

# **ANSA POLICY 2022**

Approved by the Board
March 08 2022

Al-1

February 24, 2022

# **Contents** 1 ABBREVIATIONS 4 2. ACTIVIY REPORT 2021 ...... 5 3. ORGANIZATION 9 B. C. B. C. D. E. F. G. Η. I. J. JUMP-1 and VFR procedures......17 K.

	В.	CNS/ATM Systems Manual	17
	C.	Calibration test equipment	18
	D.	Technical support agreement with Thales	18
	5.3 Ae	eronautical Information Affairs	18
	A.	Training activities	18
	В.	Transition from AIS to AIM	18
	C.	AIA Manual	19
	D.	Data/Info of Aruba in the Dutch Caribbean AIP	19
	E.	ICAO Task Force for the implementation of AIM 2022-2025	19
	F.	AIP quality control	20
	5.4 Fir	nancial Affairs	20
	5.5 Hu	uman Resources	20
	5.6 SN	лs & QMs	21
<b>5</b> .	. CONC	LUDING REMARKS	22

# 1. ABBREVIATIONS

AAA : Aruba Airport Authority N.V.

ADS-B : Automatic Dependent Surveillance – Broadcast

AIA : Aeronautical Information Affairs

AIM : Aeronautical Information Management
AIP : Aeronautical Information Publication
AIS : Aeronautical Information Services

AMHS : Air Traffic Services Message Handling System

AMU : Apron Management Unit ANS : Air Navigation Services

ANSA : Air Navigation Services Aruba N.V.

ATC : Air Traffic Control
ATCO : Air Traffic Controller

ATFM : Air Traffic Flow Management

ATIS : Automatic Terminal Information System

ATM : Air Traffic Management
ATS : Air Traffic Services
CEO : Chief Executive Officer
CLA : Collective Labor Agreement

CNS : Communication, Navigation, Surveillance
DCAA : Department of Civil Aviation of Aruba

DC-ANSP : Dutch Caribbean Air Navigation Service Provider

EFS : Electronic Flight Strip
ETA : Estimated Time of Arrival
FIR : Flight Information Region

HR : Human Resources

ICAO : International Civil Aviation Organization IMC : Instrument Meteorological Conditions

KPA: Key Performance Area
KPI: Key Performance Indicator
LOA: Letter of Agreement

MEVA : Mejoras a los Enlaces de Voz ATS

OPS : Operations

PBN : Performance Based Navigation
QMS : Quality Management System
RTS : Remote Transmitting Sites

SID : Standard Instrument Departure Route

SMS : Safety Management System SOP : Standard Operating Procedure STAR : Standard Arrival Route

VCS : Voice Communication System
VMC : Visual Meteorological Conditions
VRRS : Voice Recording & Replay System

# 2. ACTIVIY REPORT 2021

ANSA (Aruba) experienced declining flights during the years 2018, 2019 and the first months of 2020, which subsequently materialized into a steady declining revenue stream, whereas the operational expenses kept increasing. Slowly but surely, we saw our profit slinking. Since March 2020, our revenues were badly affected by the COVID-19 pandemic, resulting in a huge loss for our company. This was on top of the closing of the borders with Venezuela since February 2019. In 2020 ANSA had to implement an investment stop and was forced to cut in the personnel's and other operational expenses in order to safeguard our cash flow. We succeeded in this and managed to survive the year 2020, although seriously weakened by the pandemic.

ANSA closed the year 2020 with a deep loss of Awg. 2.7 million, however the year 2021shows a small profit of approximately Awg. 429,000 (un-audited figure). This improvement of the financial situation of ANSA was mainly due to a significant increase in our revenues. On the one hand our ANSA Charge was increased with 10% as of January 1, 2021, and on the other hand the year 2021 was characterized by a remarkable recovery of commercial flights.

Although the airlines were faced with loss of income, they still managed to comply with their dues to ANSA. By December 31, 2021 our overall collection rate (2015-2021) was 98.46% of all revenues from cash basis airlines and 99.99% of all commercial airlines. The collection rate of the cash basis airlines is a bit lower due to write-offs of, amongst other, Insel Air Aruba (in 2017) and Insel Air International (in 2019).

Regarding our HR activities, the training plan 2021 was developed and implemented and the yearly personnel performance evaluations have partially taken place and will be completed in the first quarter of 2022. In the ANSA website the monthly ANSA statistics have been included. Attention was also given to the development of the document management procedures and the process descriptions in the ANSA Handbook Employment Regulations.

In 2021 safety training was provided to the ATC unit personnel. This was finalized on October 20, 2021. The safety of using ADS-B as backup for WAM (Wide Area Multilateration) was assessed. This was finalized on March 30, 2021. The risk of using the ADS-B surveillance system for the purpose of separating aircraft, in the event of a WAM breakdown was assessed. The safety of using the ADS-B surveillance system was found to be at an acceptable level. As a result, surveillance service will continue for all flights so equipped and procedural separation will be applied for flights not equipped with ADS-B.

Air traffic was monitored to assess noncompliance to the LOA between DC-ANSP and ANSA. The purpose of this review was to monitor compliance by DC-ANSP to the agreed procedures regarding the exchange of flight data and coordination. Besides phraseology issues, the most important findings are the following:

- 1) Most arriving flights were taken off the STAR as filed and cleared direct to an initial approach fix on the ILS Z approach procedure:
- 2) It was noted that some flights were released outside the WAM surveillance coverage.

The ATC personnel were instructed to report e.g. incidents where arriving flights were released outside the surveillance range. Several reports were filed. These reports were shared with DC-ANSP resulting in the creation of a 40 NM radius virtual circle around the airport on the surveillance monitors at DC-ANSP. DC-ANSP has also made its personnel aware of the situation. Recently no reoccurrences have been reported. Since the redesign of the SIDs and STARs in the Curacao FIR in May 2021, the compliance to the procedures related to STARS by DC-ANSP has also improved significantly.

The ANSA fatigue risk management (FRM) system is being updated to comply with ICAO Standards And Recommended Practices (SARPs), while the ANSA QMS manual has been developed. Both projects are still ongoing.

ANSA created its performance-based air navigation (PBAN) roadmap, which was sent to the DCAA on November 6, 2018. Based on the NAM/CAR Regional Performance Based Air Navigation Implementation Plan (RPBANIP) v 4.0 dated August 2018, ANSA updated its roadmap in the 1<sup>st</sup> quarter of 2021, but it hasn't been sent to DCAA pending ICAO's approval of RPBANIP v 4.0.

Procedures for Short Term Collision Alert (STCA) were developed and implemented in May 2021. The generation STCAs is a function based on surveillance data, integrated into the ATC system. The objective of the STCA function is to assist the controller in preventing collision between aircraft by generating, in a timely manner, an alert of a potential or actual infringement of separation minima.

ANSA strongly believes in cooperation with our partners within the Kingdom of the Netherlands and has actively pursued this since we started operations on January 1, 2015. In the context of implementation of the "Landspakket" with regard to the aviation sector, a draft Collaboration Agreement was sent on October 29, 2021 to DC-ANSP, which provided feedback on December 23, 2021. While a practical collaborative approach currently exists, there are specific areas that require improvement. ANSA and DC-ANSP have identified the following areas of collaboration: joint project preparation and equipment acquisition, training, MEVA network node sharing, ATM systems interface and joint missions for flight Inspection of navaids.

A lot of effort was also put into the development and/or revision of the operating and training manuals for the operational units. A clean version of the revised Tower Manual was sent to DCAA on May 21, 2021. Refresher training procedures were incorporated in the training manual on February 11, 2021. The CNS/ATM Systems Manual was submitted to the DCAA for approval in September 2018. In the meeting between DCAA and ANSA held in April 2021 it was agreed that a new revised version of the CNS/ATM Systems Manual will be sent to DCAA for approval.

To improve the coordination between ANSA and DC-ANSP, special attention was given to the revision of the Letter of Agreement (LOA) between ANSA and DC-ANSP. This process is ongoing and will be finalized in 2022. The LOA between ANSA and AAA was revised, due to the implementation of ICAO Global Reporting Format for runway surface conditions (GRF) and signed on November 18, 2021.

In March 2021 an agreement was signed with W Aviation regarding submission and validation of digital flight plans. An LOA was signed between ANSA and the ground handlers' operations in

September 2021 to establish procedures for the coordination and validation of flight plans and associated ATS messages to achieve an orderly and expeditious process. ANSA also provided training to the ground handlers' operations officers (June-August 2021). The LOA contains procedures aimed to safeguard the required competency level of the ground handlers' operations officers.

In January and February 2021, a data collection of missing flight plans (TopSky ATC & TopSky AIS systems) was performed for all inbound flights to determine the severity of the problem. In August 2021 the corresponding root cause analysis and action plan were presented to the CEO of ANSA and it was decided that, to mitigate the missing flight plan issue and thus avoid surprise traffic within the Beatrix Control Zone, ARO will assist by monitoring on a daily basis all inbound flight plans and report if any inbound flight plan is missing.

In the 4<sup>th</sup> quarter of 2021, a data collection of flight plan errors was performed to determine the amount and type of errors (human errors, system errors). The corresponding root cause analysis and action plan will be finalized in April 2022. The main goal of this project is to avoid erroneous flight plans which could lead to unnecessary delays.

Training of ANSA's personnel to maintain and improve their competencies is of the utmost importance. In 2021 refresher course was not provided due to several online courses which were given to the ATC personnel. In January and February 2021 online Spanish phraseology training was provided to all ATCOs. Due to the expiration of the validity of the ICAO English Proficiency Level (EPL), several ATCOs got online EPL refresher training and took the Versant Aviation English exams in April 2021. The training was provided by World Wide Training & Translations. In July 2021 the ATCOs did online self-training on SIDs and STARs, and thereafter took an exam. For the EFS implementation, all ATCOs received a training which was provided by Thales in September 2021. A GRF online course and exam was also provided to both ATC and AIA units in October 2021.

Furthermore, in order to refresh and upgrade all aeronautical information officers (AIOs) to understand and execute all procedures uniformly and meet the required proficiency standards, a refresher course was given to all AIOs in January 2021 and a self-training program (that focused on ADS-B in flight plan, NAVAIDS in flight plan, PBN and SIDs and STARs) took place from June till November 2021. The managers of AIA and ATC both completed the ICAO Training Instructors Course part 2 (TIC 2) in September 2021.

An amendment was made to the contract between ANSA and DC-ANSP for performance monitoring of the ABA DVOR/DME. The amendment entails a small increase in the hourly rate that ANSA charges DC-ANSP for the rendered service. This increase is based on the wage increase of the technicians in 2021.

With respect to investment projects: in 2018 and 2019 ANSA invested Awg. 1.3 million and Awg. 1.2 million respectively in equipment, systems and infrastructure. However, in 2020 most of the planned investments were postponed due to the financial malaise caused by the Covid-19 pandemic. The invested amount was therefore only Awg. 148.000,-.

Due to the pandemic and the financial impact thereof on ANSA, a reprioritization of our investment projects for 2021 took place. Only the investments considered strictly necessary to guarantee continuity of services were implemented. This explains why the invested amount in 2021 was still relatively low at Awg. 279.000,-. The GRF related systems upgrade was the largest project during 2021. The ATC simulator was upgraded and ANSA had the Magnetic Variation on all charts updated. The Tower window shades were replaced after many years. An ongoing project that started last year is the Microwave connections between ANSA and AAA.

This policy paper concisely describes the projects planned for 2022.

# 3. ORGANIZATION

#### 3.1 General

ANSA started the year 2019 with 46 employees. In 2020 ANSA started with 44 employees due to one (1) early retirement and one (1) resignation (ATCO trainee) in 2019. In 2021 ANSA started with 43 employees because one (1) was dismissed in 2020 and in 2022 with 42 employees because one (1) resigned in 2021. See table 1.

# 3.2 Organizational structure and manpower resources

The operational organizational structure is provided in Figure 1 below.

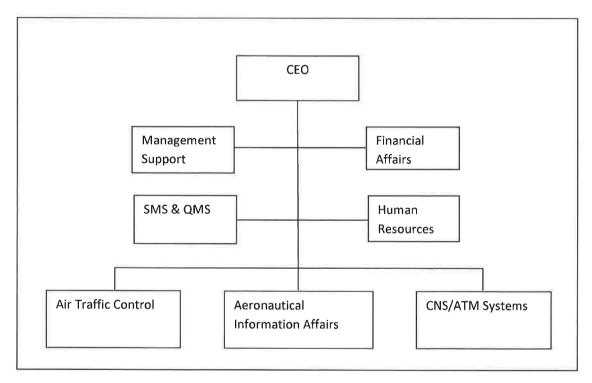


Figure 1: Organizational Structure ANSA

The CEO is the head of the ANSA organization and there is a Management Support consisting of a Management Assistant and an Administrative Assistant (2 staff). Other staff departments are the Financial Affairs (1 staff), Human Resources (1 staff) and SMS & QMS (1 staff). Compared with the previous ATS structure within the DCA, a SMS & QMS unit has been added to the staff departments to comply with the latest requirements for quality and safety management. The staff departments are being kept to a minimum in order to maintain cost-effectiveness. The three operational units are headed by their own Managers:

- Air Traffic Control (ATC);
- Aeronautical Information Affairs (AIA);

# - CNS/ATM Systems.

The manpower resources available to ANSA are provided in Table 1 below. The information includes a comparison between January 1 of 2019, 2020, 2021 and 2022.

Department/position	FTEs	FTEs	FTEs	FTEs
	1-1-19	1-1-20	1-1-21	1-1-22
Chief Executive Officer (CEO)	1	1	1	1
Management Support	2	2	2	2
Financial Affairs	1	1	1	1
SMS & QMS	1	1	1	1
Human Resources	1	1	1	1
Air Traffic Control	21	24	23	22
Aeronautical Information Affairs	11	10	10	10
CNS/ATM Systems	4	4	4	4
Air Traffic Controller trainee	4	0	0	0
Total	46	44	43	42

Table 1: Manpower Resources ANSA

# 3.3 Vision, Mission and Core Values

# Vision of ANSA

To become a regional leader in the provision of Air Navigation Services with the highest standards.

# Mission of ANSA

Our mission is to provide safe, efficient and reliable Air Navigation Services to the aviation industry within the Beatrix Control Zone.

#### Core values of ANSA

Safety first: We promote a strong safety culture and pursue the highest safety standards.

Service excellence: Work to satisfy our customers and partners by delivering on our commitments and always looking for the best possible outcome.

**Involvement and motivation:** Foster a welcoming, diverse and stable working environment where everyone has the opportunity to contribute to the decisions that affect them in an open and transparent way and where everyone is willing to go the extra mile to achieve excellence.

Courage and innovation: We foster innovation; we challenge ourselves, others and the status quo. Excellent professionals: We continuously invest in upgrading and development of our personnel. Pioneering technology: Keep track of technological developments and invest in new, if any, state-of-the-art equipment.

Partnership: Foster networks and/or joint efforts on national, regional and international level.

# 3.4 KPAs, Objectives and KPIs

In the coming years the operation of ANSA will focus on four Key Performance Areas (KPAs). These KPA's, together with the associated strategic objectives, Key Performance Indicators (KPIs) and strategic means to achieve those objectives are described in Table 2 below.

KPAs	Strategic objectives	KPIs	Strategic means to achieve
Safety	Reduction of incidents.     Prevention of accidents.	1. Number of safety related reports per year. 2. Percentage of incidents that have been investigated within 30 days. 3. Percentage of safety recommendations implemented or in the process of being implemented. 4. Number of airproxes between IFR and VFR flights. 5. Number of incidents involving the coordination between Curacao ACC and Beatrix approach. 6. Number of runway incursions or excursions. 7. Number of ATM incidents¹. 8. Number of MAC incidents². 9.Number of severity level incidents A, B and C³.	goals  - Promote a strong safety and quality culture.  - Implement, evaluate and improve the safety managemer system.  - Continuously review and update the coordination procedures with CUR/ACC.  - Expand hour of ATC surveillance service.  - Continuously review and update the tower manual.  - Implement standard clearances and standard releases to reduce verbal coordination.  - Review the performance of all air traffic controllers on a yearly basis through proficiency checks and voice recording review. Provide competency-based refresher and safety training on a yearly basis.  - Promote the modernization of national aviation regulation through DCAA.  - Maintain a high level of equipment availability and reliability.  - Development and implementation of QMS in accordance with ISO 9001 requirements.  - Implement investment program to ensure safe and efficient ATS.  - Perform safety assessments and reviews with respect to planned or implemented airspace reorganizations, the introduction of new CNS/ATM systems or facilities, and new or changed ATS procedures.

=

<sup>&</sup>lt;sup>1</sup> Occurrences involving ATM or communications, navigation, or surveillance (CNS) service issues.

<sup>&</sup>lt;sup>2</sup> Airprox, TCAS (Traffic Alert and Collision Avoidance System) alerts, loss of separation as well as near collisions or collisions between aircraft in flight.

<sup>&</sup>lt;sup>3</sup> Class A: a serious incident in which collision is narrowly avoided. Class B: an incident in which separation decreases and there is significant potential for collision which may result in a time critical corrective/evasive response to avoid collision. Class C: an incident characterized by ample time and or distance to avoid a collision.

Efficiency and quality of service	Provision of efficient and high-quality air navigation services in order to facilitate efficient operations (reduction of fuel consumption and ATC attributable delays) by aircraft operators.	1. Number of ANSA-attributable gate departure delays: if the time difference between start-up clearance request and start-up clearance exceeds 5 minutes.  2. Number of ANSA-attributable en route clearance delays: if the time difference between en route clearance request and en route clearance exceeds 5 minutes.  3. Number of ANSA-attributable taxi-out delays: if the time difference between start taxi and take-off exceeds 10 minutes.  4. Number of ANSA-attributable arrival delays: if the actual time of arrival (ATA) is later than the expected time of arrival (ETA) upon first contact between the pilot and Beatrix TWR/APP (after responsibility for the control of the aircraft was transferred).  5. Operational availability of the equipment necessary to provide ATM service: the maximum facility service hours minus outage time divided by the maximum facility	- Proficiency checks and refresher training on a yearly basis Continuously review and update the coordination procedures with CUR/ACC Implement ATFM Expand hour of ATC surveillance service Continuously review and update SIDs and STARs and promote the use thereof Development and implementation of QMS Improve the data quality of Aruba in the Dutch Caribbean AIP Improve preventive maintenance program Maintain a high level of equipment availability and reliability Implement investment program to ensure safe and efficient ATS.
Productivity and capacity	Increase productivity and aircraft handling capacity of ATC.	service hours.  1. Number of days on sick leave.  2. Number of aircraft movement per ATCO in operations.  3. Maximum number of aircraft handled per hour in VMC conditions.  4. Maximum number of aircraft handled per hour in IMC conditions.	- Enhance working environment Implement program of organizational culture change Continuously review and update the employee performance evaluation system Proficiency checks and refresher training on a yearly basis Continuously review and update coordination. procedures with CUR/ACC Implement ATFM Expand hour of ATC surveillance service Continuously review and update SIDs and STARs and promote the use thereof.
Cost- effectiveness	Keep total costs as low as possible in order to comply with ICAO's cost-based principle related to the ANS charge.	Cost per aircraft movement.     Operational costs as percentage of revenues.	- Implement cost control program Effective billing and collection policy.

Table 2: KPAs, Objectives and KPIs ANSA

# 4. INVESTMENTS

# 4.1 Investment policy principles

ANSA features different Communication, Navigation, Surveillance (CNS) and Air Traffic Management (ATM) equipment that are essential for the provision of ATS. This equipment is critical for the aviation industry and need to be maintained, upgraded and/or replaced in order to guarantee continuous operation of the equipment. With properly functioning CNS/ATM equipment, ANSA is able to provide ATS at an optimum level within the Beatrix Control Zone.

Adequate air transport can only be assured when the airlines can rely on a safe, efficient, and expeditious flow of air traffic, supported by well-functioning equipment and installations. As in previous years, ANSA's investment policy of 2022 will be primarily based on the following principles:

- Investment backlog that ANSA inherited from the DCAA will be eliminated as soon as possible.
- Focus will be on safety, efficiency, and quality of service.
- Needs and interests of Airlines will be factored-in as much as possible.
- All investments will be funded with ANSA's own cash flow.

#### 4.2 Investment Plan 2021-2025

The investment plan 2021-2025 is provided in Table 3 below and was developed in accordance with the principles mentioned in paragraph 4.1.

Our investments in 2022 will return to normal levels after two years of almost no investments. In 2022 ANSA will invest Awg. 1.1 million. The most important investments that will be implemented in 2022 are the following: Upgrade Voice Communication System (VCS) and Upgrade ILS/DME.

#### **INVESTMENT SCHEDULE 2021-2025**

		2021	2022	2023	2024	2025	TOTAL
		161 410					161,412
-	GRF systems upgrade	161,412	000 000				
_7	Upgrade Voice Communication System (VCS)		380,000				380,000
10	Electronic Flight Strip	1,186					1,186
12	Renewal TopSky ATC hardware		100,000				100,000
14	Robust ATS System	9,606	127,000				136,606
17	Upgrade BEA VOR/DME		39,000	200,000			239,000
19	Upgrade ILS/DME		230,817				230,817
20	Updates on Magnetic Variation on all Charts	29,587					29,587
27	ATC simulator upgrade	20,897			25,000		45,897
22	TopSky AMHS/AIS upgrade		10,000	223,000			233,000
23	Upgrade RTS and Glide Path antennas		50,000				50,000
24	Upgrade VRRS (Voice Rec. & Replay System)		22,000				22,000
25	New ATC tower Annex Ansa Office Building			1,000,000	2,000,000	2,000,000	5,000,000
26	MEVA 4.0 VSAT Dish				100,000		100,000
21	Aeronautical charts update		11,000	440,000			451,000
28	A/C's	1,734	15,000	10,000	10,000	10,000	46,734
29	Furniture, Fixtures & ICT Assets	30,003	50,000	10,000	10,000	10,000	110,003
30	Spare Parts	3,824	50,000	50,000	50,000	50,000	203,824
31	Other investments	21,051	35,296	25,000	25,000	25,000	131,347
TOTA	AL INVESTMENTS	279,300	1,120,112	1,958,000	2,220,000	2,095,000	7,672,412

Table 3: ANSA Investment Schedule

# 4.3 Description of Investment Projects 2022

# A. Upgrade Instrument Landing System (ILS)

Upgrading of the ILS/DME system to guarantee its continuous and reliable operation and to extend its lifespan started in January 2022 with a system health check from its manufacturer Selex. Actual refurbishing following Selex's recommendation will be executed in the first and second quarter of 2022.

# B. Renewal TopSky ATC Hardware

The TopSky ATC system was acquired in 2012, at that time to be used for Flight Planning. Since completion of the AMHS/AIS project in July 2017 Flight Planning is done on the AMHS/AIS System, whereas the TopSky ATC System is used for processing and displaying of surveillance data. With the aim to guarantee service continuity on the TopSky ATC system, all the computer hardware of the system will be renewed. This includes the server computers and workstation computers. This project will be implemented in the second quarter of 2022.

# C. Upgrade Voice Communication System (VCS)

The SolaCom Voice Communication System (VCS) was installed and put into operation in 2008. The main function of the VCS is to switch/interface telephone and radio communications between

ATC and aircrafts and vice versa. The upgrading of the SolaCom VCS will start in the last quarter of 2021 and be completed in the second quarter of 2022. This project entails new hardware and software and the "switch over" from analogue to IP technology.

# D. Other Investment Projects

- A data communication microwave link will be implemented between ANSA's Head Office and ANSA's equipment room at the airport. This will make ANSA less dependent on Setar for data communication and reduce telecommunication expenses. This project started in 2021 and is pending the government's concession permit to be implemented in 2022.
- Upgrade RTS and Glide Path antennas. The mast at the RTS site and the Glide Path will be refurbished and repainted. This project will be executed in the third quarter of 2022.
- Upgrade VRRS. The VRRS software needs to be upgraded to be able to record the digital radio's when the VCS is upgraded. This project will be implemented together with the VCS upgrade project.
- Due to the Covid-19 pandemic and its financial impact on ANSA, several projects that were planned for 2021 will be implemented in 2022 (and 2023). These are:
  - ✓ Upgrade of the BEA VOR/DME. This project entails a microwave radio link for the remote control and status monitor for the BEA CVOR/DME, as required by ICAO Annex 10, Volume 1. This project will start in the 3<sup>rd</sup> quarter of 2022 and be finalized in the 2<sup>nd</sup> quarter of 2023.
  - ✓ Phase 2 of the project Robust ATS System includes three activities, namely:
    - a. implement a redundant Uninterruptible Power Supply (UPS) system with an automatic transfer switch for the IT rack at the main office (started in 2021 and will be completed in the 1<sup>st</sup> quarter of 2022);
    - b. purchase of spares for the WAM/ADS-B (to be implemented in the 4<sup>th</sup> quarter of 2022);
    - c. purchase of new batteries for the different UPS systems at MEVA, Tower and Navaids (to be implemented in the 4th quarter of 2022).
  - ✓ Upgrade of the TopSky AMHS and AIS. This project comprises the upgrade of both hardware and software of the AMHS and AIS systems to ensure up to date AMHS and AIS software release and system availability.

# **5. OTHER PROJECTS**

In this chapter the projects that are not considered investments will be described. These projects are mentioned in the Roadmap of ANSA for 2022 and will be described separately by every unit at ANSA.

#### 5.1 Air Traffic Control

#### A. Revision Tower Manual

A clean version of the updated Tower Manual was submitted to DCAA, as per their request, May 21, 2021. DCAA provided feedback February 17, 2022. ANSA will review the feedback and update the Tower Manual as suggested. ANSA will submit the revised Tower Manual to DCAA by April 2022.

# B. Performance Based Air Navigation

ANSA is pending ICAO's approval of RPBANIP v 4.0.

# C. Tower Training Manual

ANSA is awaiting DCAA's feedback or approval.

# D. Surveillance Training Program

The Surveillance course is provided in three parts: theoretical, practical and OJT by Trinidad and Tobago Civil Aviation Authority - Civil Aviation Training Centre (TTCAA-CATC). 7 ATCOs and 1 DCAA inspector are expected to follow the surveillance course in the 2<sup>nd</sup> quarter of 2022. TTCAA-CATC will facilitate the theoretical part virtually for 1 week. Thereafter practical (simulator) training will be given by TTCAA-CATC for 4 weeks in Trinidad. When the 7 ATCOs return, they will start their surveillance OJT. TTCAA-CATC will also monitor and appoint for DCAA's approval 3 OJTIs for surveillance and 2 examinators.

# E. English Proficiency training and Exam

2 ATCOs who have English proficiency level 5 will be trained and take the English Proficiency Exam (EPE) in April 2022. They will be trained online by World Wide Training & Translations.

# F. Proficiency checks and refresher course for ATCOs

To refresh/guide all ATCOs to understand and apply all work-related procedures correctly/uniformly and meet the required proficiency standards, an online self-training refresher course is planned for March 2022. Focus will mostly be on emergency phases and GRF.

# G. Revision of LOA between ANSA and DC-ANSP

In the 2<sup>nd</sup> quarter of 2022, ANSA and DC-ANSP will revise their present LOA. Main changes are the following: the EFS implementation will be included, ETA shall be provided at the Curacao FIR boundary and inbound releases shall be given at 40NM when surveillance service is provided by Beatrix Approach.

# H. Collaboration Agreement with DC-ANSP

It's expected that the Collaboration Agreement will be signed in March 2022.

### I. EFS related activities

A TopSky ATC EFS Guide was implemented in February 2022, which incorporates the process description. The SOP between Beatrix Tower and Approach has also been updated to include EFS.

# J. Simulator training

The simulator will be used to provide the 7 ATCOs familiarization of surveillance prior to their theoretical training. The simulator will also be used to provide all ATCOs in September 2022 training on emergency, unusual situations and procedures for runway 29. The scenario's will be created in the coming months.

# K. JUMP-1 and VFR procedures

JUMP-1 procedures were revised and will be sent to DCAA for approval in March 2022. This procedure is of importance for both ATCOs and JUMP-1 pilot respectively to know the area where JUMP-1 will climb and descend and for JUMP-1 to remain in the defined area during climb and descend.

VFR procedures to hold VFR traffic are being developed and will be sent to DCAA for approval in April 2022. These procedures are for when there are arriving VFR flights which are subject to hold due to multiple IFR/VFR arriving flights and are also meant to sequence the VFR traffic in an orderly flow.

# L. ICAO Training Developers Course

DCAA requires the ANSA instructors to complete the ICAO Training Developers Course (TDC) which will be provided online in August 2022.

# **5.2 CNS/ATM Systems**

# A. Flight Inspection of Navaids

To assure signal accuracy in the air and to comply with the ICAO requirements set forth in ICAO Annex 10 Volume1 and ICAO Doc. 8071, the BEA VOR/DME, the IBE ILS/DME and PAPIs (Navaids) should be calibrated and flight inspected annually. The last calibration and flight inspection of these Navaids was performed in March 2021 by "Radiola Aerospace" and the results were up to standard. The next flight inspection mission is scheduled for May 2022.

# B. CNS/ATM Systems Manual

The CNS/ATM Systems Manual was completed and presented to the DCAA for approval in September 2018. A revised version of the manual will be finalized by end of June 2022. This manual contains a detailed description of all the processes, procedures and instructions that are essential for

the maintenance of CNS/ATM systems for the provision of safe and efficient ATS in the Aruban airspace.

# C. Calibration test equipment

To ensure that all test equipment used for maintenance of CNS/ATM Systems are accurate and available for the continuity of measurement capability, these test equipment needs to be calibrated against the standards on a yearly interval. In the first quarter of 2022 ANSA will send all the test instruments used in the maintenance of the CNS/ATM Systems for these to be calibrated to a certified laboratory in Miami.

# D. Technical support agreement with Thales

To ensure the continuity of service of the WAM/ADS-B, the AMHS and the AIS, a support contract with Thales is being negotiated. It is the intention to reach an agreement in the first quarter of 2022.

### 5.3 Aeronautical Information Affairs

# A. Training activities

The Air Traffic Services Reporting Office (ARO) is responsible for the provision of services associated with the submission of flight plans and the distribution and reception of messages of air traffic services. In addition, it distributes NOTAMs & Pre-flight Information Bulletin (PIB) based on the requirements of the aircraft crew or the representatives of aircraft operators, in accordance with the track data in the flight plan.

In April 2022 a proficiency check will be conducted and in July 2022 a refresher course will be provided. The proficiency check will be implemented to evaluate if further training is required for the whole ARO team or if individual remedial training is appropriate. The goal thereof is to maintain and improve the competency of the ARO team and the quality of our Aeronautical Information Services.

A self-training program for the ARO team will be implemented in November 2022. For the Manager AIA ICAO's Training Developers Course (TDC) is planned for August 2022 and ICAO's Safety management for April 2022.

# B. Transition from AIS to AIM

The main objective of the AIS to AIM transition is to enhance the process of data distribution in terms of quality and timeliness. This will contribute to improved safety, increased efficiency, and greater cost-effectiveness of the air navigation system. Derived objectives can be structured per step as defined in the ICAO Roadmap document.

In 2016 ANSA complied with the ICAO Port-of-Spain Declaration including the transition from AIS to AIM phase 1.

In phase 2, Going Digital, the introduction of database-driven processes will improve the value of current products by improving their quality and availability for current users. This will concern mainly the creation of a national database or regional databases to produce the existing products and

services, but with better quality and availability. The global deployment of new, already well-specified products such as the electronic AIP will also be initiated. The projects in the second phase will be conducted to enhance the quality and availability of existing products in the medium-term work program activities. Due to the pandemic, states are pending for ICAO's updated timeline. See table 4 below.

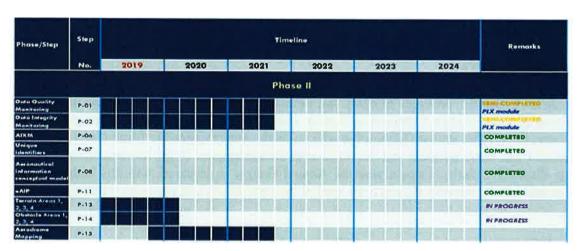


Table 4: Timeline Phase 2 AIS to AIM Transition

### C. AIA Manual

To comply with ICAO and national regulations, and to guarantee a standardized workflow for the AIA unit, an AIA Manual was developed. The manual was submitted on January 18, 2018 to the DCAA for approval and it was approved on May 28, 2019. A review/update will take place in the last quarter of 2022.

# D. Data/Info of Aruba in the Dutch Caribbean AIP

To ensure the Aruba data quality, accuracy and integrity in the AIP, a complete review will be performed in 2022 by the AIS Officer under the supervision of the Manager AIA. All the data originators will be involved in this process. Furthermore, to standardize the collection of aeronautical info/data a multilateral Service Level Agreement (SLA) will be signed will all our data originators by the end of 2022.

# E. ICAO Task Force for the implementation of AIM 2022-2025

During the first meeting of the Air Navigation Implementation Working Group (ANI/WG), it was agreed to activate a group (AIM/TF) working for the AIM implementation to support and make more efficient the implementation activities of AIM in accordance with the roadmap for the transition from AIS to AIM. This task group will have to improve processes and coordination among States, Territories, and international organizations, as well as offer to the regional planning groups and States practical guidance and advice for the development of implementation strategies of AIM. The AIM/TF will also propose the tasks that have to be done and corresponding implementation schedule, as well as update and report its progress to the ANI/WG based on the plan of action for these tasks. Approval from the DCAA was granted to manager AIA to form part of the AIM/TF. The Taskforce is pending ICAO for the activities and timeline for 2022-2025.

# F. AIP quality control

AIS/AIM does not normally originate the information it processes and ultimately publishes. The "raw data" must be provided by those responsible for the operation of the various air navigation facilities and services. This, in turn, is necessary to ensure timely distribution of all significant information both within the State and to other States as required. The quality control procedures will be finalized in April 2022.

#### 5.4 Financial Affairs

The Financial Controller provides monthly the Financial Statements, which include the Balance Sheet, Profit & Loss, Budget Comparison figures, Cash Flow Report, investment progress report, the Accounts Receivable statuses (debtor list with collection percentages for Commercial Credit and Commercial Cash Basis airlines) and the notes with an explanation of the aforementioned figures including illustrative charts. Once a year the Annual Budget is prepared, and this budget is then divided in appropriate monthly figures to be used in the comparison analyses with the actual monthly figures.

To date ANSA has closed 6 years, successfully audited and duly presented to the Supervisory Board and the Minister concerned. By the end of May 2022, the Financial Report for the closed 2021 fiscal year should be ready. Plus Accountants has been hired to audit ANSA's figures (revenues, expenses, accruals, balances etc.) and procedures, which process will start in the first quarter of 2022. The necessary confirmations will be requested from the different parties and the reconciliations will be provided to facilitate the verification of the final figures. In order to lower the audit costs for 2021, the Financial Controller will (for the first time) prepare the financial statements for the year ending December 31, 2021, with the guidance of Plus Accountants.

ANSA incorporated in its planning for 2022 to create its own Corporate Governance Code (CGC) in order to comply with possible regulation by the Government in the near future. The Government of Aruba issued and published a report in December 2020 called Corporate Governance in Aruba ("Onderzoek naar de naleving van de basisprincipes van corporate governance in entiteiten in de publieke- en semipublieke sector in Aruba") based on interviews with stakeholders in the various entities to determine the "Nulmeting", the so called Zero measurement. This first step is highly important for any other comparison in the future. Most of the government entities have indicated already to have started the process to create their own CGC. ANSA hopes to get the necessary collaboration with the relevant Government departments responsible for the development of the CGC regulation to cross check our own CGC.

### 5.5 Human Resources

The training plan 2022 has been approved. The document management procedures will be finalized in March 2022. In the Handbook Employment Regulations, the detailed description of all HR procedures will be completed in the second quarter of 2022. It is important for a healthy employer-employee relationship that clarity and transparency exist regarding the rights and obligations of the employee.

ANSA's website will be updated with new information (e.g. new policy paper, organizational chart and monthly ANSA Statistics). The current CLA has been prolonged with one (1) year and will

expire December 31, 2022. Negotiations for a new CLA will commence most probably in the third quarter of 2022.

# **5.6 SMS & QMS**

To comply with article 15 of the "Landsbesluit luchtverkeer" ANSA has developed a Safety Management System (SMS). The ANSA SMS manual was submitted to the DCAA for approval on November 23, 2018. The DCAA has performed its review of the above-mentioned manual and shared its findings with ANSA on June 15, 2021. The ANSA SMS manual is currently being revised and updated to conform with the DCAA feedback. The revised SMS manual is expected to be submitted to the DCA by the end of March 2022. The performance of the SMS is being reviewed and this internal review will be finished in March 2022.

In 2021 SMS training was provided to all ATC personnel. ARO personnel will follow in March 2022. This training has the objective to make everyone aware of their role within the SMS and the many factors affecting safety.

In 2022 ANSA will continue its efforts to identify hazards through e.g., the investigation of incidents, analysis of hazard reports, safety reviews and the managements of risks involved with changes in procedures and equipment.

ANSA is in the process of introducing a Quality Management System (QMS). Quality management is a dynamic process to continually monitor, evaluate, and improve ATS processes and performance. Although the quality of the service will continue to be measured against historical data such as the number of delays, employee and customer feedback, factors that cannot be measured readily must also be recognized. The willingness to function as a team, training, awareness ("quality culture"), and actions taken to achieve ANSA's quality objectives are essential to ANSA's QMS and efforts to provide quality service. It is ANSA's aim to be ISO certified by the end of 2023.

# 6. CONCLUDING REMARKS

Although ANSA maintained its vision, mission and core values and still strives to continuously improve its organizational performance in terms of safety, quality, capacity and efficiency, the focus has shifted from ensuring the survival of the company into the direction of recovery and consolidation. The fact of the matter is that ANSA is still being confronted with huge challenges and risks due to the financial impact of the COVID-19 pandemic and its aftermath. Yet, we are hopeful that with the support and cooperation of all employees, our Supervisory Board and stakeholders, we will overcome these challenges and that 2022 and beyond will be positive years for ANSA.

From the contents of this paper, it can be concluded that ANSA's 2022 projects are primarily aimed at enhancing safety, improving quality, increasing capacity, maximizing efficiency, and complying with or exceeding international standards. To achieve this, ANSA will invest in CNS/ATM equipment necessary to safeguard continuity of service. Moreover, ANSA will focus on training as well as employees' development and performance. Furthermore, special attention will be given to ways to improve coordination with DC-ANSP, strengthening of the cooperation with stakeholders, updating of operational manuals and implementation of SMS and QMS.

Attached is the Roadmap of ANSA, which contains a general overview and timetable for the projects of ANSA for 2022.

c	٧
くてして	Ñ
ċ	j
ř	V
>	>
	•
4	_
•	1
NCA	ñ
Ξ	2
-	
<	Į
	L
	ζ
	>
2	
	2
<	ί
	כ
۵	2
	Ī

A											2022	22					
		Ϋ́	PROJECT ACTIVITIES ANSA 2021/2022			lan lan	Feb	Mrt	Apr	Mav	Iun	lul	Aug	Sep	Oct	Nov	Dec
MAPA annual Budget         WHOP           1.7 Budget 2021         FIN           1.8 Budget 2021         FIN           1.9 Budget 2021         FIN           2.7 Monthly budget 2021         FIN           2.8 Monthly budget 2021         FIN           2.8 Monthly budget 2021         FIN           3.9 Monthly budget 2021         FIN           4.6 Annual Report 2020         FIN           Annual report 2021         FIN           1.1 Subject 2021         FIN           1.2 Monthly budget 2021         FIN           1.2 Implementation of budd)         FIN           1.2 Implementation of budd)         FIN           1.2 Implementation of budd budd)         FIN           1.2 Implementation of budd budd         FIN           1.2 Institute for principles         FIN           1.2 Institute for principles         FIN           1.2										,			0		0		
Financial Controller - Nerisa         Financial Controller - Nerisa           1.7 Budget 2021         FIN           1.8 Budget 2021         FIN           2.8 Monthly budget 2021         FIN           2.8 Monthly budget 2022         FIN           4.7 Annual Report 2020         FIN           4.7 Annual Report 2021         FIN           5.1 Testing fron hold)         FIN           5.2 Implementation (on hold)         FIN           6 Annual Report 2021         FIN           7 Annual Report 2021         FIN           8 Fin the per 2022         FIN           1.1.2 Effective date         FIN           1.2.1 Effective date         FIN           1.3.1 Policy Paper         FIN           1.4.2 Identify Rep principles         FIN           1.4.3 Policy Paper         FIN           1.4.4 Intellope Paper 2021         FIN           1.4.5 Policy Paper         FIN           1.4.5 Intellope Reported Corporate Governance Code				WHO?	FINALIZED												
1.1         Bougest 2021         FIN           1.8         Burgest 2021         FIN           1.8         Burgest 2021         FIN           1.8         Burgest 2021         FIN           2.7         Monthly budget 2021         FIN           2.8         Annual Report 2020         FIN           4.6         Annual Report 2020         FIN           5.1         Testing (on hold)         FIN           5.1         All Festive date         FIN           5.1         All	٨		Financial Controller - Nerisa														
11.7         Budget 2021         FIN           12.8         Budget 2021         FIN           22.7         Monthly budget 2021         FIN           2.8         Monthly budget 2021         FIN           3.8         Monthly budget 2021         FIN           4.6         Annual report 2020         FIN           4.7         Annual report 2021         FIN           4.7         Annual report 2021         FIN           5.2.1         Implementation (on hold)         FIN           6 Incline paper 2022         FIN         FIN           1.1.1.2         Fifective date         FIN           Policy Paper 2021         FIN         FIN           1.1.1.2         Annual relation governance code         FIN           1.1.2         Fifective date         FIN           1.1.2         Fifective date         FIN           1.1.2         Fifective date         FIN           1.1.2         Fifective date         FIN           1.1.2         Fine paper 2022	1		ANSA annual Budget	FIN													
1.8 Budget 2022         FIN           2.7 Monthly budget 2022         FIN           2.8 Monthly budget 2022         FIN           2.8 Monthly budget 2022         FIN           3.8 Monthly budget 2022         FIN           4.7 Annual report         FIN           4.7 Annual report 2020         FIN           5.2 Implementation (no hold)         FIN           1.1.12 Effective date         FIN           1.1.2 Effective date         FIN           1.1.2 Effective date         FIN           1.1.3 Policy Paper         FIN           1.1.4 Final paper on Corporate Governance code         FIN           1.4.2 Identify key principles         FIN           ANSA corporate governance code         FIN           Ansa cources - Oliver         Ansa cources - Oliver           Annual Training Plan         FIN           Annual Training Plan         Annual Training Plan         FIN           Annual Training Plan         Annual Training Plan         FIN           Annual Collective Labor Agreement 2022         FIN         FIN           Annual Training Plan         Annual Training Plan         FIN           Annual Training Plan         Annual Training Plan         Annual Training Plan         Annual Training Plan      <		1.7	Budget 2021	FIN	26-Jan-21												
Nonthly budget         FIN           2.3         Monthly budget         FIN           2.8         Monthly budget         FIN           2.8         Monthly budget         FIN           4.5         Annual report         FIN           4.5         Annual report         FIN           4.6         Annual report         FIN           5.1         Testing (on hold)         FIN           5.2         Inclease Ast Grange         FIN           5.1.1.1.2         Fifering (on hold)         FIN           5.2         Inclease Ast Grange         FIN           5.1.1.2         Annual report         FIN           5.1.1.2         Annual report         FIN           5.2.         Inclease Ast Grange         FIN           5.2.         Inclease Ast Grange         FIN           5.2.         Include Paper         FIN           5.2.         Annual Report         FIN           5.3.         ANSA corporate governance code         FIN           5.4.         Hunan Report         FIN           5.5.         Inclining Plan         FIN           5.6.         Inclining Plan         FIN           5.7.         Inclining Pla		1.8	Budget 2022	FIN	11 Jan-22		-										
2.7         Monthly budget 2021         FIN           2.8         Monthly budget 2022         FIN           4.6         Annual report         FIN           4.6         Annual report         FIN           4.7         Annual report         FIN           4.7         Annual report         FIN           5.1         Texting control (on hold)         FIN           5.2         Increase ANS Charge 2021         FIN           1.1.1         Increase ANS Charge 2021         FIN           1.1.1.2         AIN budget 2022         FIN           1.1.1.2         AIN budget 2021         FIN           1.1.2         AIN budget 2022         FIN           1.1.3         Policy Paper 2022         FIN           1.1.1         AIN budget 2021         FIN           1.1.2         AIN budget 2022         FIN           1.1.3         Policy Paper 2022         FIN           1.1.4         First drift         Fin           1.1.2         Collect and review data / books         FIN           1.1.4         First drift         Fin           1.1.2         Collect and review data / books         FIN           1.1.3         First drift	2		Monthly budget	NIR													
2.8 Monthly budget 2022         FIN           4 Annual report         FIN           4.7 Annual report 2020         FIN           4.7 Annual report 2020         FIN           5.2 Institute of the 2021         FIN           5.2. Includementation (on hold)         FIN           1.1.1.2 Effective date         FIN           1.1.2 All Publication         FIN           1.1.2 Effective date         FIN           1.1.2 Folicy Paper 2021         FIN           1.1.2 Gollect year principles         FIN           1.1.2 Gollect and repair gone and year date         FIN All All All All All All All All All Al		2.7	Monthly budget 2021	Æ	23-Feb-21												
4A Annual report         FIN           45 Annual Report 2021         FIN           47 Annual Report 2021         FIN           47 Annual Report 2021         FIN           5.2 Implementation (on hold)         FIN           5.2. Implementation (on hold)         FIN           1.1.1.2 Effective date         FIN           1.1.2 Effective date         FIN           1.1.2 Effective date         FIN           1.1.3 AlP Publication         FIN           1.1.4 Policy Paper 2022         FIN           1.1.5 File paper 2022         FIN           1.1.6 Collect and review data / books         FIN           1.1.4 Final paper on Corporate Governance         FIN           1.1.5 Filed paper on Corporate Governance         FIN           1.1.4 Final paper on Corporate Governance         FIN           1.1.5 Filed paper on Corporate Governance         FIN           1.1.6 Filed paper on Corporate Governance         FIN           1.1.7 Collect and review data / books         HR           1.1.8 Filed paper on Corporate Governance         FIN      <		2.8	Monthly budget 2022	E S	1-Feb-22												
4.6 Annual Report 2020         FIN           4.7 Annual Report 2021         FIN           4.7 Annual Report 2021         FIN           5.1 Inclinementation (on hold)         FIN           5.2 Implementation (on hold)         FIN           11.1.2 Effective date         FIN           11.1.2 All Publication         FIN           13.1 Policy Paper         FIN           13.2 Policy Paper         FIN           13.3 Policy Paper 2021         FIN           13.4 Solicy Paper 2021         FIN           ANSA corporate governance code         FIN           14.2 Identify key principles         FIN           14.2 Identify key principles         FIN           Annual Training Plan         FIN           Annual Training Plan         Annual Training Plan         FIN           B.7 Taning Plan 2022         Annual Training Plan         FIN           B.3 Taning Plan 2022         Annual Training Plan         FIN           B.4 Gollective labor Agreement 2022 - 2024         FIN           B.5 Substitution of personnel and salary files         FIN           B.5 Substitution of personnel 2021         SQ           1.9.1 Course development         SQ           1.9.2 Course development         SQ           <	4		Annual report	NE.													
4.7 Amounal report 2021         FIN           5.1 Technique pool 2021         FIN           5.2 Implementation (on hold)         FIN           5.2. Implementation (on hold)         FIN           1.1.1.2 Effective date         FIN           1.1.1.2 All Publication         FIN           1.1.2 All Publication         FIN           1.1.3.1 Policy Paper 2021         FIN           1.1.2 All Publication         FIN           1.1.3.2 Policy Paper 2021         FIN           1.1.3.4 Colicy Paper 2022         FIN           1.1.4 Colicy Paper 2022         FIN           1.1.4 Colicy Paper 2022         FIN           All Colicy Paper 2022         FIN           1.4.2 First draft         FIN           Amazon Corporate Governance         FIN           1.4.3 First draft         FIN           Annual Resources - Oliver         FIN           Annual Resources - Oliver         FIN           Annual Training Plan         FIN           British Resources - Oliver         FIN           Annual Training Plan         FIN           British Resources - Oliver         FIN           Annual Training Plan         FIN           British Resources - Oliver         FIN		4.6	Annual Report 2020	F.	28-May-21												
Fin         New billing software         FIN           5.1 Testing (on hold)         FIN           5.2 Implementation (on hold)         FIN           1.1.1.2 Effective date         FIN           1.1.1.2 Effective date         FIN           1.1.1.2 Effective date         FIN           1.1.1.3 Policy Paper 2021         FIN           1.1.1.4 Policy Paper 2022         FIN           1.1.5 ANSA corporate governance code         FIN           1.1.4 Collect and review data / books         FIN           1.4.1 Collect and review data / books         FIN           1.4.2 Identify key principles         FIN           1.4.3 First draft         FIN           Annual Training Plan         HR           Annual Training Plan         HR           By Training Plan and Salary files         HR           By Occument Management Procedures         HR           Collectue Labor Agreement 2022 - 2024         HR           By Sifety Experience and Salary files         HR           Collectue Labor Agreement 2022 - 2024         SQ           1.9.1 Course development         SQ           1.9.2 Scheduling         SQ           1.9.3.1 ArC         SA           1.9.3.2 ARO         SA           1		4.7	Annual report 2021	NE.													
5.1         Testing (on hold)         FIN           5.2         Implementation (on hold)         FIN           1.1.1.2         Effective darge 2021         FIN           1.1.1.2         Effective darge 2021         FIN           1.1.1.2         AND bublication         FIN           1.1.1.2         AND bublication         FIN           1.1.2         Policy Paper 2021         FIN           1.1.3.         Policy Paper 2021         FIN           1.1.4.1         Collect and review data / books         FIN           1.1.4.2         Identify key principles         FIN           1.1.4.3         First draft         FIN           1.1.4.3         Identify key principles         FIN           1.1.4.3         Irist draft         FIN           1.1.4.4         Identify key principles         FIN           1.1.4.3         Irist draft         FIN           1.1.4.4         Identify key principles         FIN           1.1.4.5         Identify key principles         FIN           1.1.4.6         Identify key principles         FIN           1.1.4.7         Identify key principles         FIN           1.1.4.8         Invalance color         FIN	2		New billing software	FIN													
5.2 Implementation (on hold)         FIN           1.1.1.2 Increase ANS Charge 2021         FIN           1.1.1.2 All Publication         Filine           1.1.1.2 All Publication         Filine           1.1.1.2 And Publication         Filine           1.1.1.2 And Corporate governance code         Filine           1.1.2 And corporate governance code         Filine           1.1.2 Include and review data / books         Filine           1.1.2 Include and review data / books         Filine           1.1.2 And corporate governance         Filine           1.1.2 Include and review data / books         Filine           1.1.3 First draft         Filine         Filine           1.1.4 Final pager on Corporate Governance         Filine         Filine           1.1.4 Final pager on Corporate Governance         Filine         Filine           1.1.4 Final pager on Corporate Governance         Filine         Filine           1.1.4 Final pager on Corporate Governance		5.1	Testing (on hold)	FIN													
Increase ANS Charge 2021         FIN           11.1.2         Effective date         FIN           11.1.2         Policy Paper 2021         FIN           11.3.1         Policy Paper 2022         FIN           11.3.2         Policy Paper 2022         FIN           11.3.1         Policy Paper 2022         FIN           11.4.1         Collect and review data / books         FIN           14.4.2         Glentify key principles         FIN           14.4.3         First draft         FIN           14.4         First draft         FIN           14.4         First draft         FIN           14.5         First draft         FIN           14.6         Find paper on Corporate Governance         FIN           14.6         Find paper on Corporate Governance         FIN           14.7         Find paper on Corporate Governance         FIN           14.8         First draft         FIN           Annual Training Plan 2022         FIN           Annual Training Plan 2022         FIN           Annual Training Ansa Quality Officer - Charles         SQ           Safety & Quality Officer - Charles         SQ           1.9.1         Course development         SA     <		5.2	Implementation (on hold)	FIN													
11.1.2         Effective date         FIN           11.1.2         AIP Publication         FIN           13.1         Policy Paper         FIN           13.2         Policy Paper 2022         FIN           13.3         Policy Paper 2022         FIN           13.4         Policy Paper 2022         FIN           13.5         Policy Paper 2022         FIN           14.7         Collect and review data / books         FIN           14.7         Collect and review data / books         FIN           14.7         Collect and review data / books         FIN           14.8         First draft         FIN           Annual Training Plan         HR           8.7         Training Plan 2022         HR           8.7         Training Plan 2022         HR           9.7         Fixed book employment regulations ANSA         HR           18.7         Training Plan 2022         FIX           19         Sidety & Quality Officer - Charles         SQ           1.9         Sixety & Quality Officer - Charles         SQ           1.9.1         Course development         SQ           1.9.2         Scheduling         SQ           1.9.3         ANS	11		Increase ANS Charge 2021	FIN													
11.1.2         AIP Publication         FIN           13.1         Policy Paper 2021         FIN           13.2         Policy Paper 2022         FIN           13.2         Policy Paper 2022         FIN           13.2         Policy Paper 2022         FIN           14.1         Collect and review data / books         FIN           14.2         Identify key principles         FIN           14.3         First draft         FIN           14.4         Final paper on Corporate Governance         FIN           Annual Training Plan         HR           8.7         Training Plan         HR           8.7         Training Plan         HR           8.7         Training Plan         HR           9.0         Inadbook employment regulations ANSA         HR           1.0         Document Management Procedures         HR           1.0         Digitalization of personnel and salary files         HR           1.0         SMS project         SQ           1.0         SMS project         SQ           1.0         SMS project         SQ           1.0         SMS project         SC           1.0         SMS project         SC		11.12	Effective date	E S	1-Jan-21												
13.1         Policy Paper           13.2         Policy Paper 2021           13.2         Policy Paper 2021           13.2         Policy Paper 2022           14.1         Collect and review data / books         FIN           14.2         Identify key principles         FIN           14.3         First draft         FIN           14.4.3         First draft         FIN           14.4.4         Final paper on Corporate Governance         FIN           14.4.4         Final paper on Corporate Governance         HR           14.4.4         Final paper on Corporate Governance         HR           14.4.5         Final paper on Corporate Governance         HR           14.4.7         Final paper on Corporate Governance         HR           14.4         Final paper on Corporate Governance         HR           14.4         Final paper on Corporate Governance         HR           14.4         Final paper on Corporate Governance         HR           14.5         SMS Training Allow         <		11.12	AIP Publication	NH.	22-Apr-21												
13.1         Policy Paper 2021         FIN           13.2         Policy Paper 2022         FIN           14.1         Callect and review data / books         FIN           14.2.1         Collect and review data / books         FIN           14.2.1         Identify key principles         FIN           14.3         Firal paper on Corporate Governance         FIN           14.4         Final paper on Corporate Governance         HR           Annual Training Plan         HR         HR           8.7         Training Plan 2022         HR           Annual Training Plan 2022         HR         HR           B.7         Training Plan 2022         HR           B.7         Training Plan 2022         HR           B.8.7         Training Alva personnel and salary files         HR           B.8.8         SMS Project:         SQ           B.9.3         Course development         SQ           B.9.3         Course development         SQ      <	13		Policy Paper														
13.2         Policy Paper 2022           ANSA corporate governance code         FIN           14.1         Collect and review data / books         FIN           14.2         Identify key principles         FIN           14.3         First draft         FIN           14.4         Final paper on Corporate Governance         FIN           14.4         Final paper on Corporate Governance         FIN           Annual Training Plan         HR         HR           8.7         Training Plan 2022         HR           Annual Training Plan 2022         HR         HR           B.7         Training Plan 2022         HR           B.7         Training Alva personnel and salary files         FR           Collective Labor Agreement 2022 - 2024         SQ           SMS Project:         SMS Project:         SQ           1.9.1         Course development         SQ           1.9.2         Cheduling         SQ           1.9.3.1         ARO           1.9.3.2         ARO           1.9.4.2		13.1	Policy Paper 2021	N.	23-Feb-21				= :								
ANSA corporate governance code         FIN           14.1         Collect and review data / books         FIN           14.2         Identify key principles         FIN           14.3         Inst draft         FIN           14.4         Final paper on Corporate Governance         FIN           14.4         Final paper on Corporate Governance         HR           8.7         Human Resources - Oliver         HR           8.7         Training Plan 2022         HR           B.7         Invaint Management Procedures         HR           Bocument Management Procedures         HR           Bocument Management 2022 - 2024         HR           SMS Project:         SMS Project:           1.9.1         Collective Labor Agreement 2022 - 2024           SMS Project:         SMS Project:           1.9.2         Colveduling           1.9.3         Course development           1.9.3         Course development           1.9.3         Course delivery		13.2	Policy Paper 2022	FIN													
14.1       Collect and review data / books       FIN         14.2       Identify key principles       FIN         14.3       First draft       FIN         14.4       Final paper on Corporate Governance       HR         14.5       Final paper on Corporate Governance       HR         14.6       Final paper on Corporate Governance       HR         15.7       Training Plan       HR         16.7       Final propose       HR         17       Final propose       HR         18       Sistely & Quality Officer - Charles       SQ         19.0       Six Strept & Quality Officer - Charles       SQ         19.1       Course development       SQ         19.2       Scheduling       SQ         19.3       ARO       SQ         19.3.1       ARC       SQ         19.4.2       ARC       SQ         19.4.1       ARC       SQ         19.4.2       ARC       SQ         19.4.2       ARC       S	14		ANSA corporate governance code	FIN													
14.2       Identify key principles       FIN         14.3       First draft       FIN         14.4       Final paper on Corporate Governance       HR         14.5       Final paper on Corporate Governance       HR         14.5       Training Plan       HR         15.7       Training Plan 2022       HR         15.7       Training Plan 2022       HR         15.8       Gollective Labor Agreement 2022 - 2024       HR         15.9       SMS Training ANSA personnel 2021       SQ         1.9.1       Course development       SQ         1.9.2       Scheduling       SA         1.9.3       ARC       SQ         1.9.3.1       ARC       SQ         1.9.4.2       ARC       SQ         1.9.4.1       ATC       SQ         1.9.4.2       ARC       SQ         1.9.4.2       ARC       SQ         1.9.4.2       ARC       SQ         1.9.4.2       ARC       SQ		14.1	Collect and review data / books	FIN													
14.3         First draft           14.4         Final paper on Corporate Governance         FIN           Human Resources - Oliver         HR           Annual Training Plan         HR           8.7         Training Plan 2022         HR           Bocument Management Procedures         HR           Document Management Procedures         HR           Includive Labor Agreement 2022 - 2024         HR           Safety & Quality Officer - Charles         PR           Safety & Quality Officer - Charles         SQ           1.9.1         Collective Labor Agreement 2021         SQ           1.9.2         Scheduling         SAMS Training ANSA personnel 2021         SQ           1.9.3.         Ansonate development         SQ           1.9.3.         Arc         SA           1.9.3.         ARO         SQ           1.9.3.         ARO         SQ           1.9.4.         ATC         ATC           1.9.4.		14.2	Identify key principles	FIN													
14.4         Final paper on Corporate Governance           Human Resources - Oliver         HN           Annual Training Plan         HR           8.7         Training Plan 2022           Handbook employment regulations ANSA         HR           Document Management Procedures         HR           Digitalization of personnel and salary files         HR           Solictive Labor Agreement 2022 - 2024         HR           Safety & Quality Officer - Charles         SAC           1.9         SMS Training ANSA personnel 2021         SQ           1.9.1         Course development         SQ           1.9.2         Scheduling         SQ           1.9.3         ARO         SQ           1.9.3.1         ATC         SQ           1.9.4.2         ARO         SQ           1.9.4.1         ATC         SQ           1.9.4.2         ARO         SQ           <		14.3	First draft	FIN													
Human Resources - Oliver         HR           Annual Training Plan         HR           8.7 Training Plan 2022         HR           Handbook employment regulations ANSA         HR           Document Management Procedures         HR           Digitalization of personnel and salary files         HR           Solictive Labor Agreement 2022 - 2024         HR           Safety & Quality Officer - Charles         R           SMS Training ANSA personnel 2021         SQ           1.9.1 Course development         SQ           1.9.2 Scheduling         Scheduling           1.9.3 ARO         SQ           1.9.3.1 ATC         SQ           1.9.4 Certification         SQ           1.9.4 ARO         SQ           1.9.4 ARO         SQ           1.9.4 ARO         SQ           1.9.4 ARO         SQ		14.4	Final paper on Corporate Governance	FIN													
8.7 Training Plan         HR           8.7 Training Plan 2022         HR           Handbook employment regulations ANSA         HR           Document Management Procedures         HR           Digitalization of personnel and salary files         HR           Collective Labor Agreement 2022 - 2024         HR           Safety & Quality Officer - Charles         PR           SMS Training ANSA personnel 2021         SQ           1.9.1 Course development         SQ           1.9.2 Scheduling         Scheduling           1.9.3. ARO         SQ           1.9.4. ATC         SQ           1.9.4. ATC         SQ           1.9.4. ATC         SQ           1.9.4. ATC         SQ           1.9.4. ARO         SQ	80		Human Resources - Oliver														
8.7         Training Plan 2022         HR           Handbook employment regulations ANSA         HR           Document Management Procedures         HR           Signification of personnel and salary files         HR           Collective Labor Agreement 2022 - 2024         HR           Safety & Quality Officer - Charles         HR           SMS Training ANSA personnel 2021         SQ           1.9.1         Course development         SQ           1.9.2         Scheduling         SQ           1.9.3         Course delivery         SQ           1.9.3.1         ATC         SQ           1.9.4.2         ARO         SQ           1.9.4.1         ATC         SQ           1.9.4.2         ARO         SQ           1.9.4.2         ARO         SQ	00		Annual Training Plan	HR													
Handbook employment regulations ANSA         HR           Document Management Procedures         HR           Digitalization of personnel and salary files         HR           Collective Labor Agreement 2022 - 2024         HR           Safety & Quality Officer - Charles         HR           SMS Training ANSA personnel 2021         SQ           1.9.1         Course development         SQ           1.9.2         Scheduling         SQ           1.9.3         Course delivery         SQ           1.9.3.1         ATC         SQ           1.9.4.2         ARO         SQ           1.9.4.1         ATC         SQ           1.9.4.2         ARO         SQ           1.9.4.2         ARO         SQ		8.7	Training Plan 2022	HR	10-Dec-21												
Document Management Procedures         HR           Digitalization of personnel and salary files         HR           Collective Labor Agreement 2022 - 2024         HR           Safety & Quality Officer - Charles         HR           1.9         SMS Training ANSA personnel 2021         SQ           1.9.1         Course development         SQ           1.9.2         Scheduling         SQ           1.9.3.1         ATC         SQ           1.9.3.2         ARO         SQ           1.9.4.1         ATC         SQ           1.9.4.1         ATC         SQ           1.9.4.2         ARO         SQ           1.9.4.2         ARO         SQ	12		Handbook employment regulations ANSA	품													
Digitalization of personnel and salary files         HR           Collective Labor Agreement 2022 - 2024         HR           Safety & Quality Officer - Charles         HR           1.9.1         SMS Project:         SMS Training ANSA personnel 2021         SQ           1.9.2         Scheduling         SQ           1.9.3         Course development         SQ           1.9.3         Course development         SQ           1.9.3         Course delivery         SQ           1.9.3.         ARO         SQ           1.9.4.         ARO         SQ           1.9.4.         ARO         SQ           1.9.4.         ARO         SQ           1.9.4.         ARO         SQ	21		Document Management Procedures	HR													
Safety & Quality Officer - Charles         HR           Safety & Quality Officer - Charles         80           SMS Project:         50           1.9         5MS Training ANSA personnel 2021           1.9.1         Course development         8Q           1.9.2         Scheduling         8Q           1.9.3.1         ATC         8Q           1.9.3.2         ARO         8Q           1.9.4         Certification         8Q           1.9.4.1         ATC         8Q           1.9.4.2         ARO         8Q	77		Digitalization of personnel and salary files	품	27-Aug-21												
Safety & Quality Officer - Charles         Solution           1.9.1 SMS Training ANSA personnel 2021         \$Q           1.9.2 Course development         \$Q           1.9.2 Scheduling         \$Q           1.9.3 ArC         \$Q           1.9.3.4 ArC         \$Q           1.9.4 Certification         \$Q           1.9.4.1 ArC         \$Q           1.9.4.2 ARO         \$Q           1.9.4.2 ARO         \$Q	23		Collective Labor Agreement 2022 - 2024	HR													
1.9       SMS Project:       SQ         1.9.1       SMS Training ANSA personnel 2021       SQ         1.9.1       Course development       SQ         1.9.2       Scheduling       SQ         1.9.3       Course delivery       SQ         1.9.3.1       ATC       SQ         1.9.3.2       ARO       SQ         1.9.4       Certification       SQ         1.9.4.1       ATC       SQ         1.9.4.2       ARO       SQ	U		Safety & Quality Officer - Charles														
Training ANSA personnel 2021 SQ Se development SQ SQ duling SQ SQ SQ Se delivery SQ	1		SMS Project:	SQ													
se development         SQ           duling         SQ           se delivery         SQ           fication         SQ           sq         SQ           sq         SQ           sq         SQ           sq         SQ			SMS Training ANSA personnel 2021	SQ													
se delivery SQ SQ SQ SG SG SQ			Course development	SQ	25-May-21												
se delivery SQ			Scheduling	SQ	30-Aug-21												
fication SQ			Course delivery	SQ													
fication SQ				SQ	22-Jun-21												
fication \$Q SQ SQ				SQ	23+sb-22												
OS .			Certification	SQ													
		1.9.4.1	ATC		20-Aug-21												
		1.9.4.2	ARO	SQ													

# ROADMAP ANSA N.V. 2022

			Ī											
	PROJECT ACTIVITIES ANSA 2021/2022			Jan	Feb	Mrt A	Apr May	ly Jun	Tel .	Aug	Sep	0ct	Nov	Dec
L		WHO?	FINALIZED											
1.10	0 SMS Manual	SQ												
1,10.5	3.5 DCA Approval (pending since 23-11-2018)	SQ												
1,10.6	0.6 SMS manual update (based on DCA feedback of June 15, 2021)	SQ												
1,10.7		SQ												
1,10.8	8.8 Resubmit to the DCA for approval	g				-								
	Quality Management System	SQ												
9.5	П	SQ												
9.6	5 DCA Approval	sq												
9.														
	Safety assesment ADSB as backup MLAT	SQ	30-Mar-21					-						
12	Fatique Risk Management System (FRMS)	SQ												
12.2		SQ					-							
14	Monitoring DC-ANSP/ANSA LOA non-compliance	SQ	21-Apr-21											
15	STCA and CLAM analysis (on hold)	SQ												
16	SMS evaluation and implementation 2021	SQ												
L	Safety review EFS													
	Manager Air Traffic Control - Erika													
	Revision of Tower Manual:	MATC												
1.10		MATC												
1.11		MATC	21-May-21											
1,12	.2 Receive feedback from DCAA	MATC	17-Feb-22											
1.13		MATC												
1.14	4  Approval and Publication new Tower manual	MATC												
16	Develop ATC training manual	MATC/SQ												
16.4	.4  Approval from DCA (pending since 24-10-2018)	MATC												
	EFS Project	MATC												
18.14	14 Training ATC	MATC	23-Sep-21											
18.15		MCAS	28-Sep-21											
18.	18.16 Contingency plan	MATC												
18.17		sq	27-Jan-22											
18.	18.18 Topsky EFS Guide	MATC												
18.1	18.18,1 Send to ATCOs for comments and input	MATC	14-Jan-22											
18.1	18.18.2   Send to SQ and CEO	MATC	1-Feb-22											
18.18,3	8,3 Implement TopSky EFS Guide	MATC	8-Feb-22											
18.19		MATC												
189		MATC												
24	ATFM	MATC												
24.3	3 Declared ATC capacity	MATC												
24.	24.3.6 Meeting with DCA (on hold)	MATC												
24.3.7		MATC												
24.	24.3.8 Meeting with Airlines (on hold)	MATC												
-		Chess												

ı,			
1	Г	٩	١
( ( (	۴	١	١
ì	'n		
3	•		
1	Г	١	١
٠	•	,	١
	•	•	
;	4		
9.4	ς	Į	
4		í	
ì			
4	ď	-	
	e	1	ĺ
î	1	١	۱
ı	-	۱	
i			
٩	ς	1	ļ
4	c		۱
	ē	2	
ī	7		
ı			
d	d	3	ľ
	ï		
Ų	Ċ		
	ń	ŕ	
۰	-	•	

										20	2022	16				
		PROJECT ACTIVITIES ANSA 2021/2022			Jan	Feb	Mrt	Apr	May	Jun	Ιπ	Aug	Sep	Oct	Nov	Dec
Н			WHO?	FINALIZED												
	24.3.10	Set declared procedural ATC capacity (on hold)	MATC													
	24.3.11	Implement declared procedural ATC capacity (on hold)	MATC													
	24.3.12	Prepare working instructions (on hold)	MATC													
+	24.3.13	24.3.13 Evaluate declared procedural ATC capacity (on hold)	MATC													
31		ICAO Training Instructors Course	MATC													
H	31.2	Training Instructors Course - Part 2	MATC	10-Sep-21												
	31.3	Training Developers Course	MATC													
32		ATC Refresher Training 2021/2022	MATC													
	32.1	Self-training program (SIDs and STARs)	MATC	8-Jul-21												
	32.2	Survey and determine subjects for Refresher training	MATC	31-Jan-22												
	32.3	Prepare refresher training material	MATC													L
-	32.4	Implement Refresher course	MATC													L
33		Update Emergency Procedures and Checklist	MATC													L
t	33.9	Send to DCA	MATC	25-Feb-21												
34		Proficiency check 2022 (EFS)	MATC													L
+	34.1	Scheduling	MATC/SO													
t	34.2	Implement proficiency check	MATC/SO													L
35		Prepare simulator for training	MATC													
t	35.1	Submit scenarios	MATC	12-Mon-21												L
+	35.2	Discuss and plan schedule	MATC	30-Nov-21												
Н	35.3	Scenarios 1 and 2	MATC													
	35.4	Simulator training for surveillance trainees	MATC													
H	35.5	Scenarios 3 and 4	MATC													L
	35.6	Scenarios 5 and 6	MATC													L
	35.7	Scenarios 7 and 8	MATC													
	35.8	Scenarios 9, 10 and 11	MATC													
	35.9	Simulator training for all ATCOs (September 5 t/m 16)	MATC													L
36		Refresher training procedures	MATC/SQ													
+	36.1	Develop refresher training procedures	MATC/SQ	9-Feb-21												L
-	36.2	Send updated training manual to DCA	MATC	11-Feb-21												L
37		Develop Short Term Collision Alert (STCA) procedures	MATC													L
-	37.1	Draft Memo	MATC	19-Apr-21												
H	37.2	Send to SATC	MATC	20-Apr-21												L
H	37.3	Send to SQ and CEO	MATC	10-May-21												L
H	37.4	Develop and implement STCA procedures	MATC	21-May-21												L
88		Collaboration agreement with DC-ANSP	MATC													L
H	38.1	Draft memo	MATC	21-Jan-21												L
H	38.2	Internal review	MATC	22-Jan-21												
	38.2	Send memo to working group for feedback	MATC	29-Jan-21												
	38.3	Review by working group	MATC	17-May-21												
	38.4	Draft agreement	MCAS/MATC	29-Oct-21												
_	700	30144 04 11 11 11	-													ļ

# ROADMAP ANSA N.V. 2022

		NOADIVIDI ANDA INV. 2022							20	2002					
									1						
		PROJECT ACTIVITIES ANSA 2021/2022		la l	Jan Feb	b Mrt	t Apr	May	III	Ħ	Aug	Sep	Oct	Nov	Dec
×.			WHO?	FINALIZED											
	38.6	Feedback by ANSA	MATC	31-Jan-22											
	38.7	Т	MATC												
39		П	MATC												
	39.1	Т	MATC	17-Feb-21			_								
	39.2	П	MATC	23-Feb-21											
	39.3	Т	MATC	10-Mar-21											
	39.4	П	MATC	10-Mar-21											
	39.5	Т	MATC	19-Mar-21		=									
	39.6	Send to DCA (on hold pending ICAO approval of RPBANIP V4.0)	MATC												
9		Revision LOA between ANSA and DC-ANSP 2021	MATC												
L	401		MATC												
	40.2	Ш	MATC	8-101-21											
	40.3		MATC	16-Jul-21											
	40,4	Send to SQ and CEO	MATC	29-Jul-21											
	40.5	ANSA Provide feedback for non-compliance	MATC	4-Feb-22											
L	40.6		MATC												
	40.7	т	MATC												
	40.8	Г	MATC												
	40.9	$\Box$	MATC												
	40.10	$\overline{}$	MATC												
	40.11	$\overline{}$	MATC												
41		English Language proficiency 2021	MATC												
	41.1		MATC	4-Mar-21											
	41.2		MATC	8-Mar-21											
	41.3	Order Exams	MATC	12-Mar-21											
	41.4	Provide English Language Proficiency Training	MATC	14-Apr-21											
	41.5	English Language Proficiency Exams	MATC	14-Apr-21											
42		Runway Condition Report Format (RCRF)	MATC												
	42.1	Memo to CEO regarding RCRF	MATC	12-May-21											
	42.2	Working group meeting with AAA/DCANSP	MATC/MAIA	2-Nov-21											
	42.3		MATC	19-Nov-21											
	42.4		MATC	21-Sep-21											
	42.5	ICAO self-training ATCOs	MATC	28-0ct-21											
	42.6	Implementation RCRF	MATC	4-Nov-21											
43		П	MATC												
	43.1	П	MATC	1-101-21											
	43.2	П	MATC												
	43.3	Г	MATC												
4		Update Dutch Caribbean AIP (ATC)	MATC			ļ									
		Create working group	MATC	29-Jun-21											
		Meeting with working group	MATC	27-Jul-21											
		Final meeting with MAIA	MATC	27-Jul-21											

1	r	•	١
1	r	•	Į
1	C		
1	ľ	١	Į
,			١
1	-	•	
1	_	-	
			,
		ï	
1	į	7	į
		3	
			١
1			
1	-	2	
1			1
1	¢	1	ľ
1	C		١
ı	Č	Ľ	

Name   Propietic Activities NANA A 2011/2022   Name   Propietic Activities Name   Name   Propietic Activities Name   Na						3		20	2022					
WHO?           45.1 Meet with SATC bearinstorm VIR procedures         WHO?           45.2 Meet with SATC bearinstorm VIR procedures         MATC           45.2 Meet with SATC bearinstorm VIR procedures         MATC           45.2 Draft procedures         MATC           45.5 Send to SQ and CEO         MATC           45.8 Everage from SQ and CEO         MATC           45.9 Implement VIR procedures for arrival and departure flights         MATC           45.1 Implement VIR procedures for arrival and departure flights         MATC           45.2 Final draft VIR procedures for arrival and departure flights         MATC           45.3 Implement VIR procedures for arrival and departure flights         MATC           46.1 Mine Lamp VIR procedures for arrival and departure flights         MATC           46.2 Send draft to SQ and CEO         MATC           46.3 Feedback from SQ and CEO         MATC           46.4 Send draft to SQ and CEO         MATC           46.5 Feedback from SQ and CEO         MATC           46.6 Final draft LUMP 1 procedures         MATC           46.7 Send draft to SQ and CEO         MATC           46.8 Final draft LUMP 2 procedure for approval         MATC           46.9 Feedback from SQ and CEO         MATC           46.1 Request quotation for training and exams         MATC <th>4</th> <th></th> <th>PROJECT ACTIVITIES ANSA 2021/2022</th> <th></th> <th></th> <th>-</th> <th>May</th> <th>lun</th> <th>III</th> <th>Aug</th> <th>Sep</th> <th>0ct</th> <th>Nov</th> <th>Dec</th>	4		PROJECT ACTIVITIES ANSA 2021/2022			-	May	lun	III	Aug	Sep	0ct	Nov	Dec
45.1         Whe procedures for arrival and departure flights         MATC           45.2         Meete with SATC brainstorm VFR procedures         MATC           45.3         Preceive Feetback from SATCs         MATC           45.2         Receive Feetback from SATCs         MATC           45.5         Feetback from SAT and CED         MATC           45.6         Send to updated draft to ATCOs         MATC           45.5         Feetback from SAT and CED         MATC           45.8         Send to updated draft to ATCOs         MATC           45.9         Final draft VFR procedures for arrival and departure flights         MATC           45.9         Final draft VFR procedures for arrival and departure flights         MATC           46.3         Feedback from SAT conductor         MATC           46.3         Receive feedback from SAT conductor         MATC           46.4         Send draft LUMP 1 procedures for and CED         MATC           46.5         Receiback from SAT conductor         MATC           46.6         Freelback from SAT conductor         MATC           46.5         Feetback from SAT conductor         MATC           46.6         Freelback from SAT conductor         MATC           46.7         Freelback from SAT conductor				WHO?	FINALIZED									
45.1 Meet with SMTC bainstorm VFR procedures         MATC           45.2 Receive feedback from SATCs         MATC           45.3 Draft procedures         MATC           45.4 Send to SQ and CEO for input         MATC           45.5 Freedback from SATCS         MATC           45.5 Freedback from SQ and CEO         MATC           45.5 Freedback from SQ and CEO         MATC           45.6 Send to updated draft to ATCos         MATC           45.7 Final draft VPR procedures for arrival and departure flights         MATC           45.8 Send to DCAA for approval         MATC           46.1 Interesting the Control of CEO         MATC           46.2 Freedback from SQ and CEO         MATC           46.3 Receive feedback from SQ and CEO         MATC           46.4 Send draft to SQ and CEO         MATC           46.5 Freedback from SQ and CEO         MATC           46.6 Final draft to LWMP 1 procedure         MATC           46.7 Send to DCAA for approval         MATC           46.8 Receive feedback from SQ and CEO         MATC           46.9 Freedback from SQ and CEO         MATC           46.1 Requisit ball adeath LWMP 1 procedure         MATC           46.2 Freedback from SQ and CEO         MATC           47.3 Order English Language Proficiency Earns         MATC	45		VFR procedures for arrival and departure flights	MATC										
45.2         Receive feedback from SATCs         MATC           44.5         Freetback from SATCs         MATC           45.5         Send to Dedactores         MATC           45.5         Send to Dedact from SQ and CEO         MATC           45.5         Send to Dedact from SQ and CEO         MATC           45.5         Send to Dedact from SQ and CEO         MATC           45.6         Send to Dedact from SQ and CEO         MATC           45.9         Final draft VKP procedures for arrival and departure flights         MATC           45.9         Final draft VKP procedures for arrival and departure flights         MATC           46.1         JUMP 1 procedures         MATC           46.2         Send of cart. UMP 1 procedure to SATC for feedback         MATC           46.3         Send draft to SQ and CEO         MATC           46.5         Send draft to SQ and CEO         MATC           47.2         Feedback from SQ and CEO         MATC           47.3         Includer Exams         MATC           47.3         Order Exams </td <td></td> <td>45.1</td> <td></td> <td>MATC</td> <td>13-0ct-21</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>		45.1		MATC	13-0ct-21									
45.3         Draft procedures         MATC           45.4         Send to Sofar (EO for input         45.4         Feedback from CS and CEO for input         45.6         Feedback from SQ and CEO         MATC           45.5         Feedback from SQ and CEO         MATC         45.7         Final dirth VKR procedures for arrival and departure flights         MATC           45.7         Final dirth VKR procedures for arrival and departure flights         MATC           46.9         Implement VKR procedures for arrival and departure flights         MATC           46.1         Implement VKR procedures for arrival and departure flights         MATC           46.2         Final dirth LUMP I procedure for AIT for feedback         MATC           46.3         Receive feedback from SQ and CEO         MATC           46.4         Send dirth LUMP I procedure to SATC for feedback         MATC           46.5         Final dirth LUMP I procedure to SATC for feedback         MATC           46.5         Final dirth LUMP I procedure to SATC for feedback         MATC           46.7         Final dirth LUMP I procedure to SATC for approval         MATC           47.2         Send dirth LUMP I procedure to SATC for feedback         MATC           47.3         Tenglish Language Proficiency Zeams         MATC           47.4         Propa		45.2		MATC	6-Dec-21									
45.4         Send to SQ and CEO for input         MATC           45.5         Send to DQ and CEO for input         45.5         Reedback from SQ and CEO         MATC           45.5         Send to Updated draft to ATCOS         MATC         MATC         45.7         Final draft VIR procedures for arrival and departure flights         MATC           45.9         Send to DCAA for approval         MATC         MATC         MATC           46.1         Meet with SATC brainstorm VFR procedures for arrival and departure flights         MATC         MATC           46.2         Send to DCAA for approval         MATC         MATC         MATC           46.2         Send dreft both SATC         MATC         MATC         MATC         MATC           46.5         Send dreft both SATC         MATC         MATC         MATC         MATC         MATC           46.5         Feedback from SQ and CEO         MATC		45.3		MATC	17-Dec-21									
45.5         Feedback from 3Q and CEO         MATC           4.5.6         Send to buggeted drift to ATCos         4.5.6         Final drift WR procedures for arrival and departure flights         MATC           4.5.8         Send to buggeted drift to ATCos         MATC         MATC           4.5.9         Implement VR procedures for arrival and departure flights         MATC           4.5.9         Implement VR procedures         MATC           4.6.1         Meet with SATC brainstorm VR procedures         MATC           4.6.2         Send draft JUMP I procedures to SATC for feedback         MATC           4.6.2         Send draft JUMP I procedure to SATC for feedback         MATC           4.6.3         Feedback from SQ and CEO         MATC           4.6.5         Feedback from SQ and CEO         MATC           4.6.5         Feedback from SQ and CEO         MATC           4.6.6         Final draft JUMP I procedure         MATC           4.6.7         Send to DCAR for approval         MATC           4.6.7         Send to DCAR for approval         MATC           4.7.3         Creat sense         MATC           4.7.4         Provide English Language Proficiency Evans         MATC           4.7.3         Prepare Worker English Language Proficiency Evans		45.4		MATC	18-Jan-22									
45.6         Send to updated draft to ATCOS           45.7         Send to updated draft to ATCOS           45.7         Final draft VFR procedures for arrival and departure flights         MATC           45.8         Send to DCAA for approval         MATC           46.1         JUMP 1 procedures for arrival and departure flights         MATC           46.1         JUMP 1 procedures for arrival and departure flights         MATC           46.2         Send draft LMIC Information WFR procedures         MATC           46.3         Send draft LMIC Information AFT for feedback from SQ and CEO         MATC           46.5         Send draft LMIC Information AFT for reedback from SQ and CEO         MATC           46.5         Final draft LMIN In 1 procedure         MATC           46.5         Final draft LMIN Information AFT for approval         MATC           46.5         Final draft LMIN Information AFT fraining         MATC           47.3         Request quotation for training and exams         MATC           47.3         Drafer Exams         MATC           47.3         Order Exams         MATC           47.3         Order Exams         MATC           47.3         Order Exams         MATC           47.3         Order Exams         MATC		45.5		MATC	11-Feb-22									
45.7         Final draft VFR procedures for arrival and departure flights         MATC           45.8         Send to DiCAA for approval         MATC           45.9         Molement VFR procedures for arrival and departure flights         MATC           46.1         Mole et with SATC brainstorm VFR procedures         MATC           46.2         Mole draft LUMP 1 procedure to SATC for feedback         MATC           46.3         Receback from SQ and CEO         MATC           46.4         Send draft LUMP 1 procedure         MATC           46.5         Feed back from SQ and CEO         MATC           46.6         Final draft LUMP 1 procedure         MATC           46.7         Send claft LUMP 1 procedure         MATC           46.8         Feed back from SQ and CEO         MATC           46.7         Send claft LUMP 1 procedure         MATC           46.8         Feed back from SQ and CEO         MATC           47.1         Request quotation for training and exams         MATC           47.2         Request quotation for		45.6		MATC	17-Feb-22									
45.8         Send to DCAA for approval         MATC           45.9         Implement VRR procedures for arrival and departure flights         MATC           45.1         Implement VRR procedures for arrival and departure flights         MATC           46.2         JUMP 1 procedure to SATC for feedback         MATC           46.2         Send draft UMP 1 procedure to SATC for feedback         MATC           46.5         Feedback from SQ and CEO         MATC           46.6         Feedback from SQ and CEO         MATC           46.7         Send to DCAA for approval         MATC           46.8         Implemental UMP 1         MATC           46.9         Implemental UMP 1         MATC           46.1         Request quotation for training and exams         MATC           47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.3         Order English Language Proficiency Training         MATC           47.2         Prepare Memo         MATC           47.3         Order English Language Proficiency Training         MATC           47.2         Pregate Memo         MATC           47.3         Order English Language Proficiency Training CAO         MATC      <		45.7		MATC										
45.9         Implement VFR procedures for arrival and departure flights         MATC           46.1         Meet with SATC brainstorm VFR procedures         MATC           46.2         Send draft to SQ and CEO         MATC           46.3         Receive feedback from SATC         MATC           46.4         Send draft to SQ and CEO         MATC           46.5         Feedback from SQ and CEO         MATC           46.6         Final draft UMP I procedure         MATC           46.7         Send to DCAA for approval         MATC           46.8         Implement JUMP I procedure         MATC           46.7         Send to DCAA for approval         MATC           46.8         Implement JUMP I procedure         MATC           47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATC           47.5         English Language Proficiency Exams         MATC           47.5         English Language Proficiency Exams         MATC           47.5         English		45.8	7.0	MATC										
46.1         IMMP I procedures         MATC           46.1         Meet with SATC brainstorm VFB procedures         MATC           46.2         Send derial JUMP I procedure to SATC for feedback         MATC           46.3         Send draft to SQ and CEO         MATC           46.5         Feedback from SQ and CEO         MATC           46.6         Final draft JUMP I         MATC           46.6         Final draft JUMP I         MATC           46.7         Send draft JUMP I         MATC           46.8         Implemental JUMP I procedure         MATC           46.8         Implement JUMP I procedure         MATC           47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Exams         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Exams         MATC           47.5         English Language Proficiency Exams         MATC           47.6         Provide English Language Proficiency Exams         MATC           47.2         Provide English Language Proficiency Exams		45.9		MATC										
46.1         Meet with SATC brainstorm VFR procedures         MATC           46.2         Send drieft JUMP 1 procedure to SATC for feedback         MATC           46.5         Send drieft LUMP 1 procedure to SATC for feedback         MATC           46.5         Seedback feedback from SQ and CEO         MATC           46.6         Final drieft JUMP 1         MATC           46.7         Send to DCAA for approval         MATC           47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Exams         MATC           47.5         Prepare Memora         MATC           47.6         Provide English Language Proficiency Exams         MATC           47.7         Prepare Memora         MATC           47.8         Provide English Language Pro	46		JUMP 1 procedures	MATC										
46.2         Send draft JUMP I procedure to SATC for feedback         MATC           46.3         Receive feedback from SATC         MATC           46.5         Send draft to SQ and CEO         MATC           46.6         Final draft LUMP I procedure         MATC           46.7         Send to DCAA for approval         MATC           46.8         Implement JUMP I procedure         MATC           47.1         Request quotation for training and exams         MATC           47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATC           47.7         Request quotation for All Manages         MATC           47.8         English Language Proficiency Exams         MATC           47.9         Provide English Language Proficiency Exams         MATC           47.2         English Language Proficiency Exams         MATC           47.3         Implementation Port of Spain Declaration (AIM)         MATC           2.3.3         Implementation port of Spain Declaration (AIM)         MATA		46.1		MATC	13-Oct-21									
46.3         Receive feedback from SATC         MATC           46.4         Send draft to SQ and CEO         MATC           46.5         Freedback from SQ and CEO         MATC           46.6         Final draft JUMP 1 procedure         MATC           46.8         Implement JUMP 1 procedure         MATC           46.8         Implement JUMP 1 procedure         MATC           47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATC           47.5         English Language Proficiency G		46.2		MATC	14-Oct-21									
46.4         Send draft to SQ and CEO         MATC           46.5         Feedback from SQ and CEO         MATC           46.6         Final draft to SQ and CEO         MATC           46.7         Send to DCAA for approval         MATC           46.7         Implement JUMP 1 Incoedure         MATC           47.1         Request duotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         Prepare Memo         MATC           47.6         Prepare Memo         MATC           47.7         Prepare Memo         MATC           47.8         English Language Proficiency Exams         MATC           47.7         Prepare Memo         MATC           47.8         Prepare Memo         MATC           47.9         Prepare Memo         MATC           47.1         Prepare Memo         MATC           47.2         Prepare Memo         MATA           2.3         Implementation Flouring (CAO)         MATA           2		46.3		MATC	6-Dec-21									
46.5         Feedback from SQ and CEO         MATC           46.6         Final draft JUMP 1         MATC           46.7         Send to DCAA for approval         MATC           46.8         Implement JUMP 1 procedor         MATC           47.1         English Language Proficiency 2022         MATC           47.2         Prepare Memo         MATC           47.2         Prepare Memo         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATC           47.6         English Language Proficiency Exams         MATC           47.7         Prevale English Language Proficiency Training         MATC           47.8         English Language Proficiency Exams         MATC           47.7         Prevale English Language Proficiency Exams         MATC           47.8         English Language Proficiency Exams         MATC           47.7         Prepare Accordantical Information Declaration (AIM)         MAIA           2.3.4         Data quality monitoring (Pending ICAO)         MAIA           2.3.5         Integerated		46.4		MATC	18-Jan-22									
46.6         Final draft JUMP 1           46.7         Send to DCAA for approval         MATC           46.8         Implement JUMP 1 procedure         MATC           47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATC           47.7         English Language Proficiency Exams         MATA           A.7.3         Implementation Port of Spain Declaration (AIM)         MAIA           2.3.3         Implementation Port of Spain Declaration (AIM)         MAIA           2.3.4         Data integrify monitoring (Pending ICAO)         MAIA           2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.5         Integrated aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.7         Indique identifiers (Pending ICAO)         MAIA		46.5	T	MATC	27-Jan-22									
46.7         Send to DCAA for approval         MATC           46.8         Implement JUMP 1 procedure         MATC           47.1         English Language proficiency 2022         MATC           47.2         Prepare Memo         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         Freglish Language Proficiency Exams         MATC           47.6         Provide English Language Proficiency Exams         MATC           47.7         Provide English Language Proficiency Exams         MATC           47.8         Implementation Port of Spain Declaration (AIM)         MAIA           2.3         Implementation Port of Spain Declaration (AIM)         MAIA           2.3.3         Implementation plan (Pending ICAO)         MAIA           2.3.4         Data integrity monitoring (Pending ICAO)         MAIA           2.3.5         Integrated aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.6         Integrated aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.7         Unique identifiers (Pending ICAO)         MAIA           2.3.1         Obs		46.6	$\overline{}$	MATC										
46.8 Implement JUMP I procedure         MATC           47.1 Request quotation for training and exams         MATC           47.2 Request quotation for training and exams         MATC           47.2 Prepare Memo         MATC           47.3 Order Exams         MATC           47.4 Provide English Language Proficiency Training         MATC           47.5 English Language Proficiency Training Declaration Port of Spain Declaration (AIM)         MATC           47.5 English Language Proficiency Training Declaration Port of Spain Declaration (AIM)         MAIA           2.3 Implementation Port of Spain Declaration (AIM)         MAIA           2.3.3 Implementation plan (Pending ICAO)         MAIA           2.3.4 Data integrity monitoring (Pending ICAO)         MAIA           2.3.5 Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.5 Integrated aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.6 Integrated seronautical information conceptual model (Pending ICAO)         MAIA           2.3.5 Data quality monitoring (Pending ICAO)         MAIA           2.3.6 Integrated seronautical information conceptual model (Pending ICAO)         MAIA           2.3.7 Unique identifies (Pending ICAO)         MAIA           2.3.8 Aeronautical information Refresher Course or Remedial Training         MAIA           2.3.1 Implement		46.7		MATC										
47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         MATC           47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATA           2.3         Implementation Profice Training (Pending ICAO)         MAIA           2.3.4         Data integrity monitoring (Pending ICAO)         MAIA           2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.6         Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7         Unique identifiers (Pending ICAO)         MAIA           2.3.8         Aerodrome mapping (Pending ICAO)		46.8		MATC										
47.1         Request quotation for training and exams         MATC           47.2         Prepare Memo         A.7.           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MAIA           2.3.3         Implementation Port of Spain Declaration (AIM)         MAIA           2.3.3         Implementation plan (Pending ICAO)         MAIA           2.3.4         Data integrity monitoring (Pending ICAO)         MAIA           2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.5         Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.1         Obstacles (Pending ICAO)         MAIA           2.3.2         Terrain (Pending ICAO)         MAIA           2.3.1         Inplementation Refresher Course or R	47		English Language proficiency 2022	MATC										
47.2         Prepare Memo         MATC           47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATC           47.5         English Language Proficiency Exams         MATC           47.5         English Language Proficiency Exams         MATC           2.3.3         Implementation Port of Spain Declaration (AIM)         MAIA           2.3.3         Implementation plan (Pending ICAO)         MAIA           2.3.4         Data integrity monitoring (Pending ICAO)         MAIA           2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.5         Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.6         Integrated aeronautical information of Pending ICAO)         MAIA           2.3.1         Unique identifiers (Pending ICAO)         MAIA           2.3.2         Terrain (Pending ICAO)         MAIA           2.3.1         Debtacles (Pending ICAO)         MAIA           2.3.2         Irerrain (Pending ICAO)         MAIA           2.3.1         Implementation Refresher Course Oru		47.1		MATC										
47.3         Order Exams         MATC           47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATC           Amanager Aeronautical Information Affairs - Leonel         MATA           2.3.         Transition from ALS to AlM phase 2         MAIA           2.3.3         Implementation plan (Pending ICAO)         MAIA           2.3.4         Data integrity monitoring (Pending ICAO)         MAIA           2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.6         Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7         Unique identifiers (Pending ICAO)         MAIA           2.3.8         Aerodrome mapping (Pending ICAO)         MAIA           2.3.1         Obstacles (Pending ICAO)         MAIA           2.3.1         Debtacles (Pending ICAO)         MAIA           2.3.1         Terrain (Pending ICAO)         MAIA           2.3.2         Terrain (Pending ICAO)         MAIA           2.3.1         Implementation Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course Ourse		47.2		MATC										
47.4         Provide English Language Proficiency Training         MATC           47.5         English Language Proficiency Exams         MATC           Manager Aeronautical Information Affairs - Leonel         MAIA           2.3         Transition From AIS to AIM phase 2         MAIA           2.3.3         Implementation plan (Pending ICAO)         MAIA           2.3.4         Data integrity monitoring (Pending ICAO)         MAIA           2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.5         Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7         Unique identifiers (Pending ICAO)         MAIA           2.3.8         Aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.1         Debacdes (Pending ICAO)         MAIA           2.3.2         Terrain (Pending ICAO)         MAIA           2.3.1         Obstacles (Pending ICAO)         MAIA           2.3.2         Incrain (Pending ICAO)         MAIA           2.3.3         Implementation Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training program 2021		47.3		MATC										
47.5         English Language Proficiency Exams         MATC           Manager Aeronautical Information Affairs - Leonel         Manager Aeronautical Information (AIM)         MAIA           2.3.3         Transition from AIS to AIM phase 2         MAIA           2.3.4         Data integrity monitoring (Pending ICAO)         MAIA           2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.6         Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7         Unique identifiers (Pending ICAO)         MAIA           2.3.8         Aerodrome mapping (Pending ICAO)         MAIA           2.3.9         Aerodrome mapping (Pending ICAO)         MAIA           2.3.1         Obstacles (Pending ICAO)         MAIA           2.3.1         Obstacles (Pending ICAO)         MAIA           2.3.1         Terrain (Pending ICAO)         MAIA           2.3.2         Terrain (Pending ICAO)         MAIA           2.3.1         Implementation Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training program 2021         MAIA		47.4		MATC										
Manager Aeronautical Information Affairs - Leonel         Manager Aeronautical Information (AIM)         MAIA           2.3. Transition from AIS to AIM phase 2         MAIA           2.3.3 Implementation plan (Pending ICAO)         MAIA           2.3.4 Data integrity monitoring (Pending ICAO)         MAIA           2.3.5 Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7 Unique identifiers (Pending ICAO)         MAIA           2.3.8 Aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.9 Aerodrome mapping (Pending ICAO)         MAIA           2.3.1 Obstacles (Pending ICAO)         MAIA           2.3.1 Detaction (AID (AID)         MAIA           2.3.2 Terrain (Pending ICAO)         MAIA           2.3.1 Terrain (Pending ICAO)         MAIA           2.3.2 Terrain (Pending ICAO)         MAIA           2.3.3 Indipenentation Refresher Course or Remedial Training         MAIA           5.7 Implementation Refresher Course 2021         MAIA           5.8 Self-training program 2021         MAIA           ICAO Training program 2021         MAIA           MAIA         MAIA		47.5		MATC										
2.3. Transition From AIS to AIM phase 2         MAIA           2.3.3 Implementation plan (Pending ICAO)         MAIA           2.3.4 Data integrity monitoring (Pending ICAO)         MAIA           2.3.5 Data quality monitoring (Pending ICAO)         MAIA           2.3.6 Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7 Unique identifiers (Pending ICAO)         MAIA           2.3.8 Aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.9 Aerodrome mapping (Pending ICAO)         MAIA           2.3.1 Obstacles (Pending ICAO)         MAIA           2.3.1 Obstacles (Pending ICAO)         MAIA           2.3.2 Terrain (Pending ICAO)         MAIA           2.3.1 Inplementation Refresher Course or Remedial Training         MAIA           5.7 Implementation Refresher Course 2021         MAIA           5.8 Self-training program 2021         MAIA           ICAO Training program 2021         MAIA           ICAO Training program 2021         MAIA	щ		Manager Aeronautical Information Affairs - Leonel											
2.3.3 Implementation from AIS to AIM phase 2         MAIA           2.3.3 Implementation plan (Pending ICAO)         MAIA           2.3.4 Data integrity monitoring (Pending ICAO)         MAIA           2.3.5 Data quality monitoring (Pending ICAO)         MAIA           2.3.6 Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7 Unique identifiers (Pending ICAO)         MAIA           2.3.8 Aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.9 Tectronic AIP (Pending ICAO)         MAIA           2.3.1 Obstacles (Pending ICAO)         MAIA           2.3.1 In Obstacles (Pending ICAO)         MAIA           2.3.2 Terrain (Pending ICAO)         MAIA           2.3.1 In Obstacles (Pending ICAO)         MAIA           2.3.2 Terrain (Pending ICAO)         MAIA           2.3.3 Indiperentation Refresher Course or Remedial Training         MAIA           5.7 Implementation Refresher Course Ourse         MAIA           5.8 Self-training program 2021         MAIA           ICAO Training program 2021         MAIA           ICAO Training program 2021         MAIA	7		Implementation Port of Spain Declaration (AIM).	MAIA										
2.3.3 Implementation plan (Pending ICAO)         MAIA           2.3.4 Data integrity monitoring (Pending ICAO)         MAIA           2.3.5 Data quality monitoring (Pending ICAO)         MAIA           2.3.6 Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7 Unique identifiers (Pending ICAO)         MAIA           2.3.9 Aerodrome mapping (Pending ICAO)         MAIA           2.3.1 Obstacles (Pending ICAO)         MAIA           2.3.1 Obstacles (Pending ICAO)         MAIA           2.3.2 Terrain (Pending ICAO)         MAIA           2.3.1 In Obstacles (Pending ICAO)         MAIA           2.3.2 Terrain (Pending ICAO)         MAIA           2.3.3 In Inplementation Refresher Course or Remedial Training         MAIA           5.7 Implementation Refresher Course 2021         MAIA           5.8 Self-training program 2021         MAIA           ICAO Training program 2021         MAIA           ICAO Training program 2021         MAIA		2.3	Transition from AIS to AIM phase 2	MAIA										
2.3.4         Data integrity monitoring (Pending ICAO)         MAIA           2.3.5.         Data quality monitoring (Pending ICAO)         MAIA           2.3.6.         Integrated seronautical information database (Pending ICAO)         MAIA           2.3.7         Unique identifiers (Pending ICAO)         MAIA           2.3.9         Aerodrome mapping (Pending ICAO)         MAIA           2.3.10         Electronic AIP (Pending ICAO)         MAIA           2.3.11         Obstacles (Pending ICAO)         MAIA           2.3.12         Terrain (Pending ICAO)         MAIA           2.3.12         Terrain (Pending ICAO)         MAIA           5.7         Implementation Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training program 2021         MAIA		2.3.3	$\neg$	MAIA										
2.3.5         Data quality monitoring (Pending ICAO)         MAIA           2.3.6         Integrated aeronautical information database (Pending ICAO)         MAIA           2.3.7         Unique identifiers (Pending ICAO)         MAIA           2.3.8         Aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.1         Description information conceptual model (Pending ICAO)         MAIA           2.3.1         Description information (CAO)         MAIA           2.3.1         Description information (CAO)         MAIA           2.3.1         Iterrain (Pending ICAO)         MAIA           2.3.2         Terrain (Pending ICAO)         MAIA           5.7         Implementation Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training program 2021         MAIA           ICAO Training program 2021         MAIA		2.3.4		MAIA										
2.3.6 Integrated aeronautical information database (Pending ICAO)     MAIA       2.3.7 Unique identifiers (Pending ICAO)     MAIA       2.3.8 Aeronautical information conceptual model (Pending ICAO)     MAIA       2.3.9 Aerodrome mapping (Pending ICAO)     MAIA       2.3.10 Electronic AIP (Pending ICAO)     MAIA       2.3.2.1 I Obstacles (Pending ICAO)     MAIA       2.3.2.2 Terrain (Pending ICAO)     MAIA       2.3.2.1 Irrain (Pending ICAO)     MAIA       5.7 Implementation Refresher Course or Remedial Training     MAIA       5.7 Implementation Refresher Course 2021     MAIA       5.8 Self-training program 2021     MAIA       ICAO Training program 2021     MAIA       ICAO Training program 2021     MAIA		2.3.5	$\neg$	MAIA										
2.3.7         Unique identifiers (Pending ICAO)         MAIA           2.3.8         Aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.9         Aerodrome mapping (Pending ICAO)         MAIA           2.3.10         Electronic AIP (Pending ICAO)         MAIA           2.3.11         Obstacles (Pending ICAO)         MAIA           2.3.2.1         Terrain (Pending ICAO)         MAIA           2.3.2.2         Terrain (Pending ICAO)         MAIA           5.7         Implementation Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training program 2021         MAIA           ICAO Training program 2021         MAIA		2.3.6		MAIA										
2.3.3         Aeronautical information conceptual model (Pending ICAO)         MAIA           2.3.9         Aerodrome mapping (Pending ICAO)         MAIA           2.3.10         Electronic AIP (Pending ICAO)         MAIA           2.3.11         Obstacles (Pending ICAO)         MAIA           2.3.12         Terrain (Pending ICAO)         MAIA           AIA/ARO Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training Instructors Course         MAIA		2.3.7		MAIA										
2.3.9         Aerodrome mapping (Pending ICAO)         MAIA           2.3.10         Electronic AIP (Pending ICAO)         MAIA           2.3.11         Obstacles (Pending ICAO)         MAIA           2.3.12         Terrain (Pending ICAO)         MAIA           AIA/ARO Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training program 2021         MAIA		2.3.8		MAIA										
2.3.10         Electronic AIP (Pending ICAO)         MAIA           2.3.11         Obstacles (Pending ICAO)         MAIA           2.3.12         Terrain (Pending ICAO)         MAIA           AIA/ARO Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training Instructors Course         MAIA		2.3.9	_	MAIA										
2.3.12         Obstacles (Pending ICAO)         MAIA           2.3.12         Terrain (Pending ICAO)         MAIA           AIA/ARO Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training Instructors Course         MAIA		2.3.10		MAIA										
2.3.12         Terrain (Pending ICAO)         MAIA           AIA/ARO Refresher Course or Remedial Training         MAIA           5.7         Implementation Refresher Course 2021         MAIA           5.8         Self-training program 2021         MAIA           ICAO Training Instructors Course         MAIA		2.3.11		MAIA										
AIA/ARO Refresher Course or Remedial Training MAIA 5.7 Implementation Refresher Course 2021 5.8 Self-training program 2021 ICAO Training Instructors Course MAIA ICAO Training Instructors Course MAIA		2.3.12		MAIA										
5.7 Implementation Refresher Course 2021 MAIA 5.8 Self-training program 2021 MAIA ICAO Training Instructors Course MAIA	ľ		AIA/ARO Refresher Course or Remedial Training	MAIA										
5.8 Self-training program 2021 MAIA		5.7	Implementation Refresher Course 2021	MAIA	13-Jan-21									
ICAO Training Instructors Course		5.8	Self-training program 2021	MAIA	15-Nov-21									
	13		ICAO Training Instructors Course	MAIA										

2
7
0
2
. 4
>
Z
-
- 24
S
2
⋖
_
9
Q
2
⋖
0
ž
_

Name				100						7077	O III				
19.2         Training Instructors Course - Part 2         WHOP To TRAINING COURSE - Part 2         WAIN AND TO TRAINING COURSE - Part 2         WAIN AND AND AND AND AND AND AND AND AND AN		PROJECT ACTIVITIES ANSA 2021/2022			Jan	Feb	Mrt	Apr	May Ju	Jun Ju	Jul	Aug Sep	o Oct	Nov	Dec
19.2 Training Instructors Course - Part 2         MAIA           19.2 Training Instructors Course - Part 2         MAIA           19.3 Training Developers Course         MAIA           Letter of Agreement LOAJ for airline representatives         MAIA           20.2 Consultation with DCA         MAIA           20.5 Trail per relation         MAIA           20.6 Trail per relation         MAIA           20.7 Signing LOA         Mala before the conference and data collection         MAIA and			WHO?	FINALIZED											
19.3 Training Developers Course         MAIA           20.2 Consultation with DCA         MAIA           20.2 Consultation with DCA         MAIA           20.2 Consultation with DCA         MAIA           20.2 Trail period         MAIA           20.2 Trail period         MAIA           20.3 Signing Lob         MAIA           20.4 Signing Lob         MAIA           20.7 Signing Lob         MAIA           20.8 Ingire that resolve commendations         MAIA AII           24.1 Problem description and data collection         MAIA AII           24.2 Indiversary Recommendations         MAIA Instruction on the Main Transition progress (on hold)         MAIA           27.3 Regional Contridency Planning         MAIA         MAIA           28.4 Polled rectivities Planning         MAIA         MAIA           28.3 Project activities Planning         MAIA         MAIA           28.4 Simplement decree         MAIA Control procedures         MAIA AII           28.3 Implementation on the Main transition procedures         MAIA AII           28.4 Condition and data collection         MAIA AII           29.1 Develop quality control procedures         MAIA AII           29.2 Quality check CRN         MAIA Quality check CRN         MAIA           29.3 Quality check CRN<	19.2		MAIA	10-Sep-21											
Letter of Agreement (LOA) for airline representatives         MAAA           20.5         Exter of Agreement (LOA) for airline representatives         MAAA           20.5         Trail leatherion with DCA         MAAA           20.5         Flight plen training         MAAA           20.7         Trail leatherion with DCA         MAAA           20.7         Signing LOA         MAAA           20.7         Trail can be commercial Airlines         MAAA           24.1         Problem description and data collection         MAAAAIS           24.2         Quick searl Root cause analysis / Action plan         MAAAAIS           24.2         Implementation or the All Maraistion progress (on hold)         MAAA           27.1         NAM/CAR Regional Confingency Planning         MAAA           27.3         Regional Confingency Planning         MAAA           28.4         Government decree         MAAA           28.5         Implementation on the All Maraistion procedures         MAAA           29.1         Quality check ENR         MAAA           29.2         Quality check ENR         MAAA           29.3         Quality check ENR         MAAA           30.1         Problem description and data collection         MAAA           30.2	19.3	П													
20.2 Consultation with DCA         MAAA           20.5 Trail period         ANAIANIS           20.6 Trail period         MAIANIS           20.7 Signing LOA         MAIANIS           20.7 Signing LOA         MAIANIS           20.7 Signing LOA         MAIANIS           24.2 Quick sand floot case analysis / Action plan         MAIANIS           24.2.1 Information of recommendations         MAIANIS           24.2 Implementation of recommendations         MAIANIS           24.2 Implementation of recommendations         MAIANIS           24.2 Implementation of recommendations         MAIANIS           24.3 Implementation on the AIM transition progress (on hold)         MAIANIS           27.2 Information on the AIM transition progress (on hold)         MAIANIS           28.4 Covernment decree         MAIANIS           28.5 Implementation         MAIANIS           29.1 Develop quality control         MAIANIS           29.2 Quality check EIR         MAIANIS           29.3 Quality check IRR         MAIANIS           29.4 Quality control procedures         MAIANIS           29.5 Concision and data collection         MAIANIS           30.1 Problem description and data collection         MAIANIS           30.2 Roct cause analysis / Action plan         MAIANIS <td></td> <td>Letter of Agreement (LOA) for airline representatives</td> <td>MAIA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td> </td> <td></td> <td></td> <td></td> <td></td>		Letter of Agreement (LOA) for airline representatives	MAIA												
20.5         Trail period         MADIA (AIR)           20.6         Fight plant acining         MADIA (AIR)           20.7         Signing bload acid collection         MADIA (AIR)           20.4         Signing bload mode acid collection         MADIA (AIR)           24.1         Problem description and data collection         MADIA (AIR)           24.2         Quick scard Reor cause analysis / Action plan         MADIA (AIR)           24.3         Implementation of recommendations         MADIA (AIR)           27.1         Information on the AURI transition progress (on hold)         MADIA (AIR)           27.2         Information on the AURI transition progress (on hold)         MADIA (AIR)           27.2         Information on the AURI transition progress (on hold)         MADIA (AIR)           27.2         Information on the AURI transition of procedures         MADIA (AIR)           28.4         Government decree         MADIA (AIR)           28.5         Implementation         MADIA (AIR)           29.1         Devilety check EIN         MADIA (AIR)           29.2         Quality check EIN         MADIA (AIR)           29.2         Quality check EIN         MADIA (AIR)           29.3         Quality check EIN         MADIA (AIR)           29.4	20.7		MAIA	8-Jan-21											
2006         Flight plant training         MADA           2017         Singing Loba         MADA           2017         Missing inchound flight plans Commercial Artilines         MADA           24.1         Problem description and data collection         MADA/AIS           24.2         Punk ask of cause analysis / Action plan         MADA/AIS           24.2         Quick stan/ Root cause analysis / Action plan         MADA/AIS           24.3         Problem description and data collection         MADA/AIS           24.3         Information or the AIM transition progress (on hold)         MADA           27.2         Information or the AIM transition progress (on hold)         MADA           27.3         Regional Contrainer Planning         MADA           28.3         Project activities/ Planning         MADA           28.4         Government decree         MADA           28.5         Project activities/ Planning         MADA           28.6         Government decree         MADA           28.7         Develop quality control         MADA           29.1         Quality check AID         MADA           29.2         Quality check AID         MADA           30.2         Rocility check AID         MADA           30.2 </td <td>20.5</td> <td></td> <td>MAIA/AIS</td> <td>30-Jul-21</td> <td></td>	20.5		MAIA/AIS	30-Jul-21											
20.7 Signing LOA         MAIA         MAIA           A Signing LOA         Missing inbound flight plans Commercial Arilines         MAIA/AIS           24.1 Problem description and data collection         MAIA/AIS           24.2 Quick scan/ Root cause analysis / Action plan         MAIA/AIS           24.3 Implementation of recommendations         MAIA/AIS           27.1 Information of recommendations         MAIA/AIS           27.2 Information on the AIN transition progress (on hold)         MAIA/AIS           27.3 Regional Contingency Plan Development and Implementation Coordination (on hold)         MAIA/AIS           28.3 Project activity Planning         MAIA/AIS           28.4 Government decree         MAIA/AIS           28.5 Implementation         MAIA/AIS           29.4 Government decree         MAIA/AIS           29.5 Quality check ENR         MAIA/AIS           29.5 Quality check ENR         MAIA/AIS           29.6 Quality check ENR         MAIA/AIS           29.7 Quality check ENR         MAIA/AIS           29.8 Quality check ENR         MAIA/AIS           30.1 Problem description and recommendations         MAIA/AIS           30.2 Root cause analysis / Action plan         MAIA           30.3 Implementation of recommendations         MAIA/AIS           30.4 Robining	20.6		MAIA	S-0ct-21											
Missing inbound flight plans Commercial Arlines         MAA           24.1 Problem description and data collection         MAIAAIS           24.2 Quick scar/ Root cause analysis/ Action plan         MAIAAIS           24.3 Cholbiem description and data collection         MAIAAIS           24.3 Implementation of recommendations         MAIAA           27.1 Information or the AIM transition progress (on hold)         MAIAA           27.2 Information or the AIM transition progress (on hold)         MAIAA           27.3 Regional Contingency Plan Development and Implementation Coordination (on hold)         MAIAA           28.4 Point Z Point Microwave project         MAIAA           28.5 Project activities/ Planning         MAIAA           28.6 Implementation of the Cere         MAIAA           28.7 Quality check GIN         MAIAA           29.4 Quality check GIN         MAIAAIS           29.5 Quality check GIN         MAIAAIS           30.1 Implementation of Flight Plan Errors         MAIAAIS           30.2 Root cause analysis Action plan         MAIAAIS           30.3 Implementation of recommendations         MAIAAIS           30.1 Request for Proposal         MAIAAIS           31.2 Request for Proposal         MAIAAIS           31.3 Request for Proposal         MAIAAIS           32.1 Request for Proposal<	20.7		MAIA	20-Sep-21											
24.1         Problem description and data collection         MAIA/AIS           24.2         Quick stan/ floot cause analysis / Action plan         MAIA/AIS           24.2         Suick stan/ floot cause analysis / Action plan         MAIA/AIS           24.3         Implementaction of recommendations         MAIA/AIS           27.1         INAM/CAR Regional AIM Collaborative Plan (on hold)         MAIA           27.2         Information on the AIM transition progress (on hold)         MAIA           27.3         Regional Contileave Plan Development and Implementation Coordination (on hold)         MAIA           28.3         Project activities/ Planning         MAIA           28.4         Government decree         MAIA/AIS           28.5         Implementation         MAIA/AIS           28.6         Government decree         MAIA/AIS           28.7         Government decree         MAIA/AIS           28.8         Froject activities/ Planning         MAIA/AIS           28.9.1         Develop quality control procedures         MAIA/AIS           29.2         Quality check GEN         MAIA/AIS           30.3         Implementation of recommendations         MAIA/AIS           30.1         Problem descriptions and data collection         MAIA           30.2 </td <td></td> <td>Missing inbound flight plans Commercial Airlines</td> <td>MAIA</td> <td></td>		Missing inbound flight plans Commercial Airlines	MAIA												
24.2         Quick scan/ Root cause analysis / Action plan         MAIA/AIS           24.3         Implementation of recommendations         MAIA/AIS           24.3         Implementation of recommendations         MAIA           27.1         Information on the AIM transition progress (on hold)         MAIA           27.2         Information on the AIM transition progress (on hold)         MAIA           27.3         Regional Contingency Plan Development and Implementation Coordination (on hold)         MAIA           28.3         Project activities/ Planning         MAIA/AIS           28.4         Implementation         MAIA/MCAS           28.5         Implementation         MAIA/AIS           28.6         Implementation         MAIA/AIS           29.3         Quality check CRN         MAIA/AIS           29.4         Quality check CRN         MAIA/AIS           29.3         Quality check CRN         MAIA/AIS           29.4         Quality check CRN         MAIA/AIS           29.5         Quality check CRN         MAIA/AIS           29.4         Quality check CRN         MAIA/AIS           29.5         Quality check CRN         MAIA           30.1         Problem description of Flight Plan Errors         MAIA	24.	П	MAIA/AIS	7-Jul-21											
24.3         Implementation of recommendations         MAIA/AIS           24.3         Implementation of recommendations         MAIA           Incommendation         Incommendation         MAIA           27.1         Information on the AIM transition progress (on hold)         MAIA           27.2         Information on the AIM transition progress (on hold)         MAIA           27.3         Regional Contingency Plan Development and Implementation Coordination (on hold)         MAIA           28.3         Project activities/ Planning         MAIA           28.5         Implementation         MAIA/AIS           28.5         Implementation         MAIA/AIS           29.1         Develop quality control         MAIA/AIS           29.2         Quality check GRN         MAIA/AIS           29.3         Quality check AID         MAIA/AIS           29.4         Quality check AID         MAIA/AIS           30.1         Problem description and data collection         MAIA/AIS           30.2         Roct cause analysis / Action plan         MAIA/AIS           30.3         Implementation of Feoremendations         MAIA/AIS           30.3         Implementation of recommendations         MAIA           31.1         Request for Proposal         MAIA<	24.	т	MAIA/AIS	11-Aug-21											
ICAO AlIM Taskforce         MAIA           27.1         Information on the AIM Calaborative Plan (on hold)         MAIA           27.2         Information on the AIM transition progress (on hold)         MAIA           27.3         Regional Contingency of Plan Development and Implementation Coordination (on hold)         MAIA           28.3         Project activities/ Planning         MAIA           28.4         Government decree         MAIA           28.5         Implementation         MAIA/AIS           28.6         Government decree         MAIA/AIS           28.7         Implementation         MAIA/AIS           29.1         Development and pate collection         MAIA/AIS           29.2         Quality check ENR         MAIA/AIS           29.3         Quality check ENR         MAIA/AIS           30.1         Problemed acscription and date collection         MAIA/AIS           30.2         Rougity check ENR         MAIA/AIS           30.2         Rougity check ENR         MAIA/AIS           30.2         Rougity check AD         MAIA/AIS           30.2         Rougity check ENR         MAIA/AIS           30.3         Implementation of recommendations         MAIA/AIS           30.3         Implementation of	24.	П	MAIA/AIS	31-Jan-22											
27.1         InAM/CAR Regional AIIM Collaborative Plan (on hold)         MAIA           27.2         Information on the AIM transition progress (on hold)         MAIA           27.3         Regional Contingency Plan Development and Implementation Coordination (on hold)         MAIA           28.3         Project activities/ Planning         MAIA           28.4         Government decree         MAIA/MCAS           28.5         Implementation         MAIA/AIS           29.1         Develop quality control procedures         MAIA/AIS           29.2         Quality check EK ER         MAIA/AIS           29.3         Quality check EK ER         MAIA/AIS           29.4         Quality check EK ER         MAIA/AIS           29.5         Quality check EK ER         MAIA/AIS           29.4         Quality check EK ER         MAIA/AIS           29.5         Quality check EK ER         MAIA/AIS           30.1         Problemed description and data collection         MAIA/AIS           30.2         Root cause analysis Action plan         MAIA/AIS           30.2         Root cause analysis Action plan         MAIA/AIS           31.3         Request for Proposal         MAIA           31.4         Shipping         MAIA		Т	MAIA												
27.2         Information on the AIIM transition progress (on hold)         MAIA           27.3         Regional Contingency Plan Development and Implementation Coordination (on hold)         MAIA           28.3         Project activities/ Planning         MAIA/MCAS           28.4         Government decree         MAIA/MCAS           28.5         Implementation         MAIA/MCAS           28.1         Implementation         MAIA/AIS           29.2         Quality control         MAIA/AIS           29.3         Quality check GEN         MAIA/AIS           29.4         Quality check GEN         MAIA/AIS           29.5         Quality check GEN         MAIA/AIS           29.6         Quality check GEN         MAIA/AIS           29.7         Quality check GEN         MAIA/AIS           30.1         Problem description and data collection         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA/AIS           30.3         Implementation of recommendations         MAIA/AIS           30.4         New Computers/ Laptops for ANSA HQ         MAIA           31.2         Request for Proposal         MAIA           31.3         Review/YA-Tech advice/Approval         MAIA           32.4	27.	Т	MAIA												
27.3         Regional Contingency Plan Development and Implementation Coordination (on hold)         MAIA           28.3         Project activities/ Planning         MAIA/MCAS           28.4         Government decree         MAIA/MCAS           28.5         Implementation         MAIA/MCAS           29.1         Implementation         MAIA/MCAS           29.2         Quality check GEN         MAIA/AIS           29.3         Quality check GEN         MAIA/AIS           29.4         Quality check GEN         MAIA/AIS           29.5         Quality check GEN         MAIA/AIS           29.4         Quality check AD         MAIA/AIS           30.1         Problem description and data collection         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA           30.1         Implementation of recommendations         MAIA           30.2         Implementation of recommendations         MAIA           30.3         Implementation of recommendations         MAIA           30.1         Project preparation         MAIA           31.2         Request for Proposal         MAIA           31.3         Review/XA-Tech advice/Approval         MAIA           31.3         Review/XA-Tech advice/A	77.	Т	MAIA												
2.8.3         Project activities/ Planning         MAIA           2.8.4         Government decree         MAIA/MCAS           2.8.5         Implementation         MAIA/MCAS           2.8.6         Implementation         MAIA/MIS           2.9.1         Develop quality control procedures         MAIA/AIS           2.9.2         Quality check ENN         MAIA/AIS           2.9.3         Quality check ENN         MAIA/AIS           2.9.4         Quality check ENN         MAIA/AIS           2.9.5         Quality check ENN         MAIA/AIS           2.9.4         Quality check ENN         MAIA/AIS           2.9.5         Quality check ENN         MAIA/AIS           2.9.4         Quality check ENN         MAIA/AIS           2.9.5         Quality check ENN         MAIA/AIS           2.9.6         Quality check ENN         MAIA/AIS           3.0.1         Problem description and data collection         MAIA/AIS           3.0.2         Root cause analysis / Action plan         MAIA/AIS           3.0.2         Request for Proposal         MAIA           3.1.1         Project preparation         MAIA           3.1.2         Request for Proposal         MAIA           3.1.3	7,7	Т	MAIA												
28.3         Project activities/ Planning         MAIA/MCAS           28.4         Project activities/ Planning         MAIA/MCAS           28.5         Implementation         MAIA/MCAS           28.5         Implementation         MAIA/MCAS           29.1         Develop quality control procedures         MAIA/AIS           29.2         Quality check GEN         MAIA/AIS           29.3         Quality check FINR         MAIA/AIS           29.4         Quality check FINR         MAIA/AIS           29.5         Quality check FINR         MAIA/AIS           29.6         Quality check FINR         MAIA/AIS           30.1         Problem description and data collection         MAIA/AIS           30.2         Problem description plan         MAIA           30.2         Problem description plan         MAIA           30.3         Implementation of recommendations         MAIA           31.1         Project preparation         MAIA           31.2         Request for Proposal         MAIA           31.2         Request for Proposal         MAIA           31.3         Request for Proposal         MAIA           32.1         Request for Proposal         MAIA           32.2	1	П	41444												
28.3 Project activities/ Planning         MAIA/MCAS           28.4 Government decree         MAIA           28.5 Implementation         MAIA           28.6 Implementation         MAIA           29.1 Develop quality control procedures         MAIA           29.2 Quality check GEN         MAIA/AIS           29.3 Quality check EINR         MAIA/AIS           29.4 Quality check GEN         MAIA/AIS           29.5 Quality check EINR         MAIA/AIS           29.6 Quality check GEN         MAIA/AIS           29.7 Quality check EINR         MAIA/AIS           29.8 Quality check GEN         MAIA/AIS           30.1 Problem description and data collection         MAIA/AIS           30.2 Root cause analysis / Action plan         MAIA           30.2 Root cause analysis / Action plan         MAIA           30.2 Root cause analysis / Action plan         MAIA           31.1 Project preparation         MAIA           31.2 Request for Proposal         MAIA           31.3 Request for Proposal         MAIA           32.1 Request for Proposal         MAIA           32.2 Thales' proposal         MAIA           32.3 Approval         Manager CNS/ATM Systems - Josefito           Analysis         Manager CNS/ATM Systems - Josefito </td <td></td> <td><math>\neg</math></td> <td>MAIA</td> <td></td>		$\neg$	MAIA												
28.4         Government decree         MAIA           28.5         Implementation         MAIA/MCAS           28.6         Implementation         MAIA           29.1         Develop quality control procedures         MAIA/AIS           29.2         Quality check GEN         MAIA/AIS           29.3         Quality check AD         MAIA/AIS           29.4         Quality check AD         MAIA/AIS           30.1         Problem description and data collection         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA/AIS           30.3         Implementation of recommendations         MAIA           30.4         Problem description and data collection         MAIA           30.2         Root cause analysis / Action plan         MAIA           30.3         Implementation of recommendations         MAIA           30.4         Project preparation         MAIA           31.1         Project preparation         MAIA           31.2         Request for Proposal         MAIA           31.3         Review/XA-Tech advice/Approval         MAIA           32.1         Request for Proposal         MAIA	28.	П	MAIA/MCAS												
28.5 Implementation         MAIA/MCAS           29.1 Develop quality control procedures         MAIA           29.1 Develop quality control procedures         MAIA/AIS           29.2 Quality check GEN         MAIA/AIS           29.3 Quality check ENR         MAIA/AIS           29.4 Quality check ENR         MAIA/AIS           30.1 Problem description and data collection         MAIA/AIS           30.2 Roct cause analysis / Action plan         MAIA/AIS           30.2 Roct cause analysis / Action plan         MAIA/AIS           30.2 Roct cause analysis / Action plan         MAIA/AIS           30.2 Request for Proposal         MAIA/AIS           31.1 Project preparation         MAIA/AIS           31.2 Request for Proposal         MAIA           32.1 Request for Proposal         MAIA           32.2 Thales' proposal         MAIA           32.2 Thales' proposal         MAIA           32.3 Approval         MAIA           32.4 Upgrade TopSky AIS         MAIA/AIS           Amanager CNSATM Systems - Joseifto         MAIA/CS           Amanager CNSATM Systems - Joseifto         MAIA/AIS	28.		MAIA										1		
AND quality control         MAIA           29.1         Develop quality control procedures         MAIA/AIS           29.2         Quality check GEN         MAIA/AIS           29.3         Quality check ENR         MAIA/AIS           29.4         Quality check AD         MAIA/AIS           29.5         Quality check AD         MAIA/AIS           30.1         Misperior of Flight Plan Errors         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA/AIS           31.1         Project preparation         MAIA/AIS           31.2         Request for Progosal         MAIA/AIS           31.2         Request for Progosal         MAIA/AIS           31.3         Review/XA-Tech advice/Approval         MAIA/AIS           31.4         Shipping         MAIA/AIS           32.1         Request for Progosal         MAIA/AIS           32.2         Thales' proposal         MAIA/AIS           32.3         Approval         MAIA/AIS           32.4         Upgrade TopSky AIS         MAIA/AIS           Analager CNS/AIM Systems -	78.		MAIA/MCAS							-					
29.1         Develop quality control procedures         MAIA           29.2         Quality check GEN         MAIA/AIS           29.3         Quality check GEN         MAIA/AIS           29.4         Quality check AD         MAIA/AIS           29.5         Quality check AD         MAIA/AIS           30.1         Mitigation of Flight Plan Errors         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA/AIS           30.3         Implementation of recommendations         MAIA/AIS           30.3         Implementation of recommendations         MAIA/AIS           31.1         New Computers/Laptops for ANSA HQ         MAIA/AIS           31.2         Request for Proposal         MAIA/AIS           31.3         Review/XA-Tech advice/Approval         MAIA/AIS           31.4         Shipping         MAIA/AIS           32.5         Thales' proposal         MAIA/AIS           32.1         Request for Proposal         MAIA/AIS           32.2         Thales' proposal         MAIA/AIS           32.3         Approval         MAIA/AIS           32.4         Upgrade TopSky AIS         MAIA/AIS           Amanager CNS/AIM Systems - Joseitto         MAIA/AIS <td< td=""><td></td><td>AIP quality control</td><td>MAIA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>		AIP quality control	MAIA												
29.2         Quality check GEN         MAIA/AIS           29.3         Quality check ENR         MAIA/AIS           29.4         Quality check AD         MAIA/AIS           30.1         Problem description and data collection         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA/AIS           30.3         Implementation of recommendations         MAIA/AIS           30.3         Implementation of recommendations         MAIA/AIS           31.1         Request for Project preparation         MAIA/AIS           31.2         Request for Project preparation         MAIA/AIS           31.3         Review/XA-Tech advice/Approval         MAIA/AIS           31.4         Shipping         MAIA/AIS           31.5         Installation         MAIA/AIS           32.1         Request for Proposal         MAIA/AIS           32.2         Thales' proposal         MAIA/AIS           32.3         Approval         MAIA/AIS           32.4         Upgrade TopSky AIS         MAIA/AIS           Amanager CNS/ATM Systems - Joseitto         MAIA/AIS           Amanager CNS/ATM Systems - Joseitto         MAIA/AIS           Amanager CNS/ATM Systems - Joseitto         MAIA/AIS	29.	$\Box$	MAIA												
29.3 Quality check ENR         MAIA/AIS           29.4 Quality check AD         MAIA/AIS           30.1 Problem description and data collection         MAIA/AIS           30.2 Root cause analysis / Action plan         MAIA/AIS           30.2 Root cause analysis / Action plan         MAIA/AIS           30.2 Root cause analysis / Action plan         MAIA/AIS           30.3 Implementation of recommendations         MAIA/AIS           31.1 Request for proparation         MAIA/AIS           31.2 Request for Proposal         MAIA/AIS           31.2 Request for Proposal         MAIA/AIS           31.2 Request for Proposal         MAIA/AIS           32.1 Request for Proposal         MAIA/AIS           32.2 Thales' proposal         MAIA/AIS           32.3 Approval         MAIA/AIS           32.4 Upgrade TopSky AIS         MAIA/AIS           Manager CNS/ATM Systems - Joselito         MAIA/AIS           Amanager CNS/ATM Systems - Joselito         MAIA/AIS           Approval         MAIA/AIS	29.	Т	MAIA/AIS												
29.4 Quality check AD         MAIA/AIS           30.1 Problem description and data collection         MAIA/AIS           30.2 Root cause analysis / Action plan         MAIA/AIS           30.3 Implementation of recommendations         MAIA           30.3 Implementation of recommendations         MAIA           31.1 New Computers/Laptops for ANSA HQ         MAIA           31.2 Request for Proposal         MAIA           31.4 Shipping         MAIA           31.5 Installation         MAIA           32.1 Request for Proposal         MAIA           32.2 Thales' proposal         MAIA           32.3 Approval         MAIA           32.4 Upgrade TopSky AIS         MAIA           Manager CNS/ATM Systems - Joselito         MAIA           MAIA         MAIA	29.	$\neg$	MAIA/AIS												
Mittigation of Flight Plan Errors         MAIA           30.1 Problem description and data collection         MAIA           30.2 Root cause analysis / Action plan         MAIA           30.3 Implementation of recommendations         MAIA           30.3 Implementation of recommendations         MAIA           31.1 Project preparation         MAIA           31.2 Request for Proposal         MAIA           31.3 Review/XA-Tech advice/Approval         MAIA           31.4 Shipping         MAIA           32.5 Installation         MAIA           32.1 Request for Proposal         MAIA           32.2 Thales' proposal         MAIA           32.2 Thales' proposal         MAIA           32.3 Approval         MAIA           32.4 Upgrade TopSky AIS         MAIA           Manager CNS/ATM Systems - Josefito         MAIA           MAIA         MAIA	29,	Т	MAIA/AIS												
30.1         Problem description and data collection         MAIA/AIS           30.2         Root cause analysis / Action plan         MAIA           30.3         Implementation of recommendations         MAIA           31.1         Project preparation         MAIA           31.2         Request for Proposal         MAIA           31.2         Request for Proposal         MAIA           31.4         Shipping         MAIA           31.5         Installation         MAIA           32.1         Request for Proposal         MAIA           32.1         Request for Proposal         MAIA           32.2         Thales' proposal         MAIA           32.3         Approval         MAIA           32.4         Upgrade TopSky AIS         MAIA           32.5         Fight Inspection Nav-aids         MAIA           32.6         Fight Inspection Nav-aids         MAIA		$\top$	MAIA												
30.2         Root cause analysis / Action plan         MAIA           30.3         Implementation of recommendations         MAIA           30.3         Implementation of recommendations         MAIA           31.1         Project preparation         MAIA           31.2         Request for Proposal         MAIA           31.3         Review/XA-Tech advice/Approval         MAIA           31.4         Shipping         MAIA           31.5         Installation         MAIA           32.1         Request for Proposal         MAIA           32.1         Request for Proposal         MAIA           32.2         Thales' proposal         MAIA           32.3         Approval         MAIA           32.4         Upgrade TopSky Als         MAIA Systems - Josefito           Manager CNS/ATM Systems - Josefito         MAIA	8	Т	MAIA/AIS	17-Dec-21											
30.3 Implementation of recommendations         MAIA           31.1 Project preparation         MAIA           31.2 Request for Proposal         MAIA           31.2 Request for Proposal         MAIA           31.2 Installation         MAIA           32.5 Installation         MAIA           32.1 Request for Proposal         MAIA           32.2 Thales' proposal         MAIA           32.3 Approval         MAIA           32.4 Upgrade TopSky Als         MAIA           32.4 Upgrade TopSky Als         MAIA           32.4 Igith topocal         MAIA           32.4 Upgrade TopSky Als         MAIA           32.4 Upgrade TopSky Als         MAIA           Manager CNS/ATM Systems - Josefito         MAIA           Manager CNS/ATM Systems - Josefito         MAIA           Manager CNS/ATM Systems - Josefito         MAIA	30.	Т	MAIA												
3.1.1         Project preparation         MAIA           3.1.2         Request for Proposal         MAIA           3.1.3         Review/XA-Tech advice/Approval         MAIA           3.1.4         Shipping         MAIA           3.1.5         Installation         MAIA           3.2.1         Request for Proposal         MAIA           3.2.1         Thales' proposal         MAIA           3.2.2         Thales' proposal         MAIA           3.2.3         Approval         MAIA/CEO           3.2.4         Upgrade TopSky Als         MAIA/CEO	8	T	MAIA												
3.1.1         Project preparation         MAIA           3.1.2         Request for Proposal         MAIA           3.1.3         Review/XA-Tech advice/Approval         MAIA           3.1.4         Shipping         MAIA           3.1.5         Installation         MAIA           3.2.1         Request for Proposal         MAIA           3.2.2         Thales' proposal         MAIA           3.2.3         Approval         MAIA/CEO           3.2.4         Upgrade TopSky Als         MAIA/CEO           3.2.4         Upgrade TopSky Als         MAIA/CEO           3.2.4         Manager CNS/ATM Systems - Josefito         MAIA/CEO           An Indexion Navaids         MCAS           An Indexical Documents         MCAS		П	MAIA												
3.1.2         Request for Proposal         MAIA           3.1.3         Review/XA-Tech advice/Approval         MAIA           3.1.4         Shipping         MAIA           3.1.5         Installation         MAIA           3.2.1         Request for Proposal         MAIA           3.2.2         Thales' proposal         MAIA           3.2.3         Approval         MAIA/CEO           32.4         Upgrade TopSky AlS         MAIA           Amanager CNS/ATM Systems - Joselito         MCAS           ACAS         MCAS	31.	П	MAIA	14-Jan-22											
3.1.3         Review/XA-Tech advice/Approval         MAIA           3.1.4         Shipping         MAIA           3.1.5         Installation         MAIA           3.2.1         Request for Proposal         MAIA           3.2.2         Thales' proposal         MAIA           3.2.3         Approval         MAIA/CEO           32.4         Upgrade TopSky AlS         MAIA/CEO           32.4         Upgrade TopSky AlS         MAIA/CEO           Stight inspection Navaids         MCAS           Approval         MCAS	31.	Т	MAIA	19-Jan-22		Î									
3.1.4         Shipping         MAIA           3.1.5         Installation         MAIA           3.2.1         Request for Proposal         MAIA           3.2.2         Thales' proposal         MAIA           3.2.3         Approval         MAIA/CEO           3.2.4         Upgrade TopSky AlS         MAIA/CEO           3.2.4         Upgrade TopSky AlS         MAIA/CEO           Amanager CNS/ATM Systems - Joselito         MAIA           And Install Systems - Joselito         MCAS           And Install Systems - Joselito         MCAS	31.	т	MAIA	10-Feb-22											
31.5 Installation         MAIA           70pSky AlS upgrade (GRF)         MAIA           32.1 Request for Proposal         MAIA           32.2 Thales' proposal         MAIA           32.3 Approval         MAIA/CEO           32.4 Upgrade TopSky AlS         MAIA/CEO           Manager CNS/ATM Systems - Joselito         MAIA           And An Annager CNS/ATM Systems - Joselito         MCAS           And Annager CNS/ATM Systems - Joselito         MCAS	31.	Т	MAIA												
TopSky AlS upgrade (GRF)         MAIA           32.1 Request for Proposal         MAIA           32.2 Thales' proposal         MAIA           32.3 Approval         MAIA/CEO           32.4 Upgrade TopSky AlS         MAIA/CEO           Manager CNS/ATM Systems - Joselito         MAIA           An Indigention Navaids         MCAS	2	т	MAIA												
32.1         Request for Proposal         MAIA           32.2         Thales' proposal         MAIA           32.3         Approval         MAIA/CEO           32.4         Upgrade TopSky AIS         MAIA/CEO           A Manager CNS/ATM Systems - Josefito         MCAS           Flight Inspection Nav-aids         MCAS		T	MAIA												
32.2         Thales' proposal         MAIA/CEO           32.3         Approval         MAIA/CEO           32.4         Upgrade TopSky AIS         MAIA/CEO           Manager CNS/ATM Systems - Josefito         MCAS           Flight Inspection Nav-aids         MCAS	33	Т	MAIA	17-Aug-21											
32.3         Approval         MAIA/CEO           32.4         Upgrade TopSky AIS         MAIA           Manager CNS/ATM Systems - Joselito         MAIA           Flight Inspection Nav-aids         MCAS	32.	Т	MAIA	18-Oct-21											
32.4 Upgrade TopSky AIS  Manager CNS/ATM Systems - Joselito  Flight Inspection Nav-aids  MCAS	32.		MAIA/CEO	21-0ct-21											
Manager CNS/ATM Systems - Joselito Flight Inspection Nav-aids	32.	Т	MAIA	17-Dec-21											
Flight Inspection Nav-aids															
100/0000		Flight Inspection Nav-aids	MCAS												
Inspection 2020/2021	10	$\overline{}$	MCAS												

•		J
ì	•	ì
000	-	
•		
Ţ	7	١
3	2	,
•	_	•
	7	,
40144	1	ľ
i	7	1
:	_	4
4	2	_
×	4	ŕ
6	٦	
	4	ř
-	_	
1	>	þ
-		
L		1
	1	ŕ
	=	:
•		J
0000000	2	2

		And the second s								77	2022		1			
		PROJECT ACTIVITIES ANSA 2021/2022			Jan	Feb	Mrt	Apr	May	Jun	Jul	Aug	Sep	0ct	Nov	Dec
-			WHOS	FINALIZED												
T	10.6.3	Quotation 2021	MCAS	7-Jan-21												
		Approval	MCAS	13-Jan-21												
	10.6.5		MCAS	22-Mar-21												
	10.7	Inspection 2022	MCAS													
Н	10.7.1	RFQ 2022	MCAS	21-Jan-22												
	10.7.2	Quotation 2022	MCAS	14-Feb-22												
	10.7.3	Approval	MCAS													
	10,7.4	Execution	MCAS													
23		Renewal TopSky ATC Hardware	MCAS													
	23.1	Send email to Thales for recommendation of Hardware	MCAS	26-001-21												
	23.2	Request for Proposal Support Thales	MCAS	23-Dec-21												
	23.3	Request for Proposal Hardware	MCAS	14-Feb-22												
	23,4	Award/Contract Signing with Thales	MCAS													
+	23.5	Award Hardware purchase	MCAS													
	23.6	Shipping hardware	MCAS													
$\forall$		Installation	MCAS													
	23.8	SAT	MCAS													
92		Cable Management	MCAS													
$\forall$	26.5	Cables from old to new patch panel and organize	MCAS													
+	26.6	Execution Phase 3 - Organize and retrieve old cables (on hold since Oct 20)	MCAS													
+	_	Phase 4 - Electrical Outlets relocation and installation	MCAS													
$\dagger$		RFQ Electrical works by AAA	MCAS													
+			MCAS													
+			MCAS													
-	26.7.4		MCAS													
/7		CNS/AIM Manual	MCAS													
+	2/.T		MCAS													
1	27.75	Approval from DCA (pending since 20-03-2016)	MCAS													
+	27.1.5	Kevision CNS/ATM manual rev. IMCAS Approval DCA rev.1	MCAS													
t		Publication of new CNS/ATM manual	MCAS													
29		Upgrade Voice Communication System (VCS)	MCAS													
-		Project Planning and RFP Upgrade Harris/SolaCom VCS	MCAS	21-Feb-22												
	29.3	Quotation Upgrade SolaCom VCS	MCAS													
Н		Approval Upgrade SolaCom VCS	MCAS									-				
		Contract Signing	MCAS													
		Factory activities	MCAS													
+		FAT	MCAS													
	$\neg$	Shipping	MCAS													
$\dashv$		Installation	MCAS													
$\dashv$		SAT	MCAS													
+		Training	MCAS													
	29 12	Cutoway Transition Cumont	NACAA.													

	J
Ċ	j
	3
Č	Ì
>	
Z	,
-	-
<	ľ
NON	ì
=	ć
	_
<	י י
۵	L
=	7
5	4
5	2
9	i
2	3
<	ι
0	1
ō	é
_	-

								(Action of the last	1	7707					
	PROJECT ACTIVITIES ANSA 2021/2022	111111111111111111111111111111111111111		Jan	Feb	Mrt	Apr	May	lun	Jal	Aug	Sep	0ct	Nov	Dec
_		WHO?	FINALIZED												
33	Robust ATS System	MCAS													
[E	33.9 High priority recommendations 2022	MCAS													
33	33.9.1 RFQ Spares WAMADSB	MCAS													
33	33.9.2 Approval	MCAS													
33	33.9.3 Shipping/Received	MCAS													
8	33.10 New Batteries UPS's Tower and MEVA	MCAS													
33.	33.10.1 RFQ	MCAS													
33.	33.10.2 Approval	MCAS													
33	33.10.3 Shipping	MCAS													
33.	33.10.4 Installation	MCAS													
  ***	33.11 New UPS & ATS for IT room ANSA	MCAS													
33.		MCAS	24-Mar-21												
33	33.11.2 Award first phase	MCAS	10-May-21												
33	33.11.3 Shipping	MCAS	28-Jul-21												
33	33.11.4 Implementation 1st phase	MCAS	29-Jul-21												
33.	33.11.5 Request for proposal 2nd phase	MCAS	3-Dec-21												
33	33.11.6 Award 2nd phase	MCAS	17-Jan-22												
33	33.11.7 Shipping	MCAS													
33	33.11.8 Implementation 2nd phase	MCAS													
38	New Contract ABA VOR/DME	MCAS													
L <sub>w</sub>	38.5 Wijzigingsovereenkomst ABA DVOR/DME 2022	MCAS													
38	38.5.1 Draft Wijzigingsovereenkomst ABA DVOR/DME 2022 -ANSA	MCAS	6-Dec-21												
3	38.5.2 Comments DC-ANSP Wijzigingsovereenkomst ABA DVOR/DME 2022	MCAS	17-Dec-21												
33	38.5.3 Sign Wijzigingsovereenkomst ABA DVOR/DME 2022 - ANSA	MCAS	23-Dec-21												
38	38.5.4 Sign Wijzigingsovereenkomst ABA DVOR/DME 2022 -DC-ANSP	MCAS	31-Dec-21												
40	Upgrade ILS/DME	MCAS													
4	40.3 Request For Proposal for Site Survey Health check ILS by Selex	MCAS	26-Oct-21												
4	40.4 Receive Proposal for Site Survey - Selex	MCAS	29-Oct-21												
4	40.5 Approval Site Survey proposal	MCAS	8-Nov-21												
4	40.6 Execution Site Survey	MCAS	29-Jan-22												
4		MCAS													
4	40.8 Approval	MCAS													
4	40.9 Contract Signing	MCAS													
4	40.10 Factory activities	MCAS													
4	40.11 FAT	MCAS													
4	40.12 Shipping	MCAS													
4	40.13 Installation	MCAS													
4		MCAS													
14	1	MCAS													
4		MCAS													
$\vdash$	44.2 Presentation of eLogbook to Technicians	MCAS	28-Apr-21												
1	П	MCAS	28-Apr-21												
4	1	MCAS	31-Aug-21												
1	ı		32 14 21					Î							

•	J
-	770
	3
Š	į
>	5
	1
Z	i
~	
5	Ļ
U	٦
7	į
-	2
ANICA	<u></u>
QV	
-	
2	2
7	5
A C	ľ
C	١
-	d
Ω	4

46		DROIECT ACTIVITIES ANSA 2021 /2022			Jan Feb					1	Anna		5	Nov	2
94		FRUJEU1 AU11VIIIE3 AINJA 2021/2042				b Mrt	t Apr	May	E E		Aug	Sep	3	1	nec
46			WHO?	FINALIZED											
46	44.6	Approval and purchase new Laptops	MCAS	11-Aug-21											
46	44.7		MCAS	12-Sep-21											
		П													
	46.1	Install Working Group(s)	MCAS												
	46.2		MCAS												
	46.3	Training	MCAS/ATC/AIA	b											
	46.4		MCAS												
	46.4.1	Inform DCA of project intention	MCAS	22-Apr-21											
	464.2		MCAS	15-Apr-21											
	4643	Draft technical requirements	MCAS	21-Sep-21	=										
	4644	Assess financial feasibility	MCAS	1-0ct-21											
	464.5	Risk analysis	MCAS/SQ												
	46.4.6	Decision making	MCAS												
	4647		MCAS												
	46.4.8		MCAS												
	46.4.9	Testing Technical Operational (Jun'22-Feb'23)	MCAS												
	46.4.10		MCAS												
	46.5	$\Gamma$	MCAS/MATC												
	46.6	Joint Mission Flight Inspection Navaids	MCAS												
47		Repair/refurbish Generator for MEVA Equipment	MCAS												
	47.1	RFQ power consumtion analysis meva equipment	MCAS	6-101-21											
	47.2		MCAS	14-Jul-21											
	47.3	Execution power analysis	MCAS	21-001-21											
	47.4		MCAS	26-Jul-21											
	47.5	RFQ to repair/refurbish generator	MCAS	27-Aug-21											
	47.6	Approval of quotation	MCAS	8-Sep-21											
	47.7	Implementation: refurbish generator by Dynaf	MCAS	19-Nov-21											
	47.8	Implementation: instal new radiator by Varadero	MCAS	19:0ct-21											
48		Implementation MEVA TMG 36 Meeting Relevant Conclusions	MCAS												
	48.1	$\neg$	MCAS	11-0ct-21		_									
	48.2	П	MCAS	25-jul-21											
	48.3	_	MCAS	22-0ct-21											
22		Upgrade VOR/DME	MCAS												
	50.1	Request For Proposal for Site Survey Health check VOR/DM by Thales	MCAS												
	50.2	Receive Proposal for Site Survey - Thales	MCAS												
	50.3	Approval Site Survey proposal	MCAS												
	50.4	Execution Site Survey	MCAS												
	50.5	Report and Quoation for Upgrade (Dec'22-Jan'23)	MCAS												
	9.05	Approval (Jan'23)	MCAS												
	50.7	Contract Signing (Feb'23)	MCAS												
	20.8	Factory activities (Mar'23)	MCAS			-									
	50.9		MCAS												
1	50.10	_	MCAS												
	50.11	Installation (May'23)	MCAS				: = E	-1							

ROADMAP ANSA N.V. 2022

						h		3		2022	7					
		PROJECT ACTIVITIES ANSA 2021/2022			Jan	Feb	Mrt	Apr	May	Jun	<u>Ja</u>	Aug	Sep	0ct	Nov	Dec
	L		WHO?	FINALIZED												
	50.12	50.12 Flight Inspection (May'23)	MCAS													
	50,13	50.13 SAT - Put in Operation (May'23)	MCAS													
21		Upgrade RTS and Glide Path Antennas	MCAS													
	51.1	Request For Proposal for upgrade	MCAS													
	51.2	Receive Proposal for upgrade	MCAS													
	51.3	Approval proposal	MCAS													
	51.4		MCAS										Ī			
25		Calibration Test Equipment	MCAS													
	52.1	52.1 Request for Proposal - Calibration 2022	MCAS													
	52.1.1	52.1.1 Receive Proposal	MCAS	27-Jan-22												
	52.1.2	52.1.2 Award	MCAS													
	52.1.3	52.1.3 Send 1st batch Test Equipmnt for calibration	MCAS													
	52.14	52.1.4 Receive 1st batch back from calibration	MCAS													
	52.15	52.1.5 Send 2nd batch Test Equipmnt for calibration	MCAS													
	52.1.6	52.1.6 Receive 2nd batch back from calibration	MCAS													
	52.1.7	52.1.7 Send 3rd batch Test Equipmnt for calibration	MCAS													
	52.1.8	52.1.8 Receive 3rd batch back from calibration	MCAS													