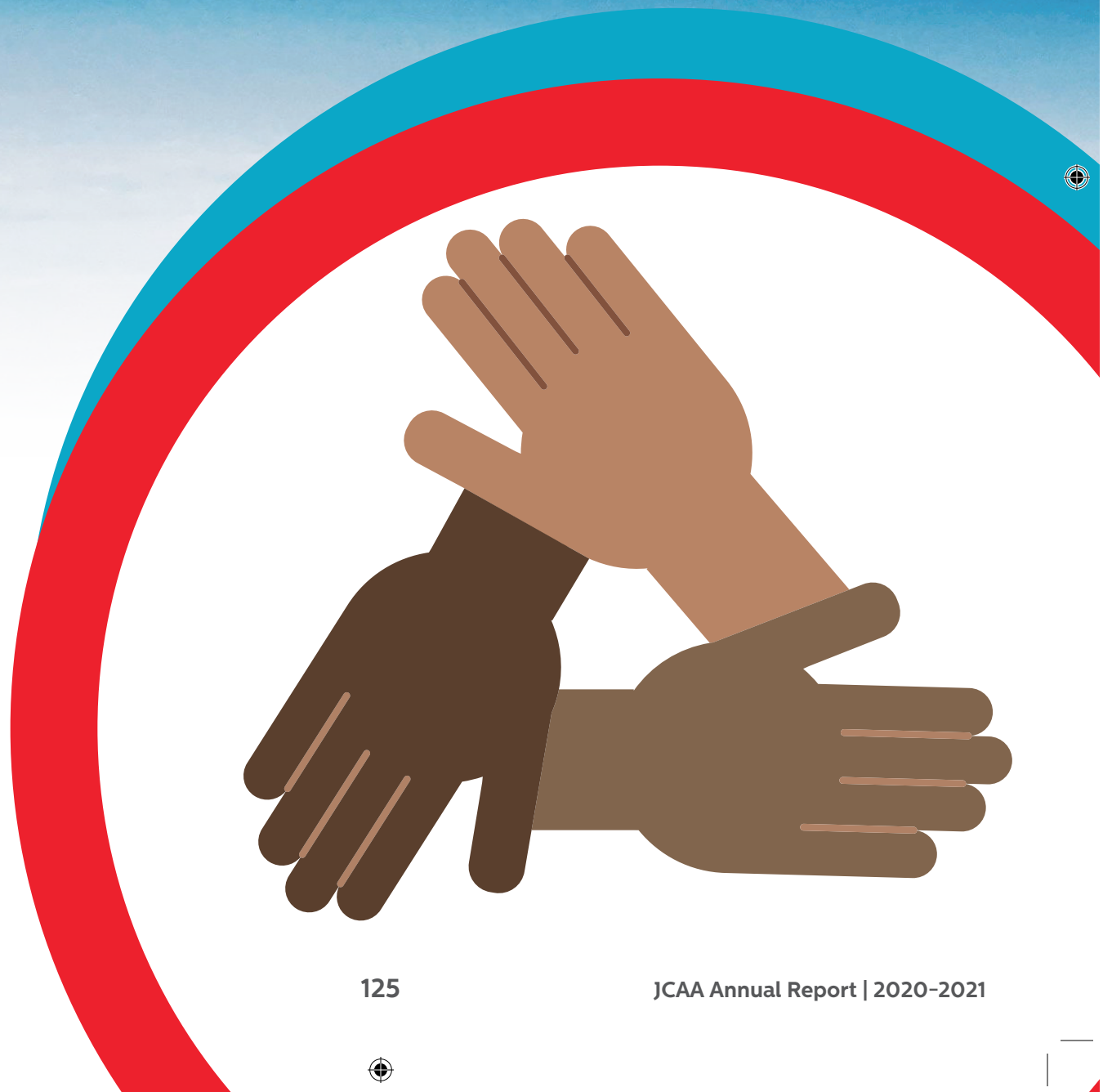
Establishment of a Digital Forms & Document Management system, which has enabled over 1000 documents to be captured, indexed, and stored in the Authority's cloud-based document management system. This system has also been used to provide electronic workflows for the Human Resource & Finance Departments, along with the Corporate Security unit.

enhancing the utility of the Learning Management System, as an efficiency-enhancing technology. Over 4,000 curated questions were loaded into the system to facilitate the administration of Personnel Licensing (PEL) exams by the Flight Safety department. Seven exams were hosted by the PEL unit, using the platform.



Figure 5 Permits & Licensing Management System (PALMS)

HUMAN CAPITAL MANAGEMENT





Executive Summary

For several years, the Human Resources department of the JCAA has pursued a strategic human resources management approach of aligning its objectives and activities with the corporate strategy. This has continued to solidify the department’s role as a critical enabler of organisational performance, success and growth.

For the period under review, the department also adopted an organisational transformation strategy. This was deemed apt, considering the increasingly complex industry demands and requirements, in the context of the emergence and challenges of a global pandemic, and the organisation approaching its quadrenscentennial, with plans afoot to celebrate its 25th anniversary in May 2021.

The efforts at organisational transformation were notable and involved several initiatives, geared at transitioning the organisation’s culture. Some of these included:

instituting and conducting annual employee perception studies to determine employees’ views, as a guide for decision-making

digitalising our HR processes for enhanced quality in the delivery of services

introducing the 360 degrees leadership assessment and development programme for managers

reinforcing best practices related to the performance management system

strengthening the JCAA’s employee selection procedures with best-in-class methods

effecting COVID-19 protocols to protect employees and support business continuity

In demonstrating the value that the department provided to the attainment of corporate strategy, this annual HR Report takes an action-oriented presentation format. The Report also adopts the Resource- Based View of the firm, which emphasises the importance of developing the human capital, as a lever for optimal organisational performance.

Combating the COVID-19 Pandemic

In a bid to protect employees’ health and ensure the efficacy and resilience of Jamaica’s airspace operations, notwithstanding the significant reduction in air traffic, several tactics were pursued collaboratively with our internal stakeholders. These were effected through the:





establishment of a **Pandemic Management Team** to support the overall management of COVID-19 initiatives and future situations

creation of a comprehensive **COVID-19 Information Guide and Protocol Summary for employees**

daily communication of COVID-19 incidents or developments to employees through a performance dashboard

engagement of a private medical entity (**Essential Medical Services**) to support employee health

establishment of a mandatory **Telecommuting Policy** to reduce the number of employees at the work site

implementation of an **Employee Pulse Survey** on vaccine willingness, which generated feedback on employees' willingness to take the COVID-19 vaccine when it became available

development of a policy on **Infectious Disease Prevention and Control** to provide guidance on the management of infectious disease outbreaks. The policy also highlighted the principles of infection prevention, and control, in keeping with best practices.

Private Medical Entity

Essential Medical Services was contracted to conduct daily and mandatory screening of arriving employees and visitors at our Headquarters and airport work locations. This involved temperature screening and other medical assessments. Additionally, employees who fell ill or contracted the virus, during the period, were managed by the entity, which provided contact-tracing, quarantine management and return-to-work certification services.

The entity also conducted seven (7) employee sensitisation and awareness sessions to provide team members with the required competencies to combat COVID-19, while mitigating the various risks.

Mandatory Telecommuting

In a bid to reduce the spread of the virus within the workplace and to protect its employees, the Authority instituted a mandatory telecommuting or work from home policy. This meant that all employees whose job allowed them to work offsite were required to do so, based on department rosters. This involved the provision of work objectives, reporting on them, and hosting work meetings online through Microsoft Teams.

As the Authority continued to support the Government's Covid-19 containment initiatives, while creating a more agile organisation, the Authority also drafted the 'Alternate Work



Arrangements Policy’, as an update to the previously existing Flexible Work Arrangement policy. Following a review by the Ministry of Finance and the Public Service, the policy was approved and is to be formally implemented.

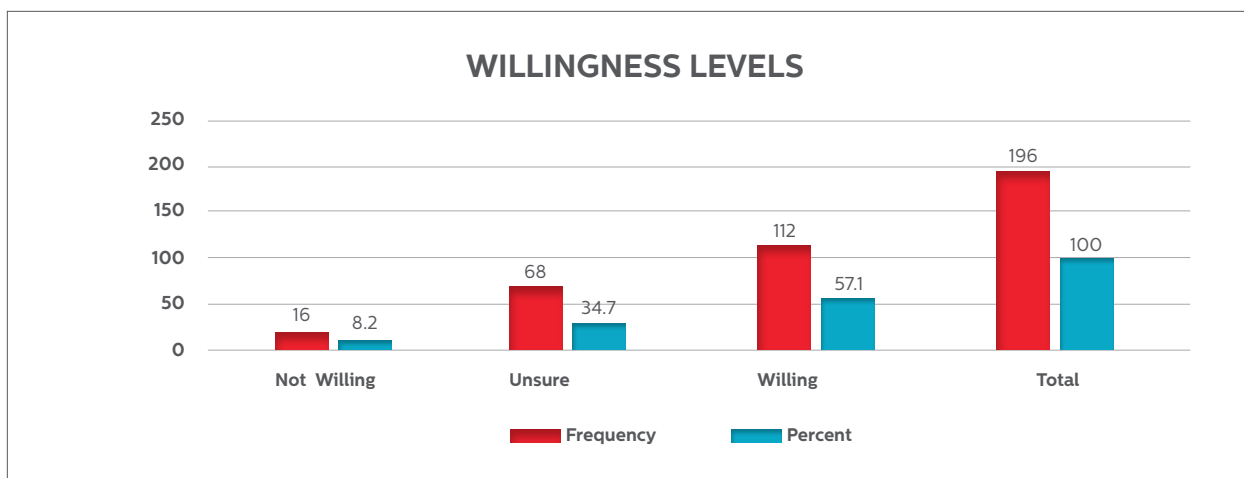
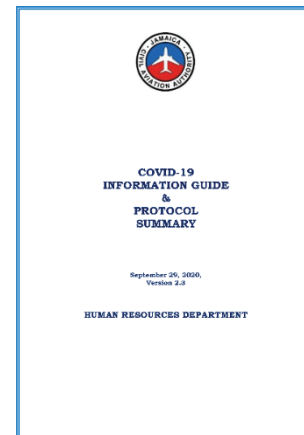
COVID-19 Information Guide and Protocol Summary

To navigate the challenges that naturally emerged with the presence of the COVID-19 pandemic, the department created an Information Guide and Protocol Summary for employees. This was done in collaboration the management team and union stakeholders, primarily the Jamaica Air Traffic Controllers’ Association (JATCA).

The Guide outlined the actions to be followed by employees and the organisation, further to an employee’s contraction of the virus. More specifically, it outlined the roles of the private medical entity, the applicable return-to-work procedures for employees, the establishment of a Pandemic Management Team, the provision of an anonymized, daily dashboard of active cases, and critical requirements for manning the air traffic control centres and providing essential aeronautical information.

Pulse Survey on Vaccination

A pulse survey to determine employees’ vaccination willingness was conducted during the latter part of the period under review. This assisted the Authority to assess and manage risks pertaining to the Authority’s business continuity. The employees’ overall participation level was 61% or 196 of 320 employees, which was above the sample requirement for generalisation of the results to the workforce.



Concerning the germane question of the survey, “Are you willing to take the COVID19 vaccine when it becomes available?”, the results showed that, overall, 57% of participating employees were willing to be vaccinated, with 35% indicating uncertainty. Only a small minority of individuals (8%) were not willing to be vaccinated.

Facilities Management

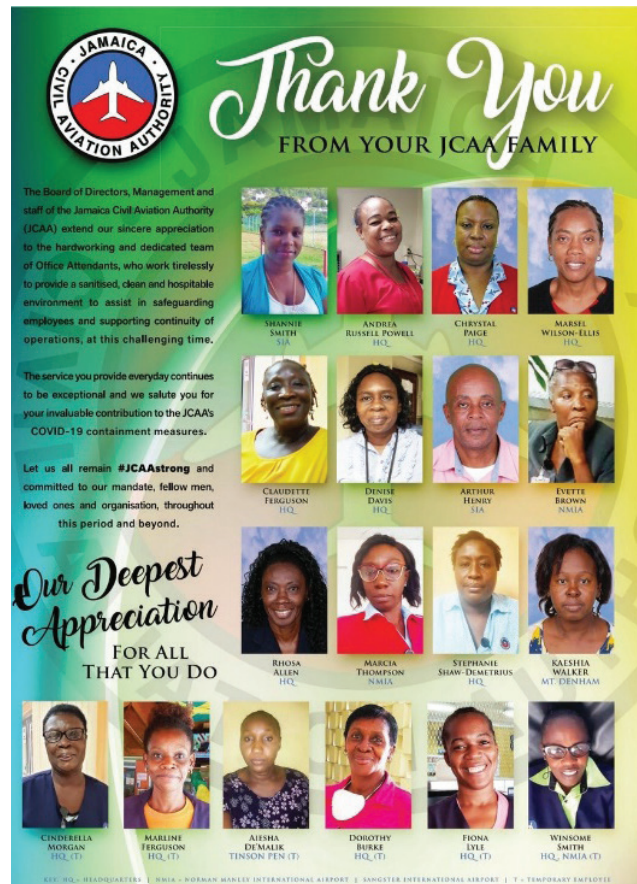
In adopting a proactive approach, the JCAA invited the Ministry of Health and Wellness’ (MOH&W’s) Public Health Department to conduct an inspection of its Headquarters, to determine our level of compliance with the COVID-19 guidelines. The JCAA received a satisfactory rating and notable commendations on the instituted protocols and level of compliance achieved.

Over the period under review, the organisation conducted deep cleaning as a regular sanitisation and pandemic-containment initiative. Nonetheless, on the discovery of a COVID-19 case, an enhanced cleaning regime was undertaken.

Giving Employees Voice

In determining and addressing the concerns and issues of our employees, the department pursued the creation and deployment of a Survey of Employees’ Opinions, over the period September 18, 2020 to September 25, 2020. The instruments within the questionnaire focussed on ascertaining the culture of the organisation, the level of employee engagement within the Authority, the trust employees had in the Authority, employee loyalty, the nature of the Authority’s industrial relations climate, and the acceptance of the Performance Management System.

The level of employee participation was 62%. Three notable and indicative results related to trust, engagement, and the industrial relations (IR) climate. Whilst the





trust level was found to require attention, engagement was moderately high, with the IR climate also requiring attention. Interestingly, employees had a high desirability for union-management cooperation. These responses to the questionnaire items have enabled the design, development, and implementation of the appropriate transformational interventions for the 2020-2023 period.

The Authority also hosted one (1) general employee meeting, which allowed the organisation to update employees on matters, while determining their opinions on various issues. The organisation also encouraged management to host more frequent departmental meetings, as a further avenue of employee engagement and feedback.

Enhancing HR Services via Technology

The Human Resources Management Department (HRMD) processes various transactional requests for the JCAA's 320 employees, including leave (vacation, sick, casual and study) and loan (motor vehicle, personal and education) applications, daily. Additionally, on an annual basis, hundreds of Performance Evaluation Reports are processed. All these activities were handled in a manual and paper-intensive manner.

This manual and paper-intensive approach to work resulted in the HRMD employees working excessive hours, which negatively impacted their work-life balance, and created a suboptimal service delivery process. Thus, during the year in review, the department seized the opportunity to begin the process of digitalising its functional activities.

The department partnered with the Government's Transformation Implementation Unit to begin the implementation of the MyHR+ human resource management system. By the end of the review period, the core HR module with employees' demographics, and the leave management module were implemented and being heavily utilized by our HR practitioners.

Additionally, non-management and management employees are now utilising the Employee Self Service (ESS) and Managers' Self Service (MSS) portals to conduct their HR transactions. By the end of the review period, the payroll module was partially implemented (80%). Employees current files were also scanned and uploaded to the MyHR+ human resource management system for their on-demand access.





To ensure the consistency of action by HR team members, the department also initiated the process of mapping HR processes through its subscription to Lucidchart, a cloud-based diagramming application. This best practice will be continued for all automated and non-automated processes. The processes already mapped have included leave management, recruitment and selection, and meal management.



Improving Recruitment, Selection & Onboarding

To enhance the efficiency and effectiveness of the recruitment and selection process, the department partnered with the Information Technology department. Through this partnership, JazzHR was introduced and implemented. This tool allowed for internal and external applicants to apply online and be shortlisted through the applicant tracking system. This epoch-making activity resulted in the entire process of recruitment and selection being conducted online, with actual interviews being conducted through the Microsoft Teams portal and scoring of interviewees via the JazzHR platform.

The IT department also built an Onboarding platform, which catered to our need for greater efficiencies in this area. The entire recruitment, selection, and onboarding platform is now fully automated, thus providing a phenomenal reduction in the Time To Select (TTS) for a successful candidate. TTS has been reduced from 120 days to 27 days on average.

Promoting Learning & Development

In ensuring that our people possessed the capabilities to achieve our corporate strategies, the HR department scheduled a target of 17 learning and development man-days per employee. As the associated plan and budget preceded the global pandemic, the training strategy had to be adjusted to incorporate a full online methodology. While the goal of 17





man-days was not realised, through an adjusted strategy, the department facilitated five (5) man-days of training for one hundred and forty-one (141) employees, at a cost of \$11.7M. The run charts below demonstrate the number of employees trained, equivalent man-days, and training expenditure over the review period:





Some of the programmes that were delivered included:

Human Factors in Aviation	Fatigue Risk Management for ANSPs
Incident Investigation: Effective Safety Risk Management	Resolution of Safety Issues
Obstacle Assessment Virtual Training	Air Traffic Safety Electronics Personnel (Basic)
Aviation Fundamentals	Managing Compliance with ICAO SARPs
Electrical Licensing Course: U1	International Air Law for Lawyers Virtual Training Course
Budget Preparation & Management	ISO 9001:2015 Understanding and Interpreting Virtual Training
Strategic & Corporate Management	Emotional Intelligence
Root Cause Analysis	Effective Performance Management for Remote Work
Customer Service Workshop	

Beyond the mentioned learning activities, employee development continued to be a major component of our strategy to prepare our human resources for future jobs. To support talent development, the organisation provided a number of educational grants, scholarships, and loans.

This capital outlay resulted in six (6) employees attaining their bachelor’s and master’s degrees with six (6) degrees pending. This is a primary contributor to our employees’ social and career mobility.

Addressing Employee Social Mobility

The dimensions of Health, Education (access, quality, equity, lifelong learning), Technology, Work (opportunities, wages, conditions), and Protection, are registered dimensions of the World Economic Forum’s Global Social Mobility construct. The department contributed to these ideals, as shown below:

Health & Life Insurance

The Authority maintains a superb health insurance plan for employees and their dependents, as well as Life/Personal Accident Insurance policies. Over the 2020-2021 period, there was an overall 76% claims utilization rate compared to previous years, where the utilization was 100%.





Loan Benefits

The Authority maintains an enabling environment which supports employees realizing their short- and medium-term financial goals. This continued to be effected through the operation of a revolving personal and motor vehicle loan system, at beneficially low interest rates.

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 support 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, 80% of scheduled wellness initiatives were executed to support team members and address several dimensions of wellness. These included six (6) online events such as virtual parties, and Karaoke to enhance social wellness. Four (4) educational sessions were also organised to address areas of mental, physical, financial, and intellectual wellness. The commemoration of seventeen (17) health days and sharing of resources to support healthy lifestyles and enhance employee wellbeing, contributed to a successful wellness programme.

Educational Development

Approximately 98% of employees have already attained the minimum qualification for their job. A few employees are currently in pursuit of higher qualifications. The Authority continues to place emphasis on recurrent and required training to meet industry and international standards.

Income Adjustments through Negotiations

Arising from wage and fringe benefits negotiations, increases in salaries and allowances for the period 2017 – 2021, in addition to retroactive payments, were implemented at various intervals, for all bargaining units, between the April – September 2020 period.

Wage and Fringe Benefits negotiations for the 2017/2021 contract period were concluded for three (3) bargaining units, during the period. These involved the Bustamante Industrial Trade Union (BITU) in June 2020, and the Jamaica Air Traffic Controllers Association (JATCA) agreement for ANS Technical and Administrative Support staff and the AIS/AIM bargaining units in July 2020. The Jamaica Aviation Inspectors Association (JAIA) and the Management





Staff Association (MANSA) had previously settled their wage and fringe benefits claims and signed the associated Memoranda of Agreement in March 2020.

Job Analysis Exercise

37% of Job Descriptions were updated within the current period, based on the results of a job analysis exercise, which was conducted in the 2019–2020 period. The updated Job Descriptions were used as a basis for recommending structural changes for a few departments within the Regulatory Affairs, Corporate Services, and Air Navigation Services Divisions. These were submitted for approval by the Ministry of Finance and the Public Service.

Technology (Laptops, CUG)

There was an increase in the use of technology to support the work from home arrangements for employees who were able to do so. Forty (40) new laptops were procured and assigned to employees, which enabled the conduct of meetings via Microsoft Teams, continuation of training, hosting of social interactions, and business processes being amended to accommodate consultation and the requisite approval.

The programme of providing employees within certain jobs with Closed User Group (CUG) phones was continued by the organisation. This supported the Work From Home programme, and enabled supervisors and managers to be in communication with team members.

Managing Employee Performance

Arising from the results of the Survey of Employees' Opinions conducted in September 2020, concerted efforts were made to strengthen performance management as one of the key areas of focus.

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

Going forward, for the 2021 – 2022 period, the Director General has established a framework for strengthening performance management through employee engagement in the strategic planning process, performance planning, performance coaching, intervention with individual employees and a process for establishing a Performance Appeal or review Board. Additionally, as a mandatory requirement, Performance Plans are required to reflect, not



only routine operational outputs, but are linked to the strategic objectives in the Corporate Plan to ensure productivity gains. Futuristically, the plan is to automate the performance management process through the MyHR+ platform. This will allow for enhanced efficiencies, computational accuracy, and data mining for informed decision-making..

Building Internal Relations

Wage and Fringe Benefits negotiations for the 2017/2021 contract period were concluded for three (3) bargaining units during the period. These involved the Bustamante Industrial Trade Union (BITU) in June 2020 and the Jamaica Air Traffic Controllers Association (JATCA) agreement for ANS Technical and Administrative Support staff and the AIS/AIM bargaining units in July 2020. The Jamaica Aviation Inspectors Association (JAIA) and the Management Staff Association (MANSA) had previously settled their wage and fringe benefits claims and signed the associated Memoranda of Agreement in March 2020.

Industrial Relations Climate

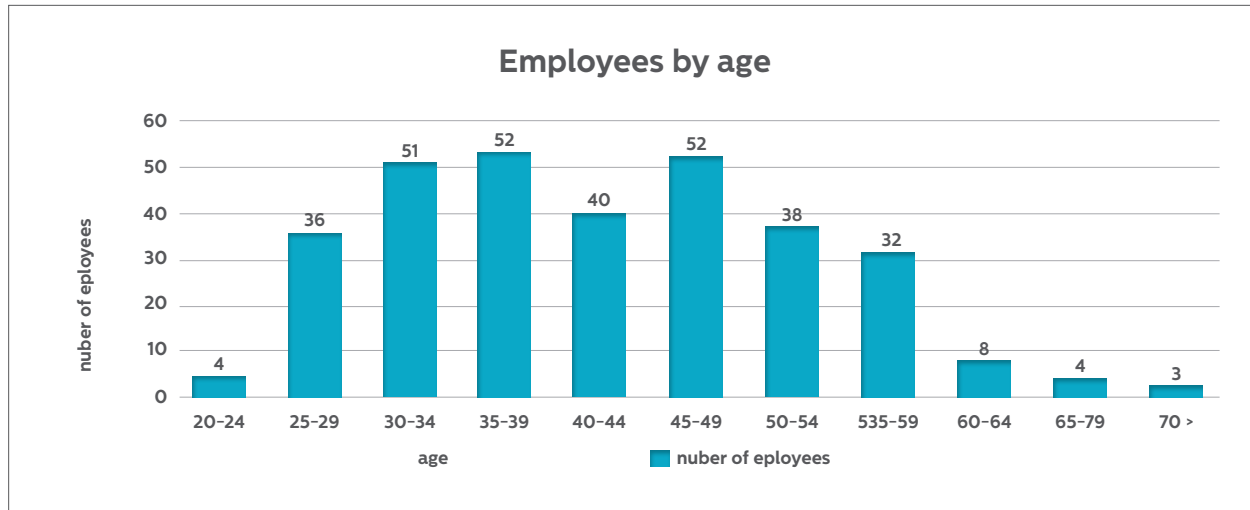
Whilst the HR department had a qualitative sense of the nature of the industrial relations climate within the organisation, it sought to establish a quantitative score on which the organisation could improve. This climate was measured in the Survey of Employees' Opinions. Significant efforts were made by the department to establish, build, and maintain relations with stakeholders by providing greater opportunities for feedback and sharing of concerns. A grievances database was maintained and those grievances, along with industrial disputes, were routinely managed in accordance with the Authority's Conditions of Service. Notwithstanding these efforts, two industrial disputes were filed with the Ministry of Labour and Social Security. This demonstrated the need for greater attention to be invested in industrial relations management by the management team.

Promoting Occupational Health & Safety

The Occupational Safety and Health (OSH) focus for 2020/2021 was capacity building to enhance organisational health and safety. The JCAA sought to equip its team members with the required competencies in Risk Management, Fire Safety, First Aid, Cardiopulmonary Resuscitation (CPR), and appropriate Earthquake preparedness and response.

Organisation-wide OSH training in Hazard Identification, Evaluation and Control was conducted via live interactive online sessions during the latter part of the year. A total of one hundred and thirty-six (136) employees or 43% of the workforce participated in the sessions. The majority of Safety Wardens were exposed to the operations of the newly upgraded fire



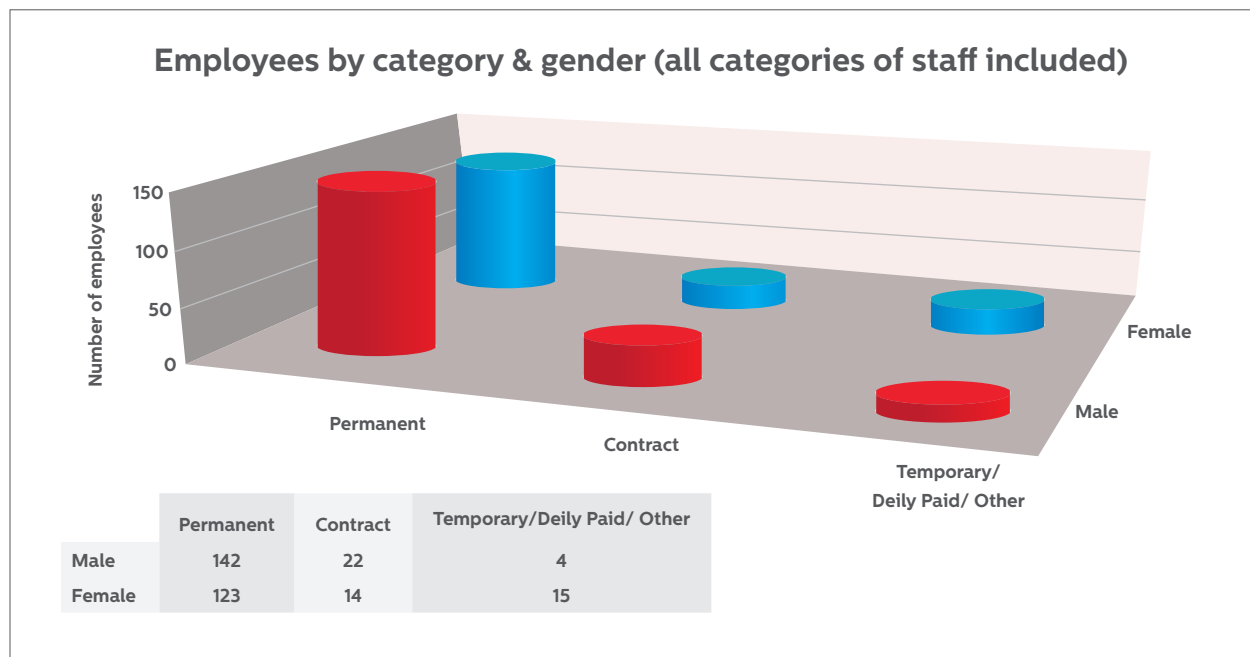


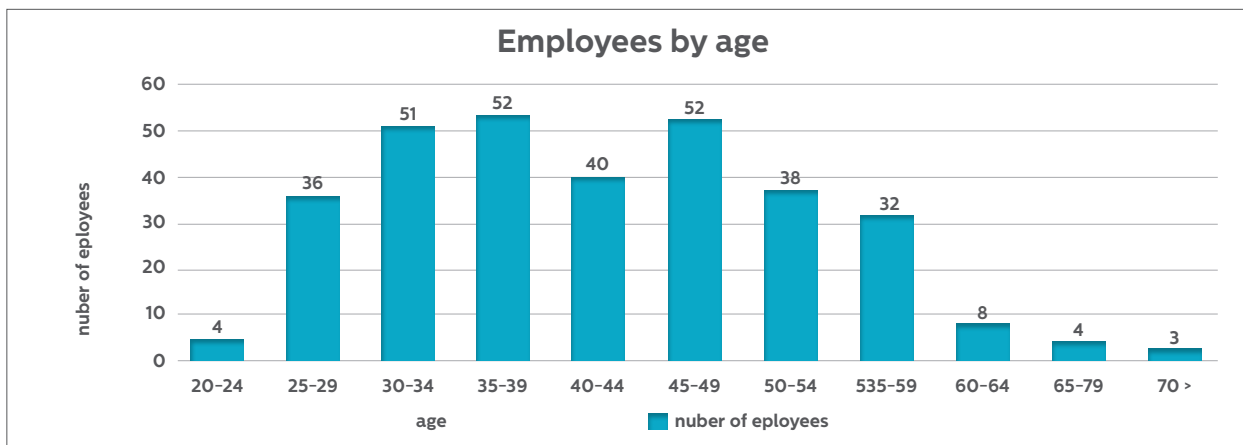
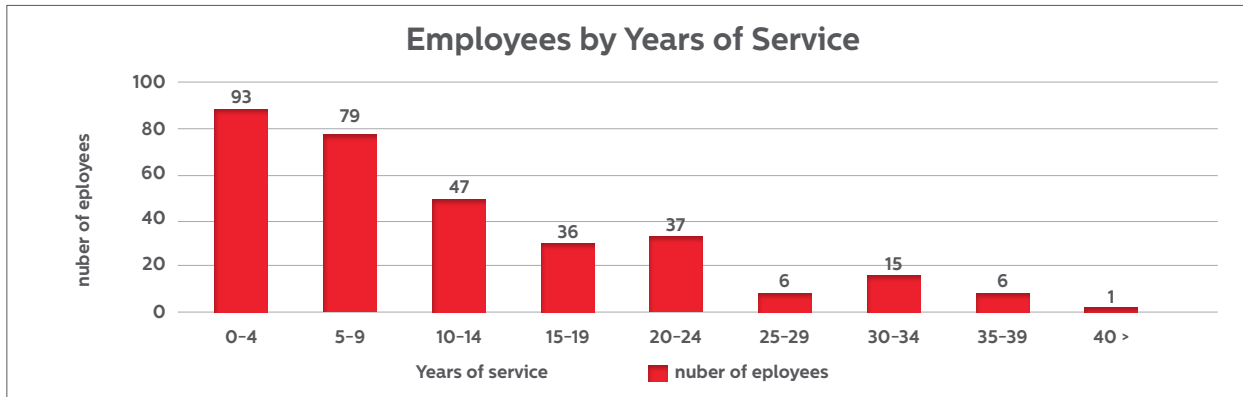
alarm system via online training and demonstrations. This initiative will be concluded when COVID-19 face-to-face restrictions are relaxed.

Employee sensitisation sessions in General Fire Safety, Earthquake Awareness, as well as First Aid and CPR training for Safety Wardens & First Aiders, were also held to build individual and organisational capacity.

Employees Demographic Profile

The Authority was supported by a balanced complement of 320 employees as of March 31, 2020. The following chart summarises the demographic profile of the workforce.





Employee Movement

Staff retention is high, and attributable to the organisation’s focus on the resource-based view of the firm. The latter has resulted in an attractive compensation and benefits framework; employee job satisfaction; and the organisation’s continuous investment in talent development.

The Authority continued to experience a favourable employee turnover rate of 5.63% for the 2020/2021 reporting year. The table below illustrates the employee movements, which occurred during the period:

ACTION	NUMBER OF PERSONS
New Employment	
• Permanent	6
• Contract/Temporary	16
Promotion	
• Management	8
• Administrative & Other Employee	10
Separation	2
• Resignation	
• Retirement	6
• Other (Expiration of Contract/ Temporary Engagement/ Termination/Death)	10





THE CIVIL AVIATION AUTHORITY TRAINING INSTITUTE



The JCAA's CIVIL AVIATION AUTHORITY TRAINING INSTITUTE (CAATI)

Over the period under review, CAATI also commenced the creation of a Standardized Training Package (STP) to support the development of an internationally approved Air Traffic Control Simulator training course. The course will provide prospective aerodrome control pseudo-pilots with the required knowledge, skills and attitudes to perform the pseudo-pilot functions during Aerodrome (ADC) simulation training. This will accord with the Thales ScanSim Pseudo-Pilot User Manual and the relevant JCAA regulations.

The Standardized Training Package (STP) for this course will reside in the ICAO TRAINAIR PLUS library, with significant earning potential accruing to the JCAA from the global visibility of the library platform. The creation of an STP is also a mandatory requirement of the renewal process for membership in the ICAO TRAINAIR PLUS Programme. At the completion of this STP, all CAATI team members will acquire international certification and listing as Subject Matter Experts (SME), ICAO Qualified Course Developers (IQCD), ICAO Senior Course Developers (ISCD) and Validators.

Additionally, the CAATI Course Development Unit submitted a plan to transition CAATI's training from being site-specific to generic and generally aviation-related. Plans for this transition continued to be developed over the period.

Other CAATI Initiatives

CAATI's Quality Management unit also advanced work to develop the Quality Management system, while the Instructional Unit utilised the pandemic period to strengthen the use of technology at CAATI. One of the innovative technologies, utilised in the face-to-face and virtual delivery of CAATI courses, was the QR Code sign-in system to register participants' attendance.

Over the period, CAATI also embarked on the digitisation of the Institute's records, using the Docuware software. This software, which is considered to be one of the best-in-class document management software available, represented a critical step towards optimising document workflows in the education environment. The initiative continued to be an important one, as CAATI was further enabled to complete laborious and complex tasks with enhanced efficiency and technologies.

During the period under review, CAATI employed other innovative software and equipment, such as the Learning Management System's (LMS) Moodle - a Training Management System



(TMS) requirement, plus a Smartboard and the Thales Simulator. Moodle was utilised to provide access to the notes and questionnaires, while digitally capturing and compiling the results of the questionnaires for analysis. This eliminated the manual data collection process.

LMS/Moodle also provided real-time data analysis for multiple personnel requiring information, and reduced the need for students to travel around with bulky notes. Students had unlimited access and easy accessibility to courseware, resulting in cost savings for the JCAA in relation to printed material. LMS/Moodle pioneered the possibility of a blended approach to training at CAATI and provided human resource efficiency, both with the training of staff and students.

Smartboard 6265 was utilised by CAATI for the delivery of the theory component of its courses. CAATI's staff and students were, thereby, enabled to utilise their phones to access and manipulate the Smartboard in a variety of ways. They signed in remotely to the Smartboard, and participated in quizzes and other activities, both in classes and offsite. The Thales Aerodrome Simulator was also used, prior to the pandemic, and explored, during the period under review, as the primary engine for practical training.

Election to ICAO's TRAINAIR PLUS Steering Committee (TPSC)

The triennium for which ICAO TRAINAIR PLUS Steering Committee (TPSC) members were elected expired in 2020, and the CAATI Principal was re-elected as a part of the 17-member committee to represent the 100+ members from various countries globally. The TPSC continued to play an advisory role to ICAO, offering guidance and advice on the development and improvement of TRAINAIR PLUS. The TPSC, therefore, prepared and submitted suggestions to improve the implementation and strategic planning of the programme, in order to make it more attractive, effective, efficient and user-friendly.

The preparation for ICAO's TRAINAIR PLUS membership renewal assessment continued during the period, as CAATI prepared to meet the requirements of the triennial assessment that will be conducted in 2021.

Generally, CAATI's role of capacity building continued over the period with numerous persons trained within the JCAA and externally. As CAATI strategically positions itself for growth and development, it will utilise and further leverage opportunities in the TRAINAIR PLUS programme to further grow aviation in Jamaica and the region.



FINANCIAL STATEMENTS

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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, 2021, 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, 2021, 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.

KPMG, a Jamaican partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

R. Tarun Handa
Cynthia L. Lawrence
Rajan Trehan
Norman O. Rainford

Nigel R. Chambers
Nyssa A. Johnson
W. Gihan C. De Mel

Wilbert A. Spence
Rochelle N. Stephenson
Sandra A. Edwards



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INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of
JAMAICA CIVIL AVIATION AUTHORITY

Other Matter

The financial statements of the Group and the Authority as at and for the year ended March 31, 2020 were audited by another auditor who expressed an unmodified opinion on those statements dated July 13, 2020.

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 Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Authority 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.

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.



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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)

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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority'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 Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



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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)

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.

Chartered Accountants
Kingston, Jamaica

July 15, 2021

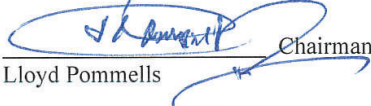
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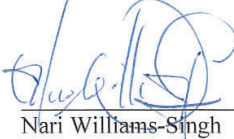
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Group Statement of Financial Position
March 31, 2021

	Notes	2021 \$'000	2020 \$'000
ASSETS			
Current assets			
Cash and cash equivalents		1,646,054	1,569,315
Short-term investments	4	2,756,649	2,526,000
Accounts receivable	5	883,242	850,057
Other assets	6	64,411	55,349
Due from related parties	7	2,071	-
		<u>5,352,427</u>	<u>5,000,721</u>
Non-current assets			
Property, plant and equipment	9	6,155,932	6,613,566
Financial asset at fair value through other comprehensive income	8	18,562	17,082
Right-of-use assets	10	12,884	19,069
Long-term investments	11	104,502	96,732
		<u>6,291,880</u>	<u>6,746,449</u>
Total assets		<u>11,644,307</u>	<u>11,747,170</u>
LIABILITIES AND RESERVES			
Current liabilities			
Accounts payable	12	938,089	959,410
Current portion of lease liability	10	6,429	5,976
Taxation payable		-	14,962
		<u>944,518</u>	<u>980,348</u>
Non-current liabilities			
Deferred income	13	93,676	106,686
Lease liability	10	7,491	13,920
Employee benefits obligation	14	765,817	787,865
		<u>866,984</u>	<u>908,471</u>
Reserves			
Capital reserve	15	629,340	629,340
Fair value reserve		(4,097)	(5,577)
Revaluation reserve	16	1,754,484	1,754,484
Retained earnings		7,453,078	7,480,104
		<u>9,832,805</u>	<u>9,858,351</u>
Total liabilities and reserves		<u>11,644,307</u>	<u>11,747,170</u>

The financial statements on pages 5 to 48, were approved for issue by the Board of Directors on July 14, 2021 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, 2021

	<u>Notes</u>	<u>2021</u> \$'000	<u>2020</u> \$'000
Revenue			
Passenger aviation service fee	17	46,470	230,813
GOJ Subvention	17	5,318,384	4,361,292
Communication fees		163,825	327,181
Other	18(a)	<u>133,838</u>	<u>189,869</u>
		5,662,517	5,109,155
Administrative and operating expenses	18(b)	<u>(5,960,882)</u>	<u>(5,011,306)</u>
Operating (deficit)/surplus		(298,365)	97,849
Net finance income	19	<u>415,089</u>	<u>446,732</u>
Surplus for the year		<u>116,724</u>	<u>544,581</u>
Other comprehensive income:			
Items that will never be reclassified to profit or loss:			
Gain on revaluation of property, plant and equipment	9(a)	-	986,943
Re-measurement of employee benefits obligation	14(f)	(28,118)	(196,825)
Unrealised loss financial instruments		<u>1,480</u>	<u>(5,577)</u>
		<u>(26,638)</u>	<u>784,541</u>
Total comprehensive income		<u>90,086</u>	<u>1,329,122</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, 2021

	<u>Capital reserve</u> \$'000	<u>Fair Value reserve</u> \$'000	<u>Revaluation reserves</u> \$'000	<u>Retained earnings</u> \$'000	<u>Total</u> \$'000
Balances at March 31, 2019	<u>629,340</u>	<u>-</u>	<u>767,541</u>	<u>7,660,284</u>	<u>9,057,165</u>
Total comprehensive income for the year:					
Surplus for the year	-	-	-	544,581	544,581
Other comprehensive income:					
Gain on revaluation of property, plant and equipment [note 9(a)]	-	-	986,943	-	986,943
Unrealised loss on financial instruments	-	(5,577)	-	-	(5,577)
Remeasurement of employee benefits asset [note 14(f)]	<u>-</u>	<u>-</u>	<u>-</u>	<u>(196,825)</u>	<u>(196,825)</u>
Total comprehensive income for the year	<u>-</u>	<u>(5,577)</u>	<u>986,943</u>	<u>347,756</u>	<u>1,329,122</u>
Transactions with owners of the Authority (note 21):					
Normal distribution	-	-	-	(14,615)	(14,615)
Appropriation -In-Aid	<u>-</u>	<u>-</u>	<u>-</u>	<u>(513,321)</u>	<u>(513,321)</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>(527,936)</u>	<u>(527,936)</u>
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:					
Surplus for the year	-	-	-	116,724	116,724
Other comprehensive income:					
Remeasurement of employee benefits asset [note 14(f)]	<u>-</u>	<u>1,480</u>	<u>-</u>	<u>(28,118)</u>	<u>(26,638)</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>

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

JAMAICA CIVIL AVIATION AUTHORITY

Group Statement of Cash Flows
Year ended March 31, 2021

	<u>Notes</u>	<u>2021</u> \$'000	<u>2020</u> \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the year		116,724	544,581
Adjustments for:			
Depreciation	9(a)	638,504	467,668
Adjustments/write-off	9(a)	-	38
Amortization of right-of-use assets	10	6,185	6,185
Amortization of deferred income	13	(13,010)	(13,010)
Interest income	19	(133,434)	(109,906)
Lease interest expense	10	1,204	1,598
Loss/(gain) on disposal of property, plant and equipment		349	(2,959)
Employee benefits	14	(50,162)	(12,005)
Effects of exchange rate translation		(84,053)	(34,240)
		482,307	847,950
Changes in operating assets and liabilities			
Other assets		(9,063)	(8,636)
Short-term investments		(188,789)	(836,603)
Accounts receivable		(21,366)	(5,679)
Accounts payable		(7,412)	(296,231)
Due from related parties		(23,781)	16,408
Cash generated from operations, being net cash provided/(used) in operating activities		<u>231,896</u>	<u>(282,791)</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Financial assets at fair value through other comprehensive income		-	(22,659)
Interest received		131,919	98,896
Investments, net		12,615	(6,536)
Acquisition of property, plant and equipment	9(a)	(181,219)	(349,401)
Proceeds from disposal of property, plant and equipment		-	5,051
Net cash used in investing activities		<u>(36,685)</u>	<u>(274,649)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Distribution to Ministry of Finance	21	(115,632)	(527,936)
Lease payments	10	(6,580)	(6,376)
Net cash used in financing activities		<u>(122,212)</u>	<u>(534,312)</u>
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		72,999	(1,091,752)
Effects of exchange rate translation		3,740	17,440
CASH AND CASH EQUIVALENTS AT BEGINNING		<u>1,569,315</u>	<u>2,643,627</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR		<u>1,646,054</u>	<u>1,569,315</u>

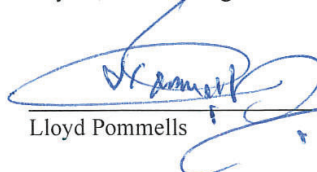
The accompanying notes form an integral part of the financial statements.

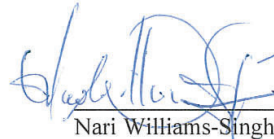
JAMAICA CIVIL AVIATION AUTHORITY

Authority Statement of Financial Position
March 31, 2021

	<u>Notes</u>	<u>2021</u> \$'000	<u>2020</u> \$'000
ASSETS			
Current assets			
Cash and cash equivalents		1,239,249	1,338,435
Short-term investments	4	2,566,280	2,013,144
Accounts receivable	5	791,408	736,537
Other assets	6	33,153	28,604
Due from related parties	7	<u>16,068</u>	<u>17,201</u>
		<u>4,646,158</u>	<u>4,133,921</u>
Non-current assets			
Property, plant and equipment	9	5,807,138	6,241,899
Right-of-use assets	10	<u>12,884</u>	<u>19,069</u>
		<u>5,820,022</u>	<u>6,260,968</u>
Total assets		<u>10,466,180</u>	<u>10,394,889</u>
LIABILITIES AND RESERVES			
Current liability			
Accounts payable	12	849,387	864,995
Current portion of lease liability	10	6,429	5,976
Due to related parties	7	<u>58,294</u>	<u>45,560</u>
		<u>914,110</u>	<u>916,531</u>
Non-current liabilities			
Lease liability	10	7,491	13,920
Deferred income	13	93,676	106,686
Employee benefits obligation	14	<u>695,883</u>	<u>719,500</u>
		<u>797,050</u>	<u>840,106</u>
Reserves			
Capital reserve	15	629,340	629,340
Revaluation reserve	16	1,524,092	1,524,092
Retained earnings		<u>6,601,588</u>	<u>6,484,820</u>
		<u>8,755,020</u>	<u>8,638,252</u>
Total liabilities and reserves		<u>10,466,180</u>	<u>10,394,889</u>

The financial statements on pages 5 to 48, were approved for issue by the Board of Directors on July 14, 2021 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, 2021

	<u>Notes</u>	<u>2021</u> \$'000	<u>2020</u> \$'000
Revenue			
GOJ subvention	17	5,318,384	4,361,292
Communication Fees		7,791	17,340
Other	18(a)	<u>92,870</u>	<u>113,782</u>
		5,419,045	4,492,414
Administrative and operating expenses	18(b)	<u>(5,462,979)</u>	<u>(4,392,458)</u>
Operating (deficit)/surplus		(43,934)	99,956
Net finance income	19	<u>304,933</u>	<u>359,828</u>
Surplus for the year		260,999	459,784
Other comprehensive income			
Item that will never be reclassified to profit or loss:			
Revaluation of property, plant and equipment		-	986,943
Remeasurement of employee benefits asset	14(f)	<u>(28,599)</u>	<u>(164,753)</u>
Total comprehensive income for the year		<u>232,400</u>	<u>1,281,974</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, 2021

	<u>Capital Reserve</u> \$'000	<u>Revaluation reserves</u> \$'000	<u>Retained earnings</u> \$'000	<u>Total</u> \$'000
Balances at March 31, 2019	<u>629,340</u>	<u>537,149</u>	<u>6,703,110</u>	<u>7,869,599</u>
Total comprehensive income for the year:				
Surplus for the year	-	-	459,784	459,784
Other comprehensive income:				
Revaluation on property, plant and equipment [note 9(a)]		986,943		986,943
Remeasurement of employee benefits asset [note 14(f)]	<u>-</u>	<u>-</u>	<u>(164,753)</u>	<u>(164,753)</u>
Total comprehensive income for the year	<u>-</u>	<u>986,943</u>	<u>295,031</u>	<u>1,281,974</u>
Transactions with owners of the Authority (note 21):				
Appropriation -In-Aid	<u>-</u>	<u>-</u>	<u>(513,321)</u>	<u>(513,321)</u>
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>

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

JAMAICA CIVIL AVIATION AUTHORITY

Authority Statement of Cash Flows
Year ended March 31, 2021

	<u>Notes</u>	<u>2021</u> \$'000	<u>2020</u> \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the year		260,999	459,784
Adjustments for:			
Depreciation	9(b)	609,303	436,902
Adjustments/write-off	9(b)	-	38
Amortization of right-of-use assets	10	6,185	6,185
Amortization of deferred income	13	(13,010)	(13,010)
Interest income	19	(109,280)	(88,726)
Lease interest expense		1,204	1,598
Loss/(gain) on disposal of property, plant and equipment		349	(2,403)
Employee benefits	14	(52,216)	55,811
Effects of foreign exchange translation		<u>1,980</u>	<u>(40,004)</u>
		705,514	816,175
Changes in operating assets and liabilities			
Other assets		(4,549)	(4,681)
Short-term investments		(553,137)	(879,026)
Accounts receivable		(54,870)	15,061
Accounts payable		(15,606)	(312,050)
Due from related parties		<u>13,865</u>	<u>(2,235)</u>
Cash generated/(used) in operating activities		<u>91,217</u>	<u>(366,756)</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		106,700	78,271
Acquisition of property, plant and equipment	9(b)	(174,891)	(326,733)
Proceeds from disposal of property, plant and equipment		<u>-</u>	<u>4,495</u>
Net cash used in investing activities		<u>(68,191)</u>	<u>(243,967)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Distribution to Ministry of Finance	21	(115,632)	(513,321)
Lease payments	10	<u>(6,580)</u>	<u>(6,376)</u>
Net cash used in financing activities		<u>(122,212)</u>	<u>(519,697)</u>
NET DECREASE IN CASH AND CASH EQUIVALENTS			
Effects of exchange rate translation		-	10,224
CASH AND CASH EQUIVALENTS AT BEGINNING		<u>1,338,435</u>	<u>2,458,631</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR		<u>1,239,249</u>	<u>1,338,435</u>

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



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements March 31, 2021

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 AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

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 IFRS 16 *Leases* is effective for annual periods beginning on or after June 1, 2020, with early application permitted. It provides guidance for COVID-19 related rent concessions.

The amendments introduce an optional practical expedient that simplifies how a lessee accounts for rent concessions that are a direct consequence of COVID-19. A lessee that applies the practical expedient is not required to assess whether eligible rent concessions are lease modifications, and accounts for them in accordance with other applicable guidance. The resulting accounting will depend on the details of the rent concession. For example, if the concession is in the form of a one-off reduction in rent, it will be accounted for as a variable lease payment and be recognised in profit or loss.

The practical expedient will only apply if:

- the revised consideration is substantially the same or less than the original consideration;
- the reduction in lease payments relates to payments due on or before 30 June 2021; and
- no other substantive changes have been made to the terms of the lease.

Lessees applying the practical expedient are required to disclose:

- that fact, if they have applied the practical expedient to all eligible rent concessions and, if not, the nature of the contracts to which they have applied the practical expedient; and
- the amount recognised in profit or loss for the reporting period arising from application of the practical expedient.

No practical expedient is provided for lessors. Lessors are required to continue to assess if the rent concessions are lease modifications and account for them accordingly.

- 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.





JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

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)

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.

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.



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

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):

- 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.

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.



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

2. Basis of preparation (cont'd)

(b) Basis of measurement:

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.

(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.



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

2. Basis of preparation (cont'd)

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

(ii) 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.

(ii) Allowance for impairment loss on trade receivables

Allowances for doubtful accounts were established using the total credit sales as at 31 March 2020. 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, 2021

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 AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

3. 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	33½%
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.

IFRS 16 was adopted 1 April 2019 without restatement of comparative figures.

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, 2021

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, 2021

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, 2021

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, 2021

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, 2021

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.

Subvention

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

Appropriation-in-aid

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

(o) 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.

(p) 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.

(q) 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, 2021

3. Significant accounting policies (cont'd)

(q) 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.

(r) 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, 2021

3. Significant accounting policies (cont'd)

(s) 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 AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

3. Significant accounting policies (cont'd)

(s) 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>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Amortised cost:				
Resale agreements	<u>2,756,649</u>	<u>2,526,000</u>	<u>2,566,280</u>	<u>2,013,144</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 AUTHORITYNotes to the Financial Statements (Continued)
March 31, 20215. Accounts receivable

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Trade	723,594	909,504	560,204	736,554
Less allowance for impairment losses	(439,813)	(490,468)	(336,395)	(408,370)
	283,781	419,036	223,809	328,184
Staff loans and advances	204,424	178,861	192,840	167,485
Prepayments	72,212	84,014	66,603	75,977
Other receivables	64,505	63,005	49,836	59,750
Fixed asset clearing	4,568	78,416	4,568	78,416
Due from GOJ consolidated fund	<u>253,752</u>	<u>26,725</u>	<u>253,752</u>	<u>26,725</u>
	<u>883,242</u>	<u>850,057</u>	<u>791,408</u>	<u>736,537</u>

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

Group

	<u>2021</u>		<u>2020</u>	
	<u>Gross</u>	<u>Impairment</u>	<u>Gross</u>	<u>Impairment</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Not past due	364,187	109,850	585,610	226,260
Past due 31-60 days	29,041	12,426	61,561	26,992
Past due more than 60 days	<u>330,366</u>	<u>317,537</u>	<u>262,333</u>	<u>237,216</u>
	<u>723,594</u>	<u>439,813</u>	<u>909,504</u>	<u>490,468</u>

Authority

	<u>2021</u>		<u>2020</u>	
	<u>Gross</u>	<u>Impairment</u>	<u>Gross</u>	<u>Impairment</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Not past due	243,071	109,850	551,048	223,510
Past due 31-60 days	86,695	8,857	24,611	24,242
Past due more than 60 days	<u>230,438</u>	<u>217,688</u>	<u>160,895</u>	<u>160,618</u>
	<u>560,204</u>	<u>336,395</u>	<u>736,554</u>	<u>408,370</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>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Balance at beginning of year	490,468	359,545	408,370	291,779
Reversal impairment during the year	(50,655)	<u>130,923</u>	(71,975)	<u>116,591</u>
Balance at end of year	<u>439,813</u>	<u>490,468</u>	<u>336,395</u>	<u>408,370</u>



JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)
March 31, 20216. Other assets

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Inventories	31,896	27,507	31,896	27,507
Taxation recoverable	<u>32,515</u>	<u>27,842</u>	<u>1,257</u>	<u>1,097</u>
	<u>64,411</u>	<u>55,349</u>	<u>33,153</u>	<u>28,604</u>

7. Related party balances and transactions

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Due (to)/from related parties is as follows:				
Aeronautical Telecommunications Limited	-	-	(58,294)	(45,560)
Communication fees	-	-	13,997	32,163
Caribbean Aviation Safety and Security Oversight System	<u>2,071</u>	<u>(14,962)</u>	<u>2,071</u>	<u>(14,962)</u>
	<u>2,071</u>	<u>(14,962)</u>	<u>(42,226)</u>	<u>(28,359)</u>

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

	<u>2021</u>	<u>2020</u>
	\$'000	\$'000
Aeronautical Telecommunications Limited		
Income:		
Technical support revenue	22,328	20,713
Communication fees	<u>7,791</u>	<u>17,340</u>
	<u>30,119</u>	<u>38,053</u>
Expenses:		
Technical service expense	<u>117,127</u>	<u>74,501</u>

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Key management compensation:				
Directors' fees	6,395	6,096	3,151	3,262
Salaries and other short-term benefits	<u>474,852</u>	<u>303,703</u>	<u>396,703</u>	<u>226,900</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, 2021

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, 2019	2,518,345	4,385,483	130,856	485,539	7,520,223
Additions	9,883	61,927	21,413	256,178	349,401
Revaluation	-	986,943	-	-	986,943
Transfers	-	27,097	-	(27,097)	-
Disposals	-	(960)	(17,379)	-	(18,339)
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	<u>2,588,479</u>	<u>5,941,675</u>	<u>134,890</u>	<u>353,110</u>	<u>9,018,154</u>
Depreciation:					
March 31, 2019	414,268	1,280,822	78,113	-	1,773,203
Charge for the year	55,188	393,844	18,636	-	467,668
Eliminated on disposals	-	(778)	(15,469)	-	(16,247)
Adjustment	(45)	105	(22)	-	38
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	<u>524,690</u>	<u>2,237,830</u>	<u>99,702</u>	<u>-</u>	<u>2,862,222</u>
Net Book values:					
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>
March 31, 2020	<u>2,058,817</u>	<u>3,786,497</u>	<u>53,632</u>	<u>714,620</u>	<u>6,613,566</u>

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)
March 31, 20219. Property, plant and equipment (cont'd)

(b) The Authority

	<u>Land and Buildings</u> \$'000	<u>Equipment, Furniture and Fixtures</u> \$'000	<u>Motor Vehicles</u> \$'000	<u>Work- in- progress</u> \$'000	<u>Total</u> \$'000
Cost/valuation:					
March 31, 2019	2,297,645	4,223,649	60,481	485,539	7,067,314
Revaluation	-	986,943	-	-	986,943
Transferred from WIP	-	27,097	-	(27,097)	-
Additions	8,706	40,436	21,413	256,178	326,733
Disposals	-	(960)	(15,541)	-	(16,501)
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	<u>2,366,602</u>	<u>5,752,024</u>	<u>66,353</u>	<u>353,108</u>	<u>8,538,087</u>
Depreciation:					
March 31, 2019	406,649	1,250,328	43,082	-	1,700,059
Charge for the year	51,827	377,240	7,835	-	436,902
Eliminated on disposal	-	(778)	(13,631)	-	(14,409)
Adjustment	<u>652</u>	<u>(590)</u>	<u>(24)</u>	<u>-</u>	<u>38</u>
31 March 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	<u>511,129</u>	<u>2,174,543</u>	<u>45,277</u>	<u>-</u>	<u>2,730,949</u>
Net Book values					
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>
March 31, 2020	<u>1,847,223</u>	<u>3,650,965</u>	<u>29,091</u>	<u>714,620</u>	<u>6,241,899</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 and supply and installations of radar, VCCS and Automation System Equipment & Services.
- (iii) Included in land and building is land at a cost \$2,588,479,000 for the Group and \$2,366,602,000 for the Authority



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

10. Right-of-use assets

(a) Right-of-use assets:

<u>The Group and Authority</u>	
<u>Premises</u>	
\$'000	
Adoption of IFRS 16	25,254
Amortisation	(6,185)
March 31, 2020	19,069
Amortisation	(6,185)
March 31, 2021	<u>12,884</u>

(b) Lease liability

<u>The Group and Authority</u>		
<u>Premises</u>		
	<u>2021</u>	<u>2020</u>
	\$'000	\$'000
Maturity analysis – contracted undiscounted cash flows:		
Less than one year	7,200	7,180
One to five years	<u>7,800</u>	<u>15,000</u>
	15,000	22,180
Less future interest	(1,080)	(2,284)
	13,920	19,896
Less current portion	(6,429)	(5,976)
Total discounted lease liability as at March 31,	<u>7,491</u>	<u>13,920</u>
(c) Amounts recognised in profit or loss:		
Depreciation changes for the year	6,185	6,185
Interest on lease liabilities	<u>1,204</u>	<u>1,598</u>
(d) Amounts recognised in statement of cash flows		
Total cash outflow for leases	<u>6,580</u>	<u>6,376</u>

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>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Long-term investments	<u>104,502</u>	<u>96,732</u>	<u>-</u>	<u>-</u>

JAMAICA CIVIL AVIATION AUTHORITY

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Notes to the Financial Statements (Continued)
March 31, 2021

12. Accounts payable

	Group		Authority	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Retention	14,358	16,377	14,358	16,377
Trade	109,160	109,740	80,985	68,435
Other payables	273,407	321,622	273,404	321,622
Statutory contributions	1,415	568	1,415	568
Accruals	489,777	458,818	477,519	447,301
Other	<u>49,972</u>	<u>52,285</u>	<u>1,706</u>	<u>10,692</u>
	<u>938,089</u>	<u>959,410</u>	<u>849,387</u>	<u>864,995</u>

13. Deferred income

	Group and Authority	
	<u>2021</u>	<u>2020</u>
	\$'000	\$'000
Balance at April 1	106,686	119,696
Transfer to profit or loss (note 18)	(13,010)	(13,010)
Balance at March 31	<u>93,676</u>	<u>106,686</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 Sagicor 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:

	Group		Authority	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Present value of funded obligations	(5,593,605)	(5,073,237)	(5,108,986)	(4,606,594)
Fair value of plan assets	<u>4,827,788</u>	<u>4,285,372</u>	<u>4,413,103</u>	<u>3,887,094</u>
Amount recognised in statement of financial position	<u>(765,817)</u>	<u>(787,865)</u>	<u>(695,883)</u>	<u>(719,500)</u>

JAMAICA CIVIL AVIATION AUTHORITY

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Notes to the Financial Statements (Continued)
March 31, 2021

14. Employee benefits obligation /asset (cont'd)

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

	Group		Authority	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at beginning of year	(5,073,237)	(4,876,929)	(4,606,594)	(4,465,489)
Benefits paid	252,703	530,817	248,838	527,001
Interest cost	(324,678)	(335,015)	(294,470)	(306,346)
Current service costs	(177,165)	(200,932)	(158,696)	(181,777)
Members contributions	(206,896)	(132,040)	(190,120)	(117,628)
Annuities purchased during the year	(93,820)	(345,699)	(93,820)	(345,699)
Re-measurement loss	<u>29,488</u>	<u>286,561</u>	<u>(14,124)</u>	<u>283,344</u>
Balance at end of the year	<u>(5,593,605)</u>	<u>(5,073,237)</u>	<u>(4,108,986)</u>	<u>(4,606,594)</u>

(c) Movements in plan assets:

	Group		Authority	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Fair value of plan assets at beginning of the year	4,285,372	4,345,372	3,887,094	3,966,553
Members contributions	206,896	132,040	190,120	117,628
Employer contributions - current year	263,495	168,323	243,799	151,627
Interest income on plan assets	288,514	277,611	261,583	280,685
Benefits paid	(252,703)	(530,817)	(248,838)	(527,001)
Annuities purchased during the year	93,820	345,699	93,820	345,699
Remeasurement gain	<u>(57,606)</u>	<u>(452,856)</u>	<u>(14,475)</u>	<u>(448,097)</u>
	<u>4,827,788</u>	<u>4,285,372</u>	<u>4,413,103</u>	<u>3,887,094</u>

	Group		Authority	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Plan assets consist of the following:				
Equities	1,370,182	1,382,572	1,233,336	1,251,140
Mortgage and real estate	803,205	802,617	720,268	722,961
Fixed income	254,328	227,279	229,447	203,382
Money market investments	55,741	69,104	47,447	61,138
Foreign currency investments	867,546	651,936	801,196	588,212
Global Markets Fund	281,586	229,767	252,558	201,888
Purchased annuities	679,242	700,312	654,361	676,415
Adjustment	28,094	(69,166)	28,094	(69,166)
CPI Indexed Fund	<u>487,864</u>	<u>290,951</u>	<u>446,396</u>	<u>251,124</u>
	<u>4,827,788</u>	<u>4,285,372</u>	<u>4,413,103</u>	<u>3,887,094</u>

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

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>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Balance at beginning of the year	(787,865)	(531,557)	(719,500)	(498,936)
Employer contributions - current year	263,491	168,323	243,799	151,627
Net income/(expense) recognised in profit or loss and other comprehensive income	(241,447)	(424,631)	(220,182)	(372,191)
Balance at end of the year	<u>(765,821)</u>	<u>(787,865)</u>	<u>(695,883)</u>	<u>(719,500)</u>

(e) The amounts recognised in profit or loss:

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Current service cost	177,165	200,932	158,696	181,777
Interest cost	324,678	335,015	294,470	306,346
Interest income on plan assets	(288,514)	(308,141)	(261,583)	(280,685)
	<u>213,329</u>	<u>227,806</u>	<u>191,583</u>	<u>207,438</u>

(f) Amounts recognised in other comprehensive income:

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Remeasurement loss on obligation	(29,488)	(286,561)	14,124	(283,344)
Remeasurement gain on assets	<u>57,606</u>	<u>483,386</u>	<u>14,475</u>	<u>448,097</u>
	<u>28,118</u>	<u>196,825</u>	<u>28,599</u>	<u>164,753</u>

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

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Income/(loss) recognised in statement of comprehensive income	(50,162)	59,484	(52,216)	55,811
Income/(loss) recognised in other comprehensive income	<u>28,118</u>	<u>196,825</u>	<u>28,599</u>	<u>164,753</u>
	<u>(22,044)</u>	<u>256,309</u>	<u>(23,617)</u>	<u>220,564</u>

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)
March 31, 202114. Employee benefits asset (cont'd)

(i) Actuarial assumptions:

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Discount rate	8.50%	6.50%	8.50%	6.50%
Future salary increases	7.50%	3.50%	7.50%	3.50%
Inflation	<u>5.50%</u>	<u>3.00%</u>	<u>5.50%</u>	<u>3.00%</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

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Notes to the Financial Statements (Continued)
March 31, 2021

18. Disclosure of other income and expenses

(a) Other income

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Permit application fees	1,131	1,941	1,131	1,941
Licence fees	527	444	527	444
Examination fees	32	131	32	131
Equipment rental and maintenance	-	76,186	-	-
Miscellaneous income	69,267	51,545	5,972	30,932
Regulatory fees	49,871	46,612	49,871	46,612
Transfer from deferred income (note 13)	13,010	13,010	13,010	13,010
Technical support	-	-	<u>22,327</u>	<u>20,712</u>
	<u>133,838</u>	<u>189,869</u>	<u>92,870</u>	<u>113,782</u>

(b) Administration and operating expenses

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Audit fees	7,683	6,200	5,333	3,750
Depreciation	638,504	467,668	609,303	436,902
Amortisation of right-of-use assets	6,185	6,185	6,185	6,185
Expected credit losses	38,590	124,218	17,246	108,650
Salaries, wages and statutory contributions	3,647,370	2,544,140	3,255,771	2,154,330
Staff welfare	545,488	457,806	542,727	452,850
Utilities	135,365	118,879	117,364	103,719
Repairs and maintenance	88,094	114,107	87,312	112,724
Other	<u>853,603</u>	<u>1,172,103</u>	<u>821,738</u>	<u>1,013,348</u>
	<u>5,960,882</u>	<u>5,011,306</u>	<u>5,462,979</u>	<u>4,392,458</u>

19. Net finance income

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Interest on investments and short-term term investments	133,434	109,906	109,280	88,726
Foreign exchange gains	<u>281,655</u>	<u>336,826</u>	<u>195,653</u>	<u>271,102</u>
Net finance income	<u>415,089</u>	<u>446,732</u>	<u>304,933</u>	<u>359,828</u>

JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

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>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Normal distribution (a)	-	14,615	-	-
Appropriations-In-Aid (b)	<u>115,632</u>	<u>513,321</u>	<u>115,632</u>	<u>513,321</u>
	<u>115,632</u>	<u>527,936</u>	<u>115,632</u>	<u>513,521</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, 2021

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, 2021

22. 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.

Group	2021		
	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>
Group	2020		
	Gross Carrying Amount \$'000	Default Rate %	Lifetime ECL Allowance \$'000
Current	547,681	40	220,413
1 -30 days	37,929	15	5,847
31 - 60 days	61,561	44	26,992
61 – 90 days	35,466	76	26,844
Over 90 days	<u>226,867</u>	93	<u>210,372</u>
Total	<u>909,504</u>		<u>490,468</u>

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)
March 31, 202122. Financial instruments (cont'd)(b) Financial risk management (cont'd)(ii) Credit risk (cont'd):*Trade receivables expected credit losses (cont'd)*

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

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
At 1 April	490,468	359,545	408,370	291,779
Provision for expected credit loss	(50,655)	<u>130,923</u>	(71,975)	<u>116,591</u>
At 31 March	<u>439,813</u>	<u>490,468</u>	<u>336,395</u>	<u>408,370</u>

Authority

<u>Aging</u>	<u>2021</u>		
	<u>Gross Carrying Amount</u>	<u>Default Rate</u>	<u>Lifetime ECL Allowance</u>
	\$'000	%	\$'000
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>

<u>Aging</u>	<u>2020</u>		
	<u>Gross Carrying Amount</u>	<u>Default Rate</u>	<u>Lifetime ECL Allowance</u>
	\$'000	%	\$'000
Current	547,681	40	220,413
1 -30 days	3,367	92	3,098
31 - 60 days	24,611	99	24,242
61 – 90 days	26,914	99	26,636
Over 90 days	<u>133,981</u>	100	<u>133,981</u>
Total	<u>736,554</u>		<u>408,370</u>



JAMAICA CIVIL AVIATION AUTHORITY

Notes to the Financial Statements (Continued)
March 31, 2021

22. Financial instruments (cont'd)

(a) Financial risk management (cont'd)

(iii) 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:

	<u>Group</u>		<u>Authority</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Air Navigation and AFTN fees	521,960	521,174	416,305	430,324
Passenger air service charges	101,969	268,432	101,969	268,432
Other	<u>99,665</u>	<u>119,898</u>	<u>41,930</u>	<u>37,798</u>
	723,594	909,504	560,204	736,554
Expected credit losses	<u>(439,813)</u>	<u>(490,468)</u>	<u>(336,395)</u>	<u>(408,370)</u>
	<u>283,781</u>	<u>419,036</u>	<u>223,809</u>	<u>328,184</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 AUTHORITYNotes to the Financial Statements (Continued)
March 31, 202122. 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>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	US\$'000	US\$'000	US\$'000	US\$'000
Assets:				
Cash and cash equivalents	7,050	8,838	4,372	6,767
Short-term investments	16,454	16,054	15,196	12,259
Long-term investment	730	730	-	-
Accounts receivables	<u>4,048</u>	<u>5,643</u>	<u>3,313</u>	<u>4,659</u>
	<u>28,282</u>	<u>31,265</u>	<u>22,881</u>	<u>23,685</u>
Liabilities:				
Accounts payables	(2,309)	(2,641)	(2,151)	(2,483)
Net position	<u>25,973</u>	<u>28,624</u>	<u>20,730</u>	<u>21,202</u>

Sensitivity analysis

A 3% (2020: 2%) strengthening of the Jamaica dollar against the US\$, at the reporting date, would have decreased surplus for the year by \$111,593,000 (2020: \$74,544,000) for the group and \$89,039,000 (2020: \$56,197,000) for Authority.

A 4% (2020: 6%) weakening of the Jamaica dollar against the US\$, at the reporting date, would have increased surplus for the year by \$148,791,000 (2020: \$223,632,000) for the group and \$118,719,000 (2020: \$168,591,000) for Authority.

The analysis is done on the same basis as for 2017 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, 2021:	J\$143.1730 = US\$1.00
At March 31, 2020:	J\$132.5275 = US\$1.00

JAMAICA CIVIL AVIATION AUTHORITYNotes to the Financial Statements (Continued)
March 31, 202122. 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>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
	\$'000	\$'000	\$'000	\$'000
Fixed rate financial assets	<u>3,821,053</u>	<u>3,370,516</u>	<u>3,821,053</u>	<u>3,370,516</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 AUTHORITYNotes to the Financial Statements (Continued)
March 31, 202122. Financial instruments (cont'd)

(a) Financial risk management (cont'd)

(iii) Liquidity risk (cont'd):

Group

2021			
Within 1 year \$'000	1 to 5 years \$'000	Total cash outflow \$'000	Carrying Amount \$'000
Accounts payable	-	938,089	938,089
Lease liability	<u>7,200</u>	<u>15,000</u>	<u>13,920</u>
<u>945,289</u>	<u>7,800</u>	<u>953,089</u>	<u>952,009</u>

2020			
Within 1 year \$'000	1 to 5 years \$'000	Total cash outflow \$'000	Carrying Amount \$'000
Accounts payable	-	959,410	959,410
Lease liability	<u>7,180</u>	<u>22,180</u>	<u>19,896</u>
<u>966,590</u>	<u>15,000</u>	<u>981,590</u>	<u>979,306</u>

Authority

2021			
Within 1 year \$'000	1 to 5 years \$'000	Total cash outflow \$'000	Carrying Amount \$'000
Due to related parties	-	58,294	58,294
Accounts payable	-	849,387	849,387
Lease liability	<u>7,200</u>	<u>15,000</u>	<u>13,920</u>
<u>914,881</u>	<u>7,800</u>	<u>922,681</u>	<u>921,601</u>

2020			
Within 1 year \$'000	1 to 5 years \$'000	Total cash outflow \$'000	Carrying Amount \$'000
Due to related parties	-	45,460	45,560
Accounts payable	-	864,995	864,995
Lease liability	<u>7,180</u>	<u>22,180</u>	<u>19,896</u>
<u>917,735</u>	<u>15,000</u>	<u>932,635</u>	<u>930,451</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, 2021

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

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 MJB Airport Limited for the lease of space occupied at Donald Sangster's International Airport for a rent of \$1.00 per annum.

(ii) To the 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, 2021

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.

There is 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 \$439.8 million.

At the date of approving the financial statements, the full impact of the pandemic on the group's markets and businesses remain highly 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.

JAMAICA CIVIL AVIATION AUTHORITY

Administrative and operating expenses

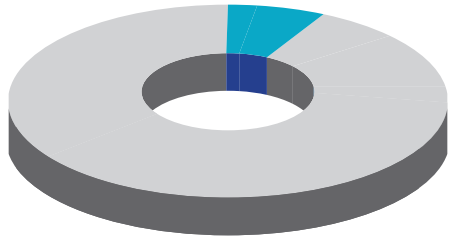
March 31, 2021

	<u>2021</u>	<u>2020</u>
	\$' 000	\$' 000
Advertising and promotion	5,462	35,421
Amortization right-of use	6,185	6,185
Audit and accounting fees	5,333	3,750
Bank charges	6,510	7,682
Books and periodicals	157	1,193
Brokerage and duty	306	747
Cleaning and sanitation	12,027	13,475
Commission	21,857	22,042
Consultancy fee	5,507	37,788
COVID-19 Expenditure	17,723	-
Depreciation	609,303	443,087
Directors' fees	3,151	3,262
Donations	(2,850)	10,289
GCT on Purchases	80,510	95,308
Haulage, transport and hireage	7,220	7,234
Impairment losses	17,246	108,650
Insurance	64,840	52,626
Interest Expense	1,204	1,598
JDF Search and Rescue	83	-
Labour Day projects	-	4,068
Meetings and seminars	1,411	9,656
Membership fees	23,386	23,463
Miscellaneous	4,021	5,395
Motor vehicles expense	2,935	3,480
Office expense	11,182	20,599
Other communication charges	33,656	27,059
Pension	191,735	207,474
Printing, stationery and postage	15,003	18,350
Professional fees	64,299	69,775
Rates and licences	5,793	4,724
Rental/lease of Office at Winchester Business Centre	4,594	765
Repairs and maintenance	87,312	112,724
Salaries, wages and statutory contributions	3,255,771	2,154,330
Security	55,578	55,436
Staff welfare	542,727	452,850
Subscriptions and publications	29,308	25,843
Technical service expense	117,127	74,501
Travel expenses	3,327	93,003
Tuition and training	19,874	63,912
Utilities	117,364	103,719
Wireless and cable	<u>14,802</u>	<u>10,995</u>
	<u>5,462,979</u>	<u>4,392,458</u>

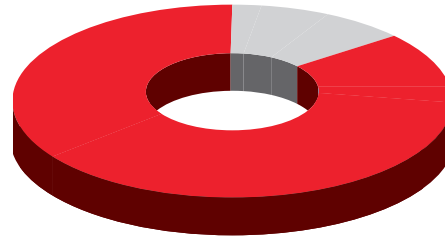


FINANCIAL REVIEW

↑ 11% Revenue Growth



↓ 79% Net Surplus Decrease

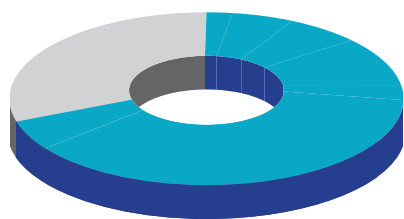


The financial statements incorporate those of The Jamaica Civil Aviation Authority (The Authority) and its subsidiary, Aeronautical Telecommunications Limited (AEROTEL). The consolidated results showed that revenue grew by 11% to J\$5.66 billion for the year. The group also recorded a net surplus of J\$116.72 million, of which AEROTEL reported a loss of J\$144.28 million. 2021's results compared unfavourably to the preceding year's surplus of J\$544.58 million.

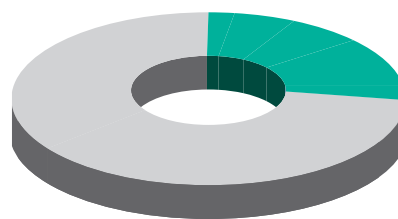
The Group's total assets closed the year at J\$11.64 billion, down J\$102.86 million from 2020's out-turn of J\$11.75 billion.

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 telecommunications services on behalf of the Jamaica Civil Aviation Authority. Its responsibilities include 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.

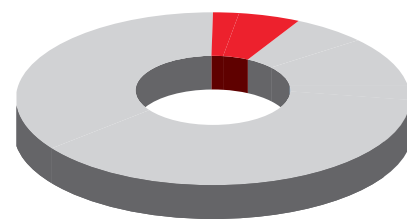
WHAT WE EARNED



Air Navigation Fees
64%



Passenger Aviation Service Charge (PASC)
64%



Other Income
5%

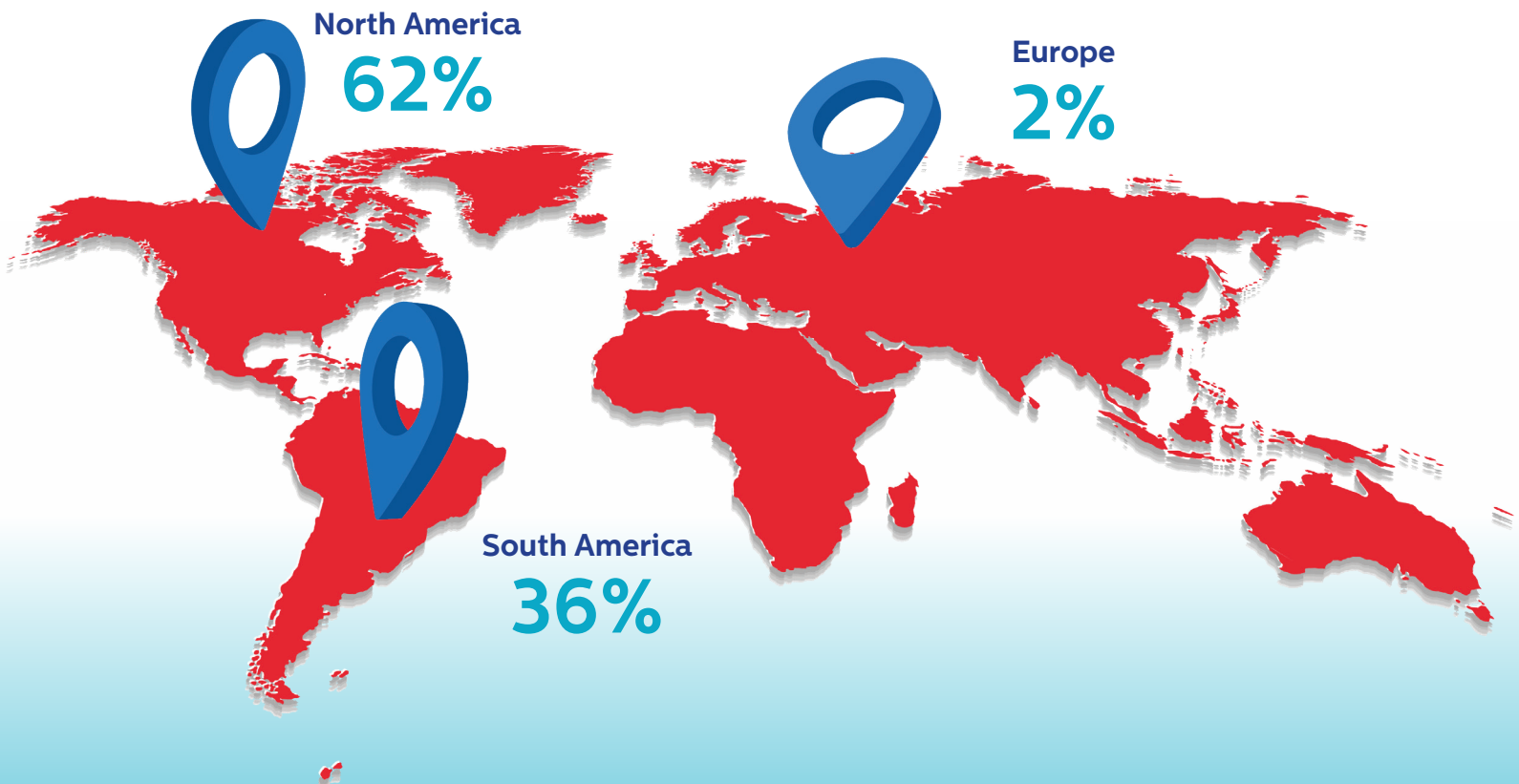


Revenue Streams

The amended Civil Aviation Act (2017) provides for the transfer of the Authority's two primary sources of revenue, i.e. Air Navigation Fees and the Passenger Aviation Service Charge (PASC), to the Consolidated Fund. Despite this, the Authority continues to administer these two revenue streams on behalf of the Government. The Authority's other revenues are considered Appropriations-In-Aid. The Government subsidises the Authority's operational expenditures. For the 2020-21 financial period, the Government provided the Authority with J\$5.32 billion in subvention income.

For the twelve months ending March 31, 2021, the Authority generated a net surplus of J\$261.00 million, down from J\$459.78 million in the previous financial year ended March 31, 2020. The reduction in net surplus of J\$198.79 million (43%) is due to an increase in operating expenses by J\$1.07 billion and a fall in net finance income of J\$54.90 million.

WHERE WE EARNED





By Location

Air Navigation Fees fell by J\$1.22 billion to J\$1.23 billion for the year ended March 31, 2021. The decrease in revenue is attributable to decreased activity, particularly in overflight movements, within the Kingston Flight Information Region (FIR), as a result of the COVID-19 pandemic, which continued throughout the Financial Year.

Passenger Aviation Service Charge (PASC) income, which is directly aligned to the number of passenger seats sold, totaled J\$605.79 million in 2021, down 80% or J\$2.4 billion from the J\$3.01 billion reported in 2020. The decline was also attributable to the effects of the COVID 19 pandemic, which forced countries to close their borders and impose travel restrictions, in order to combat the spread of the novel coronavirus. This resulted in a year-over-year reduction of 1,142,885 seats sold, compared to 6,128,339 the previous year. This revenue stream resulted in a foreign exchange loss of J\$202.29 million.

Of the total seats sold, 94% were from North America, 4% from South America and 2% from Europe.

STATEMENT OF FINANCIAL POSITION REVIEW

The Authority's total assets at year-end were J\$10.47 billion, a modest increase of \$71.29 million over the year-end balance of J\$10.39 billion in 2020. Total current assets increased by 12% and included liquid assets of J\$3.81 billion this year, compared to J\$3.35 billion last year. Total non-current assets recorded a net decrease of J\$440.95 million or 7%.

Current liabilities were reasonably stable and included accounts payables of J\$849.39 million, which is consistent with the previous year's amount outstanding. This included J\$246.43 million payable to the Meteorological Service of Jamaica (MET) for uncollected Passenger Aviation Service Charge and Communications Fees, as per the Memorandum of Understanding (MOU) between the entities.

Total non-current liabilities recorded a net decrease of J\$43.06 million or 5%. The main contributor was a decrease in employee benefit obligations of J\$23.62 million or 3%, resulting from a decline in the value of the company's pension fund's assets.

Overall, despite the COVID-19 pandemic's influence on growth, the Authority recorded positive financial indicators. Return on assets for the year was two per cent (2%), compared to 4% in 2020. Liquidity, as measured by the current ratio, is 5 times current liabilities this year, (2020: 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 World Health Organisation declared the novel coronavirus, Covid-19, to be a global pandemic in March 2020. The rapid spread and consequent containment measures, including the closure of borders, physical distancing rules, mass quarantines, and stay at home orders for nonessential services have negatively affected economic activity and businesses worldwide.

There is an elevated level of uncertainty, which has adversely affected financial markets and business confidence. The Group was concomitantly exposed to an elevated level of credit risk, liquidity risk, foreign currency risk and market risk, with the most significant exposures relating to the credit risk.

Credit Risk

The Group's receivables mainly comprise trade, 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 receivables of approximately \$411.3 million.

At the date of approving the financial statements, the full impact of the pandemic on the group's markets and businesses remains highly 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.



SENIOR EXECUTIVES' COMPENSATION

FOR YEAR APRIL 1, 2020 TO MARCH 31, 2021

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	2020/2021	32,257,150	-	120,000	3,225,715	206,843	-	35,809,707
Mr. Rohan Campbell Deputy Director General, Regulatory Affairs	2020/2021	27,595,989	-	120,000	2,759,599	186,561	-	30,662,149
Mrs. Nichole Morgan Deputy Director General, Corporate Services	2020/2021	27,906,643	-	120,000	2,790,664	223,409	-	31,040,716
Mr. Howard Greaves Deputy Director General, Air Navigation Services	2020/2021	1,542,508	-	141,429	154,251	46,275	-	1,884,463
Ms. Gillian Richards Director, Planning, Research & Risk Assessment	2020/2021	14,748,692	-	1,697,148	1,474,869	494,169	-	18,414,878
Mr. Michael Hepburn Director, Economic Regulation	2020/2021	15,568,040	-	1,697,148	1,556,804	422,969	-	19,244,961
Mr. Noel Ellis Director, Flight Safety	2020/2021	23,108,474	-	1,697,148	2,310,847	812,569	-	27,929,038
Dr. Carvell McLeary Director, Human Resource	2020/2021	8,992,258	-	1,414,290	-	2,895,277	-	13,301,825
Ms. Janet Henry Director, Human Resource	2020/2021	6,386,813	-	282,858	638,681	3,374,150	-	10,682,503
Ms. Shian Edwards Director, Finance	2020/2021	15,382,155	-	1,697,148	1,538,216	933,015	-	19,550,533
Mrs. Nardia Andrews General Counsel	2020/2021	13,312,896	-	1,697,148	1,331,290	1,085,446	-	17,426,779
Mr. Howard Greaves Director, Air Traffic Management	2020/2021	20,646,865	-	1,555,719	2,064,687	5,144,872	-	29,412,143
Mr. Douglas Williamson Director, Information Technology	2020/2021	15,257,818	999,395	1,697,148	1,096,066	1,031,669	-	20,082,096
Mr. Donald Shaw Director, Safety & Compliance	2020/2021	20,548,384	-	1,697,148	2,054,838	335,570	-	24,635,941
Mr. Derrick Grant Communications, Navigation & Surveillance	2020/2021	21,152,981	-	1,697,148	2,115,298	734,236	-	25,699,663
Mr. Christopher Chambers Director, Aeronautical Information Management	2020/2021	18,696,767	-	1,697,148	1,869,677	207,255	-	22,470,847
Mrs. Jacene Richards Harris Director, Public Procurement	2020/2021	13,687,556	-	1,697,148	1,368,756	-24,520	-	16,728,940
Mr. Jason McPherson Chief Internal Auditor	2020/2021	12,158,244	-	1,344,919	1,215,824	3,149,768	-	17,868,755
TOTAL		308,950,232	999,395	22,070,695	29,566,082	21,259,534	-	382,845,938

Notes:

- Salary figure for the period, for each senior manager includes retroactive flat salary, retroactive seniority, retroactive personal pension allowance, which were all paid during the period under review, and form part of pensionable salary.
- Other Allowances include acting allowance, clothing allowance for all, contingency and Operations Facility Premium (OFP) paid to Deputy Director General Air Navigation Services and Director Air Traffic Management for maintaining valid Air Traffic Control rating and for working when there is an industrial action respectively. Also included are retroactive allowances such as: contingency, emergency shift premium, special honorarium, project premiums, OFP etc.
- The \$120,000 allocated to Director General, Deputy Director General Regulatory Affairs and Deputy Director General Administrative Services represents value of assignment of motor vehicle with up to 50% private use based on Income Tax Act, 2nd Sch. Part 1, Appendix (Regulation 11). Deputy Director of ANS appointed March 1, 2021, hence no value for assignment of motor vehicle during the period as this requires time to procure.
- Other Allowances for the General Legal Counsel include corporate secretaria duties, laundry allowance, library and robing allowances.
- The schedule shows two Director, Human Resource as the former director retired in May 31, 2020 and the current Director was employed in June 1, 2020.
- No pension contribution is made for the current 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 amount becomes due.
- The Director, Air Traffic Management acted in the post of Deputy Director General Air Navigation Services, for 11 months in this period under review. He was appointed to the post of Deputy Director General Air Navigation Services on March 1, 2021, hence his overall compensation was split between both posts.
- The above compensation schedule does not include the net book value of the motor vehicles assigned to the Executive Management team, which is disclosed in Note 7 of the audited financial statements.

DIRECTORS' COMPENSATION

APRIL 2020 - MARCH 2021

Director	Fees	Motor Vehicle Upkeep/ Travelling or Value of Assignment of Motor vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	TOTAL (\$)
Mr. Phillip Henriques, Board Chairman	172,600.00	-	-	-	172,600.00
Capt. Geoffrey Campbell, Board Member	207,400.00	-	-	-	207,400.00
Capt. Robert Chin, Board Member	103,700.00	-	-	-	103,700.00
Mr. Milton Daley, Board Member	172,600.00	-	-	-	172,600.00
Dr. Janine Dawkins, Board Member	263,100.00	-	-	-	263,100.00
Dr. Kavita Johnson, Board Member	385,300.00	-	-	-	385,300.00
Mr. Douglas Lindo, Deputy Chairman	302,800.00	-	-	-	302,800.00
Mrs. Amoy Bernard-Morrison, Board Member	201,900.00	-	-	-	201,900.00
Mr. Lloyd Pommells, Chairman	119,300.00	-	-	-	119,300.00
Major Dudley Beek (Ret'd.), Deputy Chairman	135,500.00	-	-	-	135,500.00
Ms. Georgia Hamilton, Board Member	87,600.00	-	-	-	87,600.00
DCP* Richard Stewart, Board Member	119,600.00	-	-	-	119,600.00
Mr. Mark Knight, Board Member	119,600.00	-	-	-	119,600.00
Ms. Joniann Mittoo, Board Member	154,000.00	-	-	-	154,000.00
Mrs. Allison Cole Philbert, Board Member	191,200.00	-	-	-	191,200.00
Capt. Edward Miller, Board Member	127,600.00	-	-	-	127,600.00
Mr. Damion Young, Board Member	103,600.00	-	-	-	103,600.00
Capt. Ricardo Lynch, Board Member	167,500.00	-	-	-	167,500.00
Ms. Tanya Bedward, Board Member	15,900.00	-	-	-	15,900.00
TOTAL	3,150,800.00	-	-	-	3,150,800.00

NB: Member Tanya Bedward first attended Board Meeting held April 7, 2021, hence her absence from the Corporate Data section of the annual report. However, the meeting on April 7, relates to the period March 2021, and hence her fee of \$15,900 was accrued.

The above table also contains information for the Chairman and Directors of the former Board. Information on the former Board is however not included in the Corporate Data section of the Annual Report, which only contains current Board information.

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





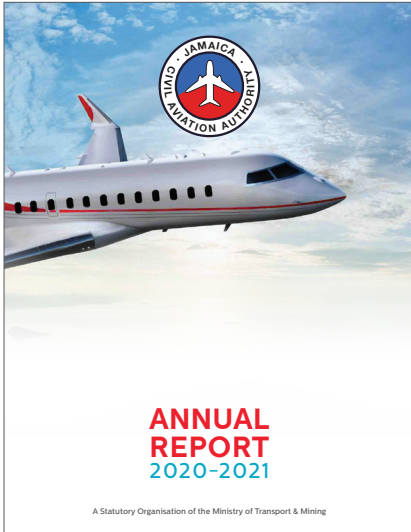
IR	Industrial Relations
IWAF	ICAO World Aviation Forum
JAIA	Jamaica Aviation Inspectors Association
JATCA	Jamaica Air Traffic Controllers Association
JCAA	Jamaica Civil Aviation Authority
JCAR	Jamaica Civil Aviation Regulations
KATCC	Kingston Air Traffic Control Centre
KFIR	Kingston Flight Information 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
UNFCC	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





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