Akkoord SB

March 4, 2025

March 11, 2025

ANSA POLICY 2025

air navigation services aruba

Contents

1. ABBREVIATIONS

AAA	: Aruba Airport Authority
AC	: Alternating Current
A/C	: Air Conditioner
ADS-B	: Automatic Dependent Surveillance – Broadcast
AIA	: Aeronautical Information Affairs
AIM	: Aeronautical Information Management
AIO	: Aeronautical Information Officer
AIP	: Aeronautical Information Publication
AIS	: Aeronautical Information Services
AMHS	: ATS Message Handling System
ANS	: Air Navigation Services
ANSA	: Air Navigation Services Aruba N.V.
APA	: Aruba Ports Authority
AQM	: ANSA Quality Manual
ARO	: Air Traffic Services Reporting Office
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
BCPS	: Battery Charger and DC Power Supply
CANSNET	: Caribbean Air Navigation Services Network
CAP	: Corrective Action Plan
CAST	: CNS/ATM Systems Technician
CEO	: Chief Executive Officer
CGC	: Corporate Governance Code
CLA	: Collective Labor Agreement
CNS	: Communication, Navigation, Surveillance
CTR	: Control Zone
CUR/ACC	: Curacao Area Control Center
DC	: Direct Current
DCAA	: Department of Civil Aviation of Aruba
DC-ANSP	: Dutch Caribbean Air Navigation Service Provider
DMA	: Departamento Meteorologico Aruba
DME	: Distance Measuring Equipment
EFS	: Electronic Flight Strip
EPL	: English Proficiency Level
FIR	: Flight Information Region
FTE	: Full-Time Equivalent
GP	: Glide Path
HQ	: Headquarters
HR	: Human Resources
ICAO	: International Civil Aviation Organization
ICP	: Internal Control Procedures
IFP	: Instrument Flight Procedures
IFR	: Instrument Flight Rules
ILS	: Instrument Landing System

IMC	: Instrument Meteorological Conditions
IPS	: Investment Policy Statement
ISMS	: Information Security Management System
ISP	: Internet Service Provider
KPA	: Key Performance Area
KPI	: Key Performance Indicator
LOA	: Letter of Agreement
LOC	: Localizer
MA	: Management Assistant
MAIA	: Manager AIA
MATC	: Manager ATC
MCA	: Marine Corps Aruba
MCAS	: Manager CNS/ATM Systems
MEVA	: Mejoras a los Enlaces de Voz ATS
MSLA	: Multilateral Service Level Agreement
NOTAM	: Notice to Airmen
OJT	: On-the-Job Training
QMS	: Quality Management System
RTS	: Radio Transmitting Site
SAT	: Site Acceptance Test
SATC	: Supervisor ATC
SB	: Supervisory Board
SMS	: Safety Management System
SOP	: Standard Operating Procedure
SQO	: Safety & Quality Officer
S&Q	: SMS & QMS
TIB	: Technical Instruction Book
UPS	: Uninterruptible Power Supply
VCS	: Voice Communication System
VFR	: Visual Flight Rules
VHF	: Very High Frequency
VOR	: VHF Omnidirectional Radio Range
VMC	: Visual Meteorological Conditions
VRRS	: Voice Recording & Replay System
WAM	: Wide Area Multilateration

2. ACTIVITY REPORT 2024

Financial Affairs

ANSA is in the process of closing the fiscal year 2024. Total departing flights[1] in 2024 (15.610) went up with 1,540 flights compared to 2023 (14.070), most of which are accountable to commercial flights. Total revenues in 2024 increased with Awg. 1,271,000 compared to 2023. The total revenues for 2024 compared for 111.1% to the Budget 2024, a positive difference of Awg. 1,085,000. Our main revenue assumption for 2024 was a continuation of the increase in flights/revenues seen in the last quarter of 2023 (trend-break from disappointing first eight months of 2023) into the first quarter of 2024 at a 5% increase compared to the actual figures of 2023. For the remainder of the year 2024 a cautious increase of 2% was assumed. As to the air space closure between Venezuela and Aruba since March 2019: based on information received from the DCAA an opening it is not probable any time soon. For this reason, ANSA did not consider the impact of such in our revenues for 2024.

ANSA was pleasantly surprised by a significantly higher revenue increase in 2024 than the cautiously budgeted projections. During the first nine months of the year, revenues exceeded budgeted amounts by 13.8%, while in the last three months, actual revenues were 3.4% higher. This resulted in total revenues surpassing the budgeted amount by over Awg. 1 million, with an average increase of 11.1%. Compared to 2023, the revenue for 2024 increased by 13.2%, reflecting an additional Awg. 1.3 million. Noticeable changes during 2024 were the following:

- The increase of approximately 900 more flights from the U.S.A (JetBlue Airways +419, United Airlines +204, Delta Airlines +140) at Awg. 875,000 more in ANS charge revenues.
- The increase of approximately 600 more flights from Latin America (Latam Airlines full service in 2024 compared to one month in 2023 at +179, Surinam Airways +169, Copa/Wingo +156, Avianca/Aerogal +97) at Awg. 498,000 more in ANS charge revenues.
- The total number of flights to Europe decreased by 29, from 603 in 2023 to 574 in 2024, with an average revenue of Awg. 2,589 per flight in 2023. This decline resulted in a revenue loss of Awg. 75,100. Additionally, the average revenue per flight dropped by Awg. 154, from Awg. 2,589 in 2023 to Awg. 2,435 in 2024, leading to an additional revenue loss of Awg. 88,300 (574 × Awg. 154). In total, these factors contributed to a revenue decline of Awg. 163,400.

As to the total expenses for 2024 compared to 2023, the figures were Awg. 453,500 higher. During the year 2024 ANSA hired five new staff members (three ATCOs, one CAST and one management assistant). Also, one employee passed away early January 2024, and one employee retired in November 2024. This explains why the personnel expenses increased with Awg. 300,000, next to the usual annual increases as per the CLA. Compared to the Budget 2024, the total expenses were Awg. 662,000 less. Large differences were recorded in general expenses (-Awg. 167,000), depreciations (-Awg. 133,000), personnel expenses (-Awg. 125,000) and unforeseen expenses (-Awg. 232,000).

[1] I.e. departing flights billed by ANSA.

The year 2024 closed with a profit of approximately Awg. 1,611,000 (un-audited). This is Awg. 817,000 more compared to 2023. Compared to the Budget 2024, the profit is Awg. 1,747,000 higher. Thus, the year 2024 went much better than expected.

ANSA closed the year 2024 with a liquidity position of Awg. 4.8 million. Due to delays in the execution of our planned investments during 2024, ANSA invested Awg. 314,000 less than budgeted, which had a positive impact on ANSA's liquidity position at the end of 2024.

By December 31, 2024, our overall collection rate (2015-2024) was 98.80% of all revenues from cash basis airlines and 99.96% of all commercial airlines. The collection rate of the cash basis airlines is a bit lower due to write-offs of, among others, Insel Air Aruba (in 2017) and Insel Air International (in 2019).

In the chart below (figure 1) the total monthly and annual commercial departing flights can be observed as of the start of ANSA in January 2015 until January 2025. In observation of the monthly and total commercial flights for 2024, a significant improvement is seen compared to 2023 with 1473 extra flights representing an increase of 11.4%. It is noteworthy that the pre-pandemic levels of 2019 have been reached and with good prospects for the year 2025 (observe commercial flights for January 2025).

	2025	**2024**	**2023**	**2022**	**2021**	**2020**	**2019**	**2018**	**2017**	**2016**	**2015**
January	1308	1244	1053	1044	685	1206	1449	1218	1301	1559	1430
February		1204	975	946	649	1133	1223	1097	1066	1384	1265
March		1328	1121	1033	766	821	1253	1206	1144	1432	1400
April		1245	1111	1032	753	75	1162	1196	1188	1363	1393
May		1121	1024	1023	799	99	1104	1244	1109	1281	1388
June		1158	1006	1051	860	120	1145	1221	1072	1282	1398
July		1249	1107	1135	1008	346	1217	1396	1223	1389	1634
August		1239	1082	1087	986	363	1169	1324	1215	1283	1657
September		1051	964	945	848	303	1030	1223	1038	1126	1471
October		1113	1058	984	905	366	1069	1308	1109	1139	1543
November		1141	1098	1031	978	529	1128	1280	1196	1107	1556
December		1272	1293	1175	1127	731	1226	1413	1382	1337	1675
Total	1308	14365	12892	12486	10364	6092	14175	15126	14043	15682	17810
AVG PER MONTH	1308	1197	1074	1041	864	508	1181	1261	1170	1307	1484

Table 1: Commercial Departing Flights 2015-2025

The billing software ("Aviony") was implemented by the end of 2022. The flight information extracted from the EFS system does not always come in clean and needs to be adjusted. Additionally, flights with no departure time registered in the EFS system are daily occurrences. However, with rigorous verification processes in place, ANSA once again successfully billed 100% of flights to the respective airlines in 2024.

In October 2023 ANSA received the final draft of the CGC regulation dated February 2023 that was prepared by the Committee Corporate Governance Aruba. In anticipation of upcoming government legislation, ANSA's SB approved the outsourcing of key elements of the CGC (including the Whistleblower Policy ("Klokkenluidersregeling"), Risk Management Policy, Code of Conduct and Integrity ("Gedrags- en Integriteitscode"), Internal Risk Management and Control Procedures, Management Board Regulations, and SB Regulations) to the Galan Group of Curaçao. The firm commenced drafting the required documents in September 2024. Also,

ANSA's Articles of Association ("statuten") are being revised in accordance with the CGC. The CGC implementation by ANSA in anticipation of the introduction of the CGC law should be finalized by May 2025. This law, initially set to take effect on January 1, 2024, was first postponed to January 1, 2025, and has now been delayed again to an unspecified future date.

As to the other financial activities, the Monthly Budget 2024 was presented to the SB on February 20, 2024. The Monthly Budget allows a comparison of the budgeted figures with actual figures (revenues and expenses) of the general ledger accounts on a more detailed/monthly level based on expected occurrences during the year.

The year 2024 started with the closing of the financials 2023. The audit by Plus Accountants started in March 2024. A Prepared by Client list (PBC list) prepared by the auditor with numerous requests for documents/reports/reconciliations was presented beforehand. This PBC list formed the guideline throughout the entire process of auditing. On May 23, 2024, the Annual Report 2023 with a signed Independent Auditors' Report was presented to the SB for approval. In accordance with ANSA's Articles of Association, on May 30, 2024, a copy of the approved and signed Annual Report was officially presented to the Minister of Transportation.

The monthly financial statements, accompanied by explanatory notes, were presented to the SB. These reports include the Balance Sheet (YTD current year compared to previous year), Profit & Loss (current month and YTD compared to previous year), Profit and Loss (current year and YTD compared to the budgeted figures), Accounts Receivable status, Cash Flow, and an update on the actual invested amounts compared to the budgeted investments. Additionally, statistical charts provide insights into airline performance, tracking flights and revenue trends throughout the year.

In April 2024 ANSA was selected to participate in a review of public companies ("Doorlichting overheidsbedrijven") conducted by KPMG Advisory N.V. (The Netherlands) and PKF Aruba on the specific topic of participation and dividend Policy ("Deelnemingen- en dividendbeleid"). In September 2024, after many meetings and exchanges of information, KPMG notified ANSA that ANSA had complied with all their requests for information. However, the final report was not presented to ANSA.

In July 2024, ANSA initiated a search for a new independent external auditor for the years 2024 to 2026. This process concluded in September 2024 with the SB's appointment of Reliant Corporate Finance & Accountancy (RCFA) as the selected auditor. The PBC list IT Audit 2024 and PBC list interim 2024 were sent to ANSA on October 29, 2024. The Interim Audit 2024 started in October 2024. The answers to the questions in the PBC list IT Audit 2024 were submitted on December 10, 2024. The primary objective of the PBC list interim 2024 was to collect as much financial information as possible (approved budget and investment plan, investment cycle, purchases cycle, sales cycle, payroll cycle and financial reporting & closing cycle). The interim audit focused more on the sales cycle and the payroll cycle. Since November 2024 ANSA's team has been supplying RCFA with information and data in compliance with the PBC list.

Preparations for the Budget 2025 started in October 2024, with a final draft presented to the SB on November 20, 2024. During the meeting on December 3, 2024, the SB requested a detailed explanation of the assumptions underlying the projected revenues, as well as an additional budget allocation for consulting and professional services (Account 4360). In

response, the revised budget, along with comprehensive explanatory notes, was re-submitted to the SB on December 9, 2024. Following its review, the SB promptly granted approval.

Human Resources

As to our HR activities, the training plan 2024 was implemented and covered all ANSA units. The training plan was in accordance with the training needs as indicated by the unit managers. In line with our cost control policy, ANSA continued to make use of the possibilities of online training and self-study. Furthermore, as part of our efforts to continuously motivate and improve the performance of all the employees, the yearly personnel performance evaluations were carried out and 85% of the employees received a positive evaluation.

To address the anticipated retirement of one AIO in July 2026, ANSA proactively recruited a replacement in December 2024, who started on February 1, 2025. Additionally, in preparation for the future retirement of several ATCOs in the coming years, ANSA hired three ATCOs: one who started on March 1, 2024, and two who commenced their roles on August 1, 2024.

Moreover, following the passing of our Management Assistant in January 2024, ANSA recruited a replacement, who started on August 1, 2024. Furthermore, to prepare for future retirements in the CNS/ATM Systems unit, ANSA also recruited a CAST who started on May 1, 2024.

On 12 November 2024, the ANSA Handbook Employment Regulations was finalized and made available to all the employees. Negotiations with the union are set to commence in the first quarter of 2025.

As part of ANSA's ongoing efforts to optimize the use of the AFAS software in supporting work processes, the HR Officer and a CAST attended the "Workflow Procesbeheer" and "Specialisatie Workflows" courses, successfully completing them in October 2024.

SMS & QMS

ANSA is required by local regulations (specifically paragraph 15.1 of the "Landsbesluit luchtverkeer") to have a quality and safety management system in place to ensure an acceptable level of quality and safety regarding air traffic services.

Based on feedback from the DCAA and a new edition of the ICAO's SMS Manual (Doc 9859), the ANSA SMS Manual was completely reviewed and updated to ensure compliance with local and international rules and regulations. The second edition of the ANSA SMS Manual was published on February 28, 2024, and was submitted to DCAA for approval on March 6, 2024.

The safety policy is an integral part of ANSA's commitment to safety which has been implemented along with our safety objectives during the first quarter of 2024. This was solidified in our SMS manual and was communicated to all personnel. The Quality Management Team met 4 times during 2024.

The former SQO retired in November 2024 following an extended sick leave that began in March 2024. This has negatively affected the planned SMS activities and has had its challenges with the handover to the new SQOs. The S&Q unit now consists of 2 ATCOs that combine

their duties of ATC with SQ. The 2 SQOs and MATC successfully completed ICAOs Safety Management training in October and November 2024, respectively.

ANSA has been applying the continuous improvement process as described in the SMS Manual to monitor and measure progress of improvements. The ANSA SMS Manual is still pending approval from DCAA, but ANSA still decided to perform the SMS review in anticipation thereof to assess the overall effectiveness of the SMS. The main conclusions of the SMS review 2024 are the following:

- All 4 SMS framework components have been implemented, but some elements are not yet completely matured.
- The pending approval of the SMS Manual by DCAA and the extended sick leave of the SQO have caused a delay in the implementation of several elements.
- Throughout 2024, our SMS has matured significantly. This progress is exemplified by the publication of the second edition of the SMS Manual, which establishes a robust framework for cultivating an effective SMS environment for the continuous monitoring of safety risk management and safety assurance by measuring and monitoring safety performance.
- Based on the defined Safety Performance Targets (SPTs), it can be concluded that 12 of the 17 SPTs have been met for 2024. This gives the ANSA SMS an effectiveness rate of 70.6%, which clearly indicates that the SMS is effective but has some room for improvement.

During 2024, 5 emergency reports, 53 incident reports and 104 general and hazard reports were submitted. There was a significant increase in the number of reported incidents due to a change in classification of incidents by the DCAA. The ANSA Incident Investigation Team investigated 13 incidents of which 1 was a serious incident. The investigations resulted in several recommendations which have been or are being implemented to prevent reoccurrence.

ANSA has experienced a significant increase in compliance with the safety reporting program. This has been accomplished by continuously stimulating a positive safety culture with a lot of emphasis on awareness and the fact that the obligation for reporting has been incorporated into local regulations.

Regarding QMS, it was ANSA's goal that all operational units (ATC unit, AIA unit and CNS/ATM Systems unit) be ISO 9001:2015 certified by the end of 2024. However, due to the extended sick leave of the former SQO most of the activities planned for 2024 to achieve this goal were not completed. This goal has been postponed to the end of 2025.

In November 2024, seven ANSA personnel (the CEO, MATC, MAIA, 2 CASTs and both SQOs) attended the "ISO 9001: 2015 QMS Introduction Training" and the "ISO 9001:2015 Internal Auditor Training" provided by QESH in preparation for the audit of the QMS and SMS planned for Q2 2025.

Air Traffic Control

During a meeting on July 4, 2024, at ANSA HQ with DC-ANSP, it was determined that the collaboration agreement between ANSA and DC-ANSP was ineffective. Both parties agreed to cancel the agreement with immediate effect. Instead of having a working group to coordinate

collaboration initiatives, bi-annual meetings between the top management of both organizations will be held.

To improve the coordination between ANSA and DC-ANSP, special attention was given to the revision of the LOA between ANSA and DC-ANSP. To minimize the verbal coordination between Beatrix Tower and CUR/ACC, standard departure trials have been carried out since April 2023 and will continue until the new/revised LOA is implemented. During the trials various adjustments were made to improve the coordination between both ATC units, which will be included in the risk assessment. Besides the standard departure procedure, the following is being updated in the LOA: contingency procedures and SSR (Secondary Surveillance Radar) codes allocation. The contingency procedures contain contingency routes to and from Queen Beatrix International Airport within Curacao FIR which shall be used when CUR/ACC surveillance is out of service.

Standard arrivals were also discussed as part of the revision of the LOA between ANSA and DC-ANSP. However, during the meeting on July 4, 2024, a liability concern was raised by DC-ANSP regarding releases at 40NM which is outside Beatrix CTR. Both parties agreed on the need for a liability study, as well as a study on how to enhance the efficiency of ATS for inbound traffic, particularly from the North and Northeast. MovingDot was commissioned by ANSA to conduct the efficiency study, which was subsequently shared with DC-ANSP. ANSA will engage with DC-ANSP to continue discussions and explore the next steps based on the study's findings.

Ensuring that ANSA's personnel receive continuous training to maintain and enhance their competencies is paramount. 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 2024. The online training was provided by World Wide Training & Translations and exams were conducted at ANSA HQ.

The 2024 refresher course was conducted at ANSA HQ, comprising both theoretical and simulator-based sessions. A pre-course survey was conducted to gather input from ATCOs. The theoretical component covered key topics such as the LOA between ANSA and AAA, separation standards, and common operational mistakes. Simulator scenarios were developed based on incident reports filed by ATCOs.

At the end of each session, the ATCOs were assessed through an online mastery test. All participants passed, except 2 ATCOs who did not pass the initial evaluation, and were required to retake the theoretical training. The main subjects addressed during the simulator-based sessions included emergency procedures, surveillance and procedural operations, the use of runway 29, and proper phraseology. An evaluation survey was conducted after the course to gather ATCO feedback and assess the course's effectiveness.

The SATCs conducted the yearly proficiency checks on the ATCOs which were completed in October 2024. All ATCO's proficiency checks were satisfactory.

Geographical separation standards were created by a working group consisting of 3 ATCOs to illustrate and document the various options of geographical separation that can be used based on the geographical separations that were created by MovingDot in 2020. The geographical separation standards were formally submitted to the DCAA on November 25, 2024, and are now pending approval.

The following ATC related QMS activities were completed in 2024:

- Voice recordings review: July 2024.
- Interim assessment of QMS related documented information: August 2024.
- Interim review and evaluation of ATC related QMS activities: August 2024.
- Revision of the LOA between ANSA and AAA: October 2024.
- Proficiency check: October 2024.
- ATC Phraseology Manual: October 2024.
- ATC human errors survey: December 2024.

The survey to assess the impact of human errors on the quality of service in ATC generated the following findings:

- Position Relief Briefing: no issues were reported.
- Equipment Errors: occurred occasionally but were not significant.
- Communication Errors: notably, non-standard phraseology was used, or discussions on the frequency occurred more than once a week.
- Instruction Errors: overly cautious instructions were given at least once a week.
- Procedural Errors: flight plan errors were observed.

The recommendations of the survey are:

- Encourage ATCOs to strictly adhere to standard phraseology.
- Monitor and address recurring flight plan errors to enhance procedural accuracy.

MovingDot was contracted to redesign the instrument and visual approach procedures within the Beatrix CTR, aligning with ANSA's strategic objectives to enhance operational efficiency for airspace users and improve overall safety. The IFP redesign project 2024 included several key phases: conducting a feasibility study, consulting with relevant stakeholders, developing a concept design, preparing a validation package, updating the IFP following validation, and finalizing the package for publication. The complete package was submitted to the DCAA for approval on June 21, 2024. While the redesigned IFP, instrument approach charts, and aerodrome obstacle charts are still pending approval, the visual approach charts were approved by the DCAA and successfully implemented on August 29, 2024.

The One Runway, One Frequency concept was developed and formally documented before being submitted to the DCAA, AAA, and DMA for review. ATCOs provided valuable feedback on the concept which was incorporated into the final procedures. As part of its implementation, the LOA between ANSA and AAA was updated to include the One Runway, One Frequency procedures and officially implemented on October 31, 2024. Similarly, the LOA between ANSA and DMA was revised to include the same procedures and came into effect on November 1, 2024. These updates marked a significant step toward enhancing operational efficiency and communication.

Aeronautical Information Affairs

MAIA participated in the Seventh North American, Central American, and Caribbean Working Group on AIM Implementation, held in Willemstad, Curaçao, from July 30 to August 2, 2024.

This meeting focused on advancing the transition from AIS to AIM through the continued deployment of the AIM Collaborative Plan. Key discussions included:

- Updates aligned with the 41st ICAO Assembly, Aviation System Block Upgrade (ASBU) framework, Basic Building Blocks (BBB), and the 7th Edition of the Global Air Navigation Plan (GANP).
- Progress on the AIM/Task Force (AIM/TF) Action Plan.
- Sub-group advancements in:
  - English Language Proficiency for AIM personnel.
  - Centralized AIP for the region.
  - NOTAM management.
  - AIM Training and Competency Development.
- Enhancements to the AIM Tracking Website.
- AIM Data Management and Cybersecurity strategies.

This initiative plays a crucial role in modernizing AIM and ensuring global interoperability in air navigation.

As part of Phase 2 of the implementation of the ICAO-mandated transition from AIS to AIM, ANSA and DC-ANSP extended an agreement in April 2023 for the provision of AIS, covering the years 2023, 2024 and 2025. This agreement establishes a cost-sharing framework for the procurement of essential hardware and software to support data-driven processes, enhancing both the quality and accessibility of AIS products.

To strengthen coordination between ANSA and JET-TNCA regarding the filing of flight plans and associated messages, ANSA drafted an LOA in Q3 2024. However, due to ICT-related challenges, JET-TNCA requested to put the LOA temporarily on hold to allow time for resolving these technical issues. During this period, ANSA conducted an internal review and refinements of the LOA to ensure its alignment with operational needs. The formalization and signing of the agreement are now scheduled for Q1 2025, marking a step toward enhanced coordination and efficiency in flight planning processes.

In order to refresh and upgrade all AIOs to understand and execute all work procedures uniformly and meet the required proficiency standards, a refresher course was given to all AIOs in August 2024. The Refresher Course 2024 covered the following subjects:

- NOTAM/SNOWTAM: based on ICAO Annex 15 (AIS), Doc 8126 (AIS Manual), and Doc 10066 (PANS-AIM).
- Flight Plans: including ICAO Doc 4444, Appendix 2 (Flight Plan), and the TopSky ATC line-cut process.
- Review and discussion of general report findings.

The refresher training was conducted in three groups on August 28, 29, and 30, 2024. Due to staff availability constraints, including vacations and the long-term sick leave of one AIO, as well as time limitations, the exam has been rescheduled to the end of February 2025. Following the exam, a final review will be conducted.

To mitigate aeronautical data errors in ARO[2] and evaluate the competency levels of AIOs, a comprehensive data review was conducted in September 2024. This review involved an in-depth analysis of various ATS messages, including NOTAMs, SNOWTAMs, transmitted and received flight plans, and all other ATS-related messages from the Aeronautical Fixed Station.

The findings from this review were incorporated into the proficiency checks for AIOs, which were carried out in October 2024. These assessments aimed to determine whether additional training was necessary for the entire team or if targeted remedial training for specific individuals would be more effective.

The following AIA related QMS activities were implemented/completed in 2024:

- TopSky ATC line-cut: March 13, 2024. Following the TopSky ATC line-cut, all ATS messages have been centralized, with the ARO designated as the primary entity responsible for validating all ATS messages directed to ATC. This initiative reinforces procedural accuracy, strengthens the integrity of flight plan management, and enhances overall air traffic operations efficiency.
- Interim assessment of AIA QMS related documented information: August 2024.
- Interim review and evaluation of AIA related QMS activities: August 2024.
- Refresher training: August 2024.
- Data reviews: September 2024. The collection of aeronautical data[3] has improved, but monthly analysis will be enhanced starting January 2025.
- Proficiency check: October 2024.
- The AIS Officer participated from August to November 2024 in the AIS Officer Training at the Trinidad and Tobago Civil Aviation Authority (TTCAA) and successfully completed it. This training focuses on equipping personnel with the knowledge and skills necessary to manage aeronautical information effectively. The training covers key areas such as aeronautical data validation, NOTAM and SNOWTAM processing, flight planning procedures, and the use of aeronautical information systems. It ensures compliance with ICAO standards and emphasizes accuracy, timeliness, and integrity in aeronautical data management.
- MSLA with aeronautical data originators: started in October 2023 and was finalized/signed on December 9, 2024. The MSLA between ANSA, AAA, and DMA establishes a formal framework for the timely, accurate, and standardized exchange of aeronautical data and information. It also ensures compliance with ICAO regulations, particularly Annex 15, and enhances the quality, reliability, and integrity of aeronautical data by defining roles, responsibilities, and service levels. Additionally, the MSLA strengthens collaboration between key aviation stakeholders, improving data management, validation, and publication processes while mitigating errors and inconsistencies.
- AIA human errors survey: started in November 2023 and was finalized on January 9, 2025. This survey was crucial for identifying and addressing human errors impacting the quality of aeronautical services. It highlights frequent issues like incomplete briefings, errors in flight plan submissions, and poor communication, which can lead

[2] The AIA unit comprises two sub-units: ARO and AIS. ARO is responsible for validating flight plans, ensuring their accuracy, and facilitating their timely distribution. Additionally, ARO manages the transmission and reception of ATS messages over the aeronautical telecommunication network, guaranteeing their precise and prompt dissemination. AIS oversees the validation and publication of aeronautical data, ensuring its accuracy, integrity, and timely availability to support safe and efficient air navigation.

[3] Flight plan data (inbound/outbound), NOTAM, SNOWTAM, AI publications (AIP amendments, SUP, AIC).

to delays and inefficiencies. By analyzing these trends, the survey guides targeted improvements in training, communication protocols, and technology use, ultimately enhancing operational safety and effectiveness.

- AIA Training Manual: started in October 2023 and is still ongoing. Due to a high workload and the demands of competing priorities and ongoing projects, this process is taking longer than originally anticipated.
- AIA Manual update: started in October 2023 and is still ongoing. Due to a high workload and the demands of competing priorities and ongoing projects, this process is taking longer than originally anticipated.

CNS/ATM Systems

The CNS/ATM System unit encountered a significant challenge when its manager fell ill in January 2024 and remained on sick leave for the entire year. As a result, several projects and activities experienced delays, were postponed to 2025, or were taken over by the CASTs, the CEO, or other unit managers. Despite these setbacks, the situation has improved with the start of 2025, as MCAS has partially returned to the office, allowing for a more structured transition back to normal operations.

To strengthen the CNS/ATM Systems unit, a new CAST has been hired, bringing a strong IT background along with a diverse set of technical skills. This strategic decision was made to enable ANSA to transition its internal IT services in-house, which had previously been outsourced to a third-party company until December 31, 2024. In addition to his technical contributions, the new technician will actively share his expertise with fellow CASTs, fostering knowledge transfer and helping them develop IT proficiency within the unit.

To ensure the continuity of services for the WAM/ADS-B, TopSky AMHS, TopSky AIS, and VOR/DME systems, a new 40-hour maintenance support contract was signed with Thales in July 2024. Additionally, the annual flight inspection of the ILS/DME and VOR/DME, conducted by Radiola Aerospace in May 2024, yielded satisfactory results. However, the annual calibration of ANSA's measuring equipment was not carried out in 2024 due to complications with DHL, which was unable to deliver the equipment to AVC Laboratories in Miami. Furthermore, AVC refused to complete the necessary U.S. Customs paperwork for unknown reasons, further complicating the calibration process.

The following CNS/ATM Systems related QMS activities were implemented/completed in 2024:

- Interim review and evaluation of CNS/ATM Systems related QMS activities: August 2024.
- Interim assessment of documented information: September-October 2024.
- The development of the Investment Plan 2024: November 2024.
- The development of process flow charts: began in May 2023 but was put on hold shortly thereafter. This initiative was resumed in November 2024 and is now progressing steadily, with completion expected by February 2025.
- The development of Spare Parts Management procedures: started in Q4 2024 and will be completed in February 2025.

With respect to investment projects: in 2024 ANSA invested Awg. 1,610,626 in equipment, systems, and infrastructure, whereas Awg. 1,925,000 was budgeted (see table 2).

DESCRIPTION	BUDGET	REALISATION	VARIANCE
Upgrade Voice Communication System (VCS)	0	31,569	-31,569
Robust ATS System	125,000	58,105	66,895
TopSky AMHS/AIS upgrade	1,200,000	1,200,000	0
Review and Redesign Instrument Flight Procedures 2024	350,000	268,800	81,200
A/C's	10,000	1,450	8,550
Furniture, Fixtures & ICT Assets	10,000	8,162	1,838
Spare Parts	75,000	28,839	46,161
New ATC Tower Annex ANSA Office Building	130,000	13,700	116,300
Other investments	25,000	0	25,000
TOTAL (AWG.)	1,925,000	1,610,626	314,374

Table 2: Investments 2024

The following investment projects were awarded and/or (partially) implemented in 2024:

- Upgrade VCS: this project was awarded in 2022 but faced an initial delay until July 2023 due to the global supply chain crisis. During implementation, various technical issues emerged, further extending the timeline well into 2024. Despite these challenges, the project progressed, and the SAT was successfully completed and signed in December 2024.
- Robust ATS System:
  - The old BCPSs at the RTS and "Radio Kamer" (RK) were decommissioned. The radio transmitters in the RK are now connected to the main UPS in the tower building. Additionally, a new 8 KVA UPS was procured and installed at the RTS to provide backup power to the ATC radio transmitters.
  - New batteries for the BCPSs of the navaids [4]: the LOC/GP/DME and VOR/DME systems were equipped with new batteries for their built-in BCPS.
  - New batteries for the MEVA[5] generator: the starter batteries for the MEVA generator, which provides AC power to the MEVA equipment, IT switches, and fiber optic converters during power outages, were replaced with new ones.
- TopSky AMHS/AIS upgrade: following a hardware malfunction in 2024, ANSA requested Thales to provide an offer for hardware replacement. However, Thales notified us that the requested hardware replacement alone was not possible without a software update. When Thales presented its offer, not surprisingly, the pricing reflected the cost of an entirely new system. As a result, ANSA initiated a tendering process by inviting three other companies - Indra, IDS, and Frequentis - to submit an offer in accordance with our Request for Proposal (RFP). After a comprehensive evaluation, Thales' offer was determined to be the most advantageous, offering the best value at a

[4] Navigational aid: any visual or electronic device airborne or on the surface which provides point-to-point guidance information or position data to aircraft in flight.

[5] The MEVA 3 VSAT Network (MEVA) is a private, for ATS purpose, voice and data satellite communication network between the U.S.A., the Central American states, the Caribbean states and the South American states. The states connected on the MEVA exchange important ATS data, like Flight Plans, weather information and NOTAMs. The voice communication feature of the MEVA, which is a telephone service, is used to coordinate ATS between the states.

lower cost. The project was awarded to Thales on September 17, 2024, and the supply contract was signed on October 29, 2024. The implementation of this project is scheduled for September 2025.

- Review and Redesign Instrument Flight Procedures 2024: the newly designed IFP were finalized and submitted to the DCAA for approval in June 2024 and are currently awaiting DCAA approval before implementation.
- A/Cs: a new air conditioning unit was purchased for the GP/DME shelter.
- Furniture, Fixtures & ICT Assets: 8 desk chairs were replaced, and a monitor/webcam and mic (for the AIS Officer), new headsets for the ATCOs, and Wi-Fi hardware (Beelink SER9 and Ubiquiti Networks UniFi 7 Pro) for ANSA HQ were purchased in 2024.
- Spare Parts: 2 BCPSs, along with the necessary software for the ILS, were purchased. In addition, some spare parts for the VOR were sent to Thales for repair (2 Monitor Signals Processing modules and 1 Modulator) or were purchased from Thales (1 Monitor Divider Switch Module and 1 Monitor Signal Processing module).
- New ATC Tower Annex ANSA Office Building: to meet the formal government requirements for the leasehold terrain request, we engaged Croes Architecture Studio N.V. to develop the building's preliminary design and 3D drawings, as well as to provide a comprehensive cost estimation for the construction.
- Other Investments: no projects classified as "Other Investments" were implemented in 2024.

3. ORGANIZATION

3.1 General

ANSA commenced operations in 2015 with a workforce of 45 employees and started the year 2024 with 42 employees. At the start of 2025, ANSA had 45 employees, following the hiring of 1 ATCO in March 2024 and 2 ATCOs in August 2024. Additionally, a CAST joined on May 1, 2024, and an MA was hired on August 1, 2024, to replace the former MA who passed away in January 2024. Following the SQO's retirement in November 2024, the resulting vacancy was filled internally and is now shared between two ATCOs.

3.2 Organizational Structure and Workforce

The operational organizational structure is provided in Figure 1 below.

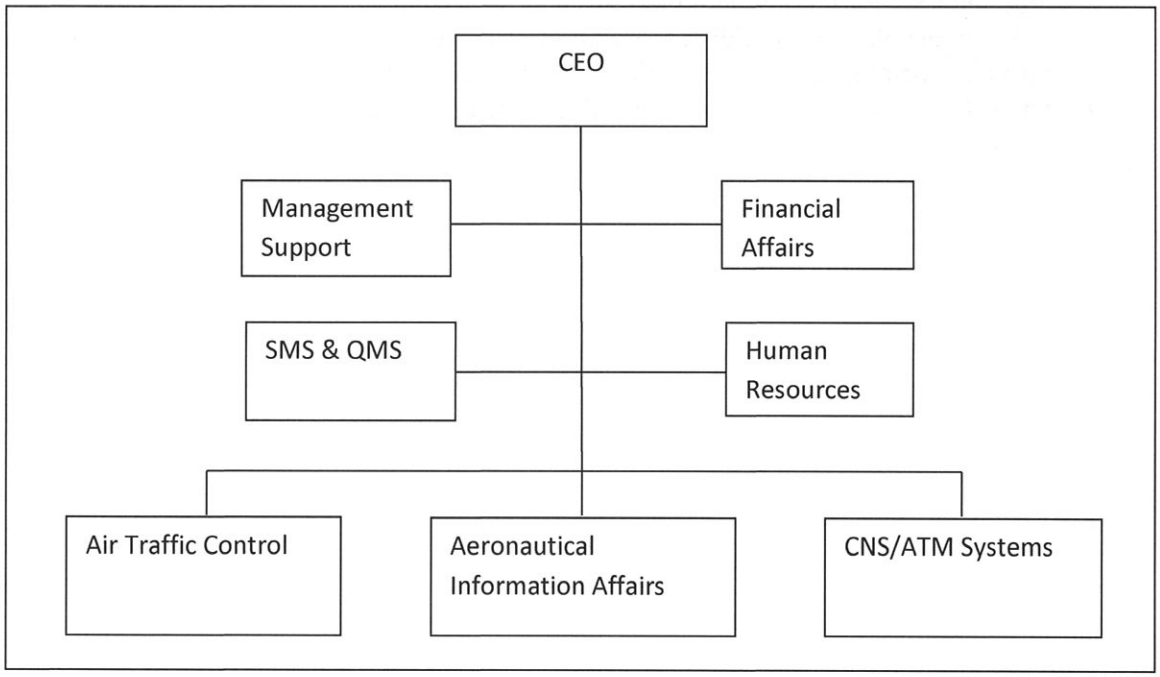

Figure 1: Organizational Structure ANSA

The CEO is the head of the ANSA organization and there is a Management Support consisting of 1 MA and 1 Administrative Assistant (2 staff). Other staff units are Financial Affairs (1 staff), Human Resources (1 staff) and S&Q (1 staff). The three operational units (ATC, AIA, and CNS/ATM Systems) are headed by their respective managers. All units have minimum but sufficient staffing levels in order to maintain cost-effectiveness.

The available workforce at ANSA is detailed in Table 3 below. This table provides a comparison of staffing levels as of January 1st for the years 2021, 2022, 2023, 2024, and 2025. Please note that, as of November 2024, the S&Q FTE[6] is shared between two ATCOs, each

[6] The full-time equivalent or FTE definition refers to the number of hours considered full-time.

allocating half of their FTE to both S&Q and ATCO duties. This distribution is reflected in Table 3.

UNIT/POSITION	FTEs 1-1-21	FTEs 1-1-22	FTEs 1-1-23	FTEs 1-1-24	FTEs 1-1-25
CEO	1	1	1	1	1
Management Support	2	2	2	2	2
Financial Affairs	1	1	1	1	1
S&Q	1	1	1	1	1
Human Resources	1	1	1	1	1
ATC	23	22	21	21	22
AIA	10	10	10	10	10
CNS/ATM Systems	4	4	4	4	5
ATCO trainee	0	0	0	1	2
TOTAL	43	42	41	42	45

Table 3: Workforce ANSA

3.3 Mission, Vision, and Core Values

Mission of ANSA

To significantly contribute to Aruba's economic development by providing safe, efficient, and reliable Air Navigation Services to the aviation industry within the Beatrix Control Zone.

Vision of ANSA

To be recognized as one of the premier providers of Air Navigation Services, distinguished by the highest standards of safety and quality.

Core values of ANSA

- **Safety first:** we are committed to fostering a positive safety culture and maintaining the highest safety standards.
- **Service excellence:** we strive to exceed customer and partner expectations by consistently delivering on our commitments and pursuing optimal outcomes.
- **Integrity:** we adhere to the fundamental principles of corporate governance, emphasizing accountability, transparency, and ethical conduct.
- **Involvement and motivation:** we cultivate a welcoming, diverse, and stable work environment where every employee is empowered to contribute openly to decisions that affect them, consistently going the extra mile to achieve excellence.
- **Courage and innovation:** we embrace innovation and continuously challenge ourselves, our partners, and the status quo.
- **Excellence in professionalism:** we are dedicated to the ongoing development and enhancement of our personnel's skills, expertise, and attitudes.
- **Pioneering technology:** we stay abreast of technological advancements and invest in state-of-the-art equipment.
- **Partnership:** we actively foster collaborative networks and joint initiatives at national, regional, and international levels.

3.4 Strategic Plan 2025-2027: KPAs, Objectives and KPIs

In the coming years (2025-2027) 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 3 below.

KPAs	Strategic objectives	KPIs	Strategic means to achieve goals
Safety	ANSA's final safety objective is the reduction of incidents and prevention of accidents. Safety targets: 1. Yearly percentage reduction of airproxes between IFR flights per annual aircraft movements. 2. 0 airproxes with risk of collision between IFR flights per annual aircraft movements. 3. Yearly percentage reduction of airproxes between IFR and VFR flights per annual aircraft movements. 4. 0 airproxes with risk of collision between IFR and VFR flights per annual aircraft movements. 5. 0 runway incursions per annual aircraft movements. 6. Yearly percentage reduction of ATC related missed approaches per annual aircraft movements. 7. 0 ATC related runway excursion per annual aircraft movements. 8. Reduction in the number of yearly reported deviations from ATC clearance and LOAs (DC-ANSP, AMU, APA, DMA). 9. 100 percent of ATCOs who have completed yearly refresher training. 10. 100 percent of AIOs who have completed yearly refresher training. 11. 100 percent of operational personnel who participated in yearly safety talks. 12. 100 percent of ATCOs who have been subjected to a yearly voice recording review on all work positions.	1. Percentage of airproxes between IFR flights per annual aircraft movements. 2. Number of airproxes with risk of collision between IFR flights per annual aircraft movements. 3. Percentage of airproxes between IFR and VFR flights per annual aircraft movements. 4. Number of airproxes with risk of collision between IFR and VFR flights per annual aircraft movements. 5. Number of runway incursions per annual aircraft movements. 6. Percentage of ATC related missed approaches per annual aircraft movements. 7. Number of ATC related runway excursions per annual aircraft movements. 8. Number of yearly reported deviations from ATC clearance and LOAs (DC-ANSP, AMU, APA, DMA). 9. Percentage of ATCOs who have completed yearly refresher training. 10. Percentage of AIOs who have completed yearly refresher training. 11. Percentage of operational personnel who participated in yearly safety talks. 12. Percentage of ATCOs who have been subjected to yearly voice recording review on all work positions. 13. Percentage of ATCOs who have been subjected to yearly proficiency check on all work positions. 14. Percentage of AIOs who have been subjected to a yearly proficiency check. 15. Percentage of AIOs who have been subjected to a yearly data review.	- Continuously demonstrate commitment to safety by implementing and maintaining an SMS that complies with ICAO Annex 19 standards and recommended practices as well as national regulations. - Continually improve our safety performance through regular safety reviews, audits, and assessments. - Actively learn from incidents and from the analysis of data collected through our safety reporting system. - Provide the necessary resources and support to ensure the successful implementation and maintenance of our SMS. - Promote a positive/strong safety culture through comprehensive training, communication, and continuous engagement. - Continuously and systematically minimize the risks associated with our operations through robust hazard identification, risk mitigation and change management processes. - Promote and enforce compliance with the mandatory reporting program. - Foster open and transparent communication to encourage the voluntary reporting of safety concerns and hazards. - Continually assess whether our employees perform their tasks safely and effectively. - Provide our employees with the necessary competency-based training, tools, and resources to perform their tasks safely and effectively. - Develop, implement, and maintain a QMS that fully complies with the ISO 9001 requirements.

	13. 100 percent of ATCOs who have been subjected to a proficiency check on all work positions. 14. 100 percent of AIOs who have been subjected to a yearly proficiency check. 15. 100 percent of AIOs who have been subjected to a yearly data review. 16. 100 percent compliance with the management of change procedure. 17. 100 percent of safety recommended corrective actions implemented.	16. Percentage of compliance with the management of change procedure. 17. Percentage of safety recommended corrective actions implemented.	
Efficiency and quality of service	ANSA's final quality objective is to provide the highest degree of quality of service at the lowest possible cost to its customers and other interested parties. Quality targets ATC unit: 1a. Less than 4% of flights experience departure delays. 1b. Less than 4% of flights experience arrival delays. 2. 100% of ATC personnel perform satisfactorily on all subjects. 3. At least one instance of collaboration per year between ANSA and DC-ANSP. 4. Gradually reduce the number of coordination-related reports submitted by both ANSA and DC-ANSP to 0. 5. Yearly reduction in the number of times that the DCAA did not comply with the collaboration agreement.	ATC unit: 1a. Percentage of flights that experience departure delays. 1b. Percentage of flights that experience arrival delays. 2. Percentage of ATC personnel who perform satisfactorily on all subjects. 3. Number of times that ANSA and DC-ANSP have collaborated in a mutually beneficial way. 4. Number of coordination-related reports submitted by both ANSA and DC-ANSP. 5. Number of times that the DCAA did not comply with the collaboration agreement.	All operational units and S&Q unit: - Develop, implement, and maintain a QMS that fully complies with the ISO 9001 requirements. ATC unit: 1. Facilitate efficient aircraft operations. - Improve coordination with Curacao ACC (see #4). - Implement competency-based training and assessment (see #2). - Implement ATFM. - Continually review and update the published IFP[7] and visual approach procedures. - Improve the data quality of Aruba in the Dutch Caribbean AIP (see AIA #3). - Maintain a high level of equipment availability (see CNS/ATM Systems #1). 2. Maintain and enhance the level of competency for the ATC unit. - Implement competency-based training by providing refresher training (simulator and theoretical) on a yearly basis, as well as remedial training and training regarding new equipment/procedures when required. - Implement competency-based assessment through yearly reviews of voice recordings, proficiency checks and performance evaluations.

[7] IFP are used by aircraft flying in accordance with IFR.

			- Review and update ATC Training Manual. 3. Promote collaboration between ANSA and DC-ANSP. 4. Improve coordination with CUR/ACC. - Minimize verbal coordination between ANSA and DC-ANSP by: a. Including standard clearances and standard releases in the LOA between ANSA and DC-ANSP. b. Implement the interface of the Flight Data Processing Systems (FDPS). - Mitigate non-compliance of the LOA between ANSA and DC-ANSP by both parties by: a. Enforcing the procedures for the monitoring of compliance, notification of noncompliance and corrective actions. b. Monitoring compliance via voice recording reviews. - Conduct a survey among the ATCOs of human errors in the Tower which can affect the coordination with DC-ANSP. 5. Promote collaboration between ANSA and DCAA. - Negotiate and implement a collaboration agreement that shall include: a. Timeframe for expeditious approval of documents. b. Procedures to involve ANSA prior to decision-making that will affect ANSA's operations. c. Procedures for the monitoring of compliance, notification of noncompliance, and corrective actions. d. Periodic meetings with DCAA.
	Quality targets AIA unit: 1. 100% of AIA personnel perform satisfactorily on all subjects. 2. Yearly reduction in the number of detected flight plan errors. 3a. Yearly reduction in the number of detected non-compliant data and or publication method submitted for publication by data originators.	AIA unit 1. Percentage of AIA personnel who perform satisfactorily on all subjects. 2. Number of detected flight plan errors. 3a. Number of detected non-compliant data and or publication method submitted for publication by data originators. 3b. Number of errors introduced by DC-ANSP in published aeronautical information products.	AIA unit 1. Maintain and enhance the level of competency for the AIA unit. - Implement competency-based training by providing refresher training on a yearly basis, OJTI training as well as remedial training regarding new equipment and procedures when required. - Implement competency-based assessment through yearly data reviews (flight plans and system

	3b. Yearly reduction in the number of errors introduced by DC-ANSP in published aeronautical information products.		database), proficiency checks and performance evaluations. - Develop an AIA Training Manual. 2. Mitigate flight plan errors (missing). - Make an analysis to determine the cause and extent of flight plan errors per aircraft operator (root cause analysis). - Develop and implement an action plan to mitigate flight plan errors. - Develop a survey form, conduct a survey among AIOs of human errors that might contribute to flight plan errors and analyze the results. 3. Ensure a high degree of aeronautical information and data quality[8] in compliance with ICAO Annex 15, through the aeronautical information products being provided[9]. - Review and update the AIA manual. - Review the updated AIP (Aruba). - Maintain and enhance the level of competency for AIS Officer (see #1).
	Quality targets CNS/ATM Systems unit: 1a. Percentage of availability greater than 99.2% for each equipment. 1b. Average percentage of availability greater than 99.2% for all equipment.	CNS/ATM Systems unit: 1. Percentage of availability of the following equipment: - VHF TX/RX Radios. - AMHS/AIS. - VCS. - VRRS. - D-ATIS. - MEVA. - VOR/DME. - ILS/DME. - WAM/ADS-B. - TopSky ATC.	CNS/ATM Systems unit: 1. Maintain a high level of availability of CNS/ATM Systems as recommended by ICAO - Ensure that maintenance of CNS/ATM Systems conforms to the procedures set forth in the CNS/ATM Systems Manual. a. Review and update the CNS/ATM Systems Manual. b. Complete the required facilities documentation. c. Develop CNS/ATM Systems Training Manual. - Extend the 40-hours maintenance support agreement with Thales. - Ensure availability of critical spare parts.

[8] Data quality: a degree or level of confidence that the data provided meet the requirements of the data user in terms of accuracy, resolution, integrity (or equivalent assurance level), traceability, timeliness, completeness, and format.

[9]These include: AIP, including Amendments and Supplements; Aeronautical Information Circulars (AIC); aeronautical charts; NOTAM; and digital data sets.

	S&Q unit: 1. Yearly percentage increase of customers who are satisfied with ANSAs products and services. 2. Yearly reduction in the number of non-compliances with the ANSA document control procedures. 3a. Yearly percentage increase of personnel who are aware of the ANSA quality policy. 3b. Yearly percentage increase of personnel who are aware of their contributions to the effectiveness of the QMS. 4a. Yearly decrease in the number of LOA non-compliances by DC-ANSP and DMA. 4b. 100% ANSA and DCAA approvals of products provided by MovingDot and/or without any critical non-conformity. 5a. Yearly increase in the number of items that are subject of conducted internal audits. 5b. Yearly increase in the number of audited items that are subject of top management review.	S&Q unit: 1. Percentage of customers who are satisfied with ANSAs products and services. 2. Number of non-compliances with the ANSA document control procedures. 3a. Percentage of personnel who are aware of the ANSA quality policy. 3b. Percentage of personnel who are aware of their contributions to the effectiveness of the QMS. 4a. Number of LOA non-compliances by DC-ANSP and DMA. 4b. Percentage of ANSA and DCAA approvals of products provided by MovingDot. 5a. The number of items that are subject of conducted internal audits. 5b. The number of audited items that are subject of top management review.	a. Develop spare parts management procedures. b. Update spare parts list. c. Procure critical spare parts. - Develop investment program to ensure safe and efficient ATS. S&Q unit: 1. Improve customer satisfaction. - Develop and implement an external QMS communication plan. - Develop and implement procedures to monitor and measure customer satisfaction. - Implement all actions to achieve the final quality objective described above. 2. Ensure that documented information required by QMS is available, suitable for use, where and when it is needed, and adequately protected. - Develop and implement document control procedures. 3. Promote awareness among ANSA's operational personnel of the QMS and their contribution to the effectiveness thereof. - Develop and implement QMS training and awareness program. - Develop and implement an internal communication plan. - Conduct QMS survey among personnel. 4. Ensure that the products and services received from the external providers are of the required quality standard. - Conduct performance evaluation of: • MovingDot. • DC-ANSP. • DMA. 5. Ensure that information is provided on whether the QMS conforms to the requirements of the ISO 9001 standard and is effectively implemented and maintained.

			- Develop internal audit program and procedures. - Conduct internal audits at planned intervals. - Conduct management review at planned intervals. - Update AQM at planned intervals. - ISO certification.
Productivity	ANSA's final productivity objective is to increase productivity of ATC. Productivity targets: 1. Yearly percentage increase of ATCOs who achieve a positive performance evaluation. 2. Yearly percentage increase of ATCOs who are satisfied with their job. 3. Yearly reduction in the number of days on sick leave per ATCO. 4. Yearly increase in the number of aircraft movement per ATCO. 5. Yearly increase in the maximum number of aircraft handled per hour in VMC conditions. 6. Yearly increase in the maximum number of aircraft handled per hour in IMC conditions.	1. Percentage of ATCOs who achieve a positive performance evaluation. 2. Percentage of ATCOs who are satisfied with their job. 3. Number of days on sick leave per ATCO. 4. Number of aircraft movement per ATCO. 5. Maximum number of aircraft handled per hour in VMC conditions. 6. Maximum number of aircraft handled per hour in IMC conditions.	- Implement competency-based assessment and training on a yearly basis. - Periodically review and update the employee performance evaluation system. - Implement sick leave policy. - Implement Job satisfaction program. - Enhance working environment. - Implement program of organizational culture change. - Implement Team Resource Management (TRM).
Cost-effectiveness	ANSA's final cost-effectiveness objective is to keep operational expenses as low as possible in order to comply with ICAO's cost-based principle related to the ANS charge. Cost-effectiveness targets: 1. Yearly reduction in operational expenses per aircraft movement. 2. Yearly reduction in operational expenses as percentage of revenues.	1. Operational expenses per aircraft movement. 2. Operational expenses as percentage of revenues.	- Implement cost control program. - Effective billing and collection policy.

Table 3: KPAs, Objectives and KPIs

4. INVESTMENTS

4.1 Investment Policy Statement

Introduction

ANSA operates a range of CNS and ATM equipment, which are essential for the provision of ATS. This IPS establishes the principles and guidelines for ANSA's investment decisions related to CNS and ATM equipment. The objective is to ensure the continuous operation, maintenance, and modernization of critical equipment and infrastructure that supports the safe, efficient, and high-quality provision of ATS within the Beatrix CTR.

Investment Objectives

ANSA's investment strategy is designed to:

- Maintain and enhance the safety, efficiency, and quality of ATS.
- Support the needs of airline and other stakeholders as much as possible.
- Ensure financial sustainability and responsible resource allocation.
- Maximize operational value through cost-benefit analysis.

Investment Funding

ANSA's investment funding approach is based on:

- Self-funded strategy: all investments will be financed through ANSA's own cash flow, ensuring financial independence and long-term stability.
- Strict prioritization: investments will be prioritized based on operational urgency, safety impact, and long-term benefits.

Decision-Making Criteria

Investment decisions will be evaluated using the following criteria:

1. Safety & Compliance: investments must align with ANSA's organizational objectives, SMS and QMS, ICAO standards, national regulations, and industry best practices.
2. Cost-benefit analysis: each investment must undergo a detailed financial and operational assessment to ensure efficient use of funds.
3. Technological advancements: priority will be given to modern, scalable, and future-proof solutions that enhance operational efficiency.
4. Operational continuity: investments must support uninterrupted ATS delivery and minimize the risk of system failures.

Performance Monitoring & Review

ANSA will implement the following actions to ensure effective investment planning and execution:

- Regular investment reviews and audits will be conducted to ensure compliance with this IPS.
- Investment outcomes will be evaluated against performance benchmarks, including reliability, efficiency, cost-effectiveness, and overall return on investment.

- Adjustments to the investment strategy will be made as needed to adapt to evolving operational and financial requirements.

4.2 Investment Plan 2025-2027

The investment plan 2025-2027 is provided in Table 4 below and was developed in accordance with ANSA's IPS outlined in paragraph 4.1. In 2025 ANSA will invest Awg. 2.4 million. The most important investments that will be implemented in 2025 are the following:

- TopSky AMHS/AIS Upgrade.
- Upgrade WAM/ADS-B System 2025.
- New ATC Tower Annex ANSA Office Building (preparation phase).

DESCRIPTION	2025	2026	2027	TOTAL 2025 - 2027
Robust ATS System	25,212			25,212
TopSky AMHS/AIS Upgrade	655,044			655,044
Review and Redesign Instrument Flight Procedures 2024	43,200			43,200
Upgrade WAM/ADS-B System 2025	566,649			566,649
Updates on Magnetic Variation on all Charts 2025	30,000			30,000
A/Cs	10,000	10,000	10,000	30,000
Furniture, Fixtures & ICT Assets	10,000	10,000	10,000	30,000
Spare Parts	75,000	75,000	75,000	225,000
New ATC Tower Annex ANSA Office Building	966,300	2,000,000	2,000,000	4,966,300
Other Investments	55,500	112,500	25,000	193,000
TOTAL (AWG.)	2,436,905	2,207,500	2,120,000	6,764,405

Table 4: Investment Plan 2025-2027

4.3 Description of Investment Projects 2025

A. Robust ATS System

The installation of the redundant UPS system at the RTS to provide backup power to the ATC radio transmitters was completed on February 12, 2025.

For 2025, the Robust ATS System project will also encompass the procurement and installation of the following critical components to enhance system reliability and resilience:

a. New batteries for AIA's UPS and an additional batteries pack: the existing battery system will be replaced with new, high-capacity batteries. Additionally, an extra battery pack will be integrated to extend the backup power supply for the TopSky AIS workstation and associated equipment to a minimum of four hours, ensuring continued operations during power outages.
b. New batteries for the IT rack at ANSA HQ: the current batteries have reached the end of their lifespan and will be replaced with upgraded units. This replacement is essential to maintain a four-hour operational capability during power outages, reinforcing the overall resilience of ANSA HQ's IT infrastructure.

Both subprojects are scheduled for implementation in the second quarter of 2025.

B. TopSky AMHS/AIS Upgrade

The TopSky AMHS/AIS system was acquired in 2017 and is used for flight planning, ATS messages[10] and NOTAM/SNOWTAM management. Since its installation in 2017 no hardware upgrade has been performed on the AMHS/AIS system. In November 2021, the SNOWTAM application of the TopSky-AIS software was upgraded to comply with newly introduced ICAO regulations.

The TopSky AMHS/AIS upgrade project includes:

- Update of the TopSky AMHS/AIS software to the latest version.
- Replacement of four TopSky AMHS/AIS positions hardware, with one spare.
- Replacement of the system servers (2x) and NAS servers (2x), each with one spare.
- Supply and installation of one (1) firewall to enable VPN connectivity to the system.
- Site installation and configuration of the new TopSky AMHS/AIS hardware and software.
- On-site training:
  - Two (2) days of technical refresher training on the AMHS system (System Maintenance);
  - Three (3) days of operational refresher training on the AMHS system;
  - Two (2) days of on-the-job training on the AIS system

This project will be implemented in the fourth quarter of 2025.

C. Review and Redesign Instrument Flight Procedures 2024

ICAO Doc 8168 states that published flight procedures shall be subjected to a periodic review, including validation (flight check) to ensure that they continue to:

- comply with changing criteria;
- confirm continued adequate obstacle clearance; and
- meet user requirements.

ANSA's most recent review, conducted by MovingDot in Q4 2023 and Q1 2024, resulted in redesigned instrument and visual approach procedures, along with updated aeronautical charts. These documents were submitted to the DCAA for approval in June 2024. The updated instrument approach procedures are still pending DCAA approval.

Our goal is to have the new procedures/charts published in the AIP in accordance with ICAO's AIRAC cycle 2508:

- Cut-off date for DCAA approval: April 10, 2025.
- Final delivery date to DC-ANSP: April 24, 2025.
- Publication date: May 29, 2025.
- ICAO effective date: August 7, 2025.

[10] ATS messages allow the exchange of planning, coordination, and alerting information between aviation stakeholders. ATS message types: Alerting (ALR), Radio communication failure (RCF), Filed flight plan (FPL), Delay (DLA), Modification (CHG), Flight plan cancellation (CNL), Departure (DEP), and Arrival (ARR).

D. Upgrade WAM/ADS-B System 2025

The WAM/ADS-B system is a critical component of our ATC surveillance network, continuously detecting aircraft in our airspace by capturing raw data - including identification, position, altitude, and velocity - via advanced sensor technologies. This data is transmitted to the TopSky ATC system, where sophisticated processing and analysis generate a real-time target display at the controller's workstation, ensuring vital situational awareness. Since its installation in 2017, the WAM/ADS-B system has not undergone any hardware or software upgrades.

The WAM/ADS-B system upgrade project will begin with an on-site health check conducted by Thales. This evaluation will assess both hardware and software components to identify any hardware needing replacement and to determine if a software upgrade is warranted. The on-site health check is scheduled for the first quarter of 2025, with the implementation of any necessary upgrades planned for the last quarter of 2025.

E. Updates on Magnetic Variation on all Charts 2025

Magnetic Variation (MagVar) is the angular difference between True North and Magnetic North, a critical factor in aviation operations that affects navigation, flight procedures, and instrument approach design. To ensure accuracy and safety, ICAO), as per Doc 8168, mandates that flight procedures be reviewed and updated every five years to incorporate the latest MagVar values. Regular updates help maintain the integrity of navigational data, minimize discrepancies, and enhance operational efficiency. Aruba's most recent MagVar update was conducted in 2020, emphasizing the need for a scheduled review to align with ICAO's five-year update requirement. Keeping MagVar values current ensures precise alignment of flight procedures, improves air traffic control coordination, and supports the overall safety and reliability of aviation operations in the region.

This project is scheduled for execution in the fourth quarter of 2025. However, we have recently been informed by MovingDot that the necessary MagVar update has already been incorporated into the aeronautical charts, which were updated as part of the 2024 IFP redesign project (see subparagraph C).

F. A/Cs

This relates to replacement investment of A/Cs for the navaids shelters and MEVA room. Most of the navaids and MEVA equipment dissipate a lot of heat. Therefore, all the navaids shelters, and the MEVA equipment room are equipped with two A/Cs (redundancy). The A/Cs are required to prevent the navaids and MEVA equipment from overheating and ensure continuity of operation of said equipment. The A/Cs will be purchased when needed.

G. Furniture, Fixtures & ICT Assets

These are yearly replacement investments for unforeseen worn-out capital goods, to ensure continuity of operation and service. Furniture, fixtures, and ICT assets will be purchased when needed.

H. Spare Parts

It is essential to have spare parts on site or promptly available to ensure the continuity of service of the CNS/ATM systems.

Already identified:

- The existing 30-inch surveillance monitor dates back to 2018, and no spare unit is currently available on site. Therefore, both a new monitor and an additional spare will be procured in the first quarter of 2025.

Other spare parts will be purchased when needed.

I. New ATC Tower Annex ANSA Office Building

The main objectives of this project are the following:

- To centralize all ANSA operations at one location to improve efficiency and quality of service.
- For ATC to have a better view on the main and general aviation apron.
- To eliminate office rental costs (estimated costs for 2025 are Awg. 213,000).
- The building could be used as collateral for credit facilities or loans on favorable terms.

This project consists of two phases, namely: the preparation phase and the construction phase. The preparation phase, which started in 2024, will be finalized in 2025 and includes:

- Acquisition of a terrain (leasehold land) from the Government of Aruba. A formal request has been submitted and is pending approval. Alternatively, we are considering the purchase of property land owned by AAA.
- Hiring an external company to design the building, prepare the specifications document, construction drawings as well as any other documentation necessary for the invitation to tender, and manage the tendering process.
- Award the construction project to a contractor.
- Hiring an external company that will be responsible for the construction.

The construction phase will be implemented in 2026 and 2027 and includes:

- Construction of the new ATC Tower annex ANSA office building, including electrical installation, plumbing, data communication installation and other works still to be identified.

J. Other Investments

In 2025, ANSA plans to acquire a new telephone system to replace the aging Setar PBX system. The current PBX system, in operation since ANSA's inception, is now outdated and no longer supported with warranties or spare parts. This presents a significant risk to our communication infrastructure, potentially impacting operational efficiency and reliability.

Project Scope:

- Replacement of the PBX servers and all internal/external phones.

- Timeline:
    - Initiation: the project commenced in December 2024, following a thorough assessment of our communication needs and potential solutions.
    - Implementation: the implementation phase is scheduled to be completed by March 2025. This timeline includes the installation of new hardware, configuration of the new system, deployment of new phones, and training.

Objectives:

1. Enhance communication: improve call quality and reliability.
2. Futureproofing: ensure scalability and adaptability.
3. Cost efficiency: reduce long-term maintenance costs.

Options:

- Cloud solution from ISP: cloud-based PBX options from Mitel and Epygi.
- In-house solution: 3CX as the main system with Yealink IP phones.
- On-Premises solution from ISP: on-premises PBX system provided by the local ISP, ensuring compatibility and support.

5. OTHER PROJECTS

In this chapter the projects that are not considered investments will be described separately for each organizational unit of ANSA. These projects are mentioned in the Roadmap of ANSA for 2025.

5.1 Air Traffic Control

A. Revision Tower Manual

An ICAO compliance review of the Tower Manual is scheduled for the third quarter of 2025. Based on the findings from this review and other relevant factors, a comprehensive update of the Tower Manual will be undertaken in the last quarter of 2025.

B. Tower Training Manual

ANSA submitted an updated Training Manual on October 24, 2018, and is currently awaiting feedback or approval from the DCAA. In the interim, ANSA has recognized the need for another update to the manual, which is scheduled for Q1 2025. Key updates will include revisions to the OJT procedures and the refresher training procedures.

C. English Proficiency Training and Exam

In April 2025, 1 ATCO will renew the validity of his English Proficiency Level.

D. Proficiency Checks and Refresher Course for ATCOs

From June until November 2025 proficiency checks will be conducted by the SATCs while the ATCOs are working. The proficiency check form will be updated in March 2025 to increase its effectiveness as a competency-based assessment tool and to reflect more of the daily and operational tasks of the ATCO, such as ATIS input and system management.

A refresher course is scheduled to take place in June 2025. A survey will be conducted in March to confirm the subjects desired to be handled during the refresher course. Additional topics that will be handled in the simulator sessions are lessons learned from incident reports, runway change and tower and surveillance scenarios for runway 11 and 29.

The Refresher training OJTIs is scheduled for May 2025, contingent on TTCAA-CATC availability. This will be an in-person course.

E. Revision of LOA between ANSA and DC-ANSP

The revised LOA between ANSA and DC-ANSP is currently on hold, awaiting discussions set for Q2 2025. Following these talks, the LOA is expected to be finalized, signed, and implemented within the same quarter.

F. VFR Holding Procedures

VFR procedures for arriving and departure flights were drafted, reviewed and a final version was sent to DCAA in February 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. A safety assessment was submitted to DCAA in June 2022. On December 21, 2023, DCAA notified ANSA that the safety assessment of June 2022 was incomplete. Consequently, a revised safety assessment was sent to DCAA in February 2024 and is pending approval.

G. Geographical Separation Standards

The geographical separation standards were submitted to the DCAA in November 2024 and are currently awaiting approval.

H. QMS ATC Unit

With regard to the ATC unit related QMS, the following activities will be implemented:

- Update LOA between ANSA and DMA: completed on January 23, 2025.
- Yearly assessment of ATC QMS related documented information: February-March 2025.
- Yearly evaluation of ATC related QMS activities: February-March 2025.
- Voice recordings review: March 2025.
- Update ATC Training Manual: March 2025.
- Update LOA between ANSA and APA: Q1 2025.
- Update LOA between ANSA and DC-ANSP: March-April 2025.
- Collaboration agreement between ANSA and DCAA: March-May 2025.
- Compliance monitoring of LOA between ANSA and DC-ANSP: May-June 2025.
- Refresher training: June 2025.
- Remedial training (when required).
- Training regarding new equipment/procedures (when required).
- Training survey (at the end of each training).
- Flight procedures update: August 2025.
- ICAO compliance check of Tower Manual: August-September 2025.
- Proficiency checks: September 2025.
- Performance evaluations: October 2025.
- ATFM (on hold pending opening of Aruba's airspace for Venezuela).
- Update SOP between Beatrix Tower and Beatrix Approach: on hold.
- Update SOP between ANSA and MCA: on hold.

5.2 CNS/ATM Systems

A. Training Activities

MCAS and the CASTs will take the following training courses in 2025:

All CASTs:

- Refresher OJT on the ILS/DME system (May 2025).
- Refresher OJT on the WAM/ADS-B System (August 2025).
- Refresher OJT on the AMHS/AIS system (September 2025).
- IT Core 1 and Core 2 Training (March-December 2025).

New CAST hired in May 2024:

- ATSEP (Air Traffic Safety Electronics Personnel) Basic course (April 2025).
- IT Microsoft 365 (July 2025).
- IT Microsoft 365 Security (September 2025).

MCAS:

- ICAO Safety Management online training (June 2025)

B. Flight Validation of Navaids

To ensure signal accuracy in the air and comply with ICAO recommendations outlined in ICAO Annex 10 Volume 1 and ICAO Doc 8071, ANSA's navaids (BEA VOR/DME and ILS/DME) must be calibrated and undergo annual flight inspections. Both the ILS/DME and the VOR/DME systems were satisfactorily flight inspected in May 2024 by Radiola Aerospace. However, in November 2024, the VOR component of the VOR/DME system became unserviceable, and repair work is currently underway. It is anticipated that the VOR will be restored to operational status before the next scheduled flight inspection in May 2025. If it is not ready by then, the flight inspection will be rescheduled for August 2025.

C. CNS/ATM Systems Manual

The CNS/ATM Systems 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. To ensure the manual is comprehensive, ANSA had planned to develop TIBs for all its facilities.

However, based on an interim assessment of documented information conducted between September and October 2024, it was determined that the development of TIBs for the CNS/ATM facilities will no longer be pursued. Instead, a more streamlined and practical form of documentation will be created, and the following required documentation will be integrated into the CNS/ATM Systems Manual for all facilities:

- Preventive maintenance checklists: detailed lists outlining routine maintenance tasks to ensure optimal system performance and reliability.
- Block diagrams: visual representations of system architecture to facilitate troubleshooting and technical understanding.
- General information overviews: concise summaries detailing the role and function of the equipment, its geographical and physical location, a general equipment description, and references to relevant documents, including specific chapters and paragraphs where a comprehensive breakdown of subsystems and functionalities can be found.

The planning for the implementation of this new documentation approach is as follows:

- ILS/DME: March 2025.

- VOR/DME: April 2025.
- WAM/ADS-B: May 2025.
- TopSky ATC: June 2025.
- VCS/VRRS: July 2025.
- VHF TX/RX Radios: July 2025.
- ATIS: August 2025.
- Supporting facilities: August 2025.
- TopSky AMHS/AIS: October 2025.

D. Calibration Test Equipment

To ensure that all test equipment used in the maintenance of CNS/ATM systems remains accurate and capable of continuous measurement, it is essential to calibrate this equipment against established standards on an annual basis. Typically, ANSA has sent all test equipment to AVC Laboratory in Miami for calibration. However, last year an issue arose when DHL was unable to deliver the equipment to AVC due to required US Customs paperwork that AVC declined to complete. Consequently, ANSA has decided to terminate its business relationship with AVC and is actively seeking a new calibration provider. ANSA is currently considering a Dutch company that would perform the calibration work on-site. The objective is to have all test equipment calibrated by September 2025 to ensure compliance with standards and maintain measurement accuracy.

E. Develop ANSA Procurement Policy and Procedures

The development of a procurement policy and procedures aims to ensure that all procurement activities at ANSA are conducted ethically, transparently, and in full compliance with applicable laws and regulations. This policy establishes clear guidelines and procedures for the acquisition of goods and services, promoting cost-effectiveness, efficiency, and fairness while upholding quality standards and regulatory compliance. The first draft is scheduled for completion by March 2025.

F. QMS CNS/ATM Systems Unit

With respect to QMS of the CNS/ATM Systems unit, the following activities will be implemented:

- Yearly assessment of CNS/ATM QMS related documented information: February-March 2025.
- Yearly evaluation of CNS/ATM related QMS activities: February-March 2025.
- Develop spare parts management procedures: March 2025.
- Update spare parts list: March 2025.
- Develop CNS/ATM process flow charts: March 2025.
- Update CNS/ATM Manual: March-April 2025.
- Complete the required facilities documentation: March-October 2025.
- Procure critical spare parts: April-June 2025.
- Develop CNS/ATM Training Manual: August-September 2025.
- Develop ANSA's investment plan 2026: October-November 2025.

G. CANSNET

The CANSNET project is the new (aviation) voice and data communication network which will be replacing the aging MEVA 3 VSAT voice and data communication network (MEVA 3). Same as the MEVA 3, the CANSNET will be a private, for ATS purposes, voice and data communication network between the U.S.A., the Central American states, the Caribbean states, and the South American states.

Below is a brief description of the remaining project timeline:

- Contract negotiation between the winning bidder (Frequentis) and member states: March 2025.
- Factory activities: March-August 2025.
- Project implementation: September-December 2025.
- SAT: December 2025.
- Cut over from MEVA 3 to CANSNET: March 2026.

H. Refurbishing RTS and ILS Antenna Masts

To guarantee the continuity of service of the VHF radios at the RTS, the LOC and the GP/DME, rigorous maintenance will be performed on the RTS antenna mast, the LOC antenna mast and the GP/DME antenna mast (June 2025). The maintenance works will include:

- Wire brushing of the antenna mast to eliminate rust.
- Where necessary replace rusted bolts and nuts.
- Apply primer paint to the antenna masts.
- Apply paint to the antenna masts.

I. Cybersecurity Plan

The aviation industry, including ANSA, faces evolving cyber threats that can disrupt critical infrastructure, compromise data integrity, and impact air traffic safety. To mitigate these risks, a structured cybersecurity strategy is essential.

The Cybersecurity Plan aims to:

- Establish a robust cybersecurity framework aligned with ISO 27001, NIST[11], and ICAO Information Security Roadmap.
- Foster a cybersecurity-aware culture with ongoing employee training and awareness programs.
- Strengthen data protection through encryption and access controls.
- Enhance threat detection and incident response capabilities.
- Implement continuous compliance monitoring to enable ANSA to anticipate, detect, and mitigate emerging threats in real time.

The Cybersecurity Plan is an integral component of ANSA's ISMS, providing a structured approach to managing cybersecurity risks while ensuring compliance with international

[11] National Institute of Standards and Technology.

regulatory standards. One of ANSA's key goals and strategic projects for 2025 is to achieve ISO 27001 certification in Q4 2025.

5.3 Aeronautical Information Affairs

A. Training Activities

To ensure that all AIOs have a uniform understanding and execution of work procedures while meeting the required proficiency standards, a refresher course will be conducted for all AIOs in August-September 2025. Additionally, an OJTI course will be provided in May 2025 to two AIOs who currently serve as mentors within the AIA unit. This initiative aims to enhance their instructional capabilities and further strengthen the overall competency and consistency of the team.

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.

Starting in 2025 and beyond, Phase 3 (Q1 2025-Q4 2027) of the AIS to AIM transition will focus on the full digital integration of AIM within our organization. The key steps in this phase include:

1. System Interoperability and Data Exchange Automation (Q4 2025):
    - Aeronautical data Exchange.
    - Interoperability with meteorological products.
    - Digital NOTAM
2. Advanced Digital Data Services (Q4 2026):
    - Expansion of eAIP (electronic AIP) with dynamic updates and interactive functionalities.
    - Enhanced digital NOTAMs to replace traditional NOTAMs, enabling machine-readable, structured formats that improve accuracy and processing speed.
    - Integration of aerodrome mapping databases with GIS-based applications for improved situational awareness.
3. AI and Machine Learning for AIM Data Processing (Q4 2027):
    - Introduction of artificial intelligence and predictive analytics to detect data inconsistencies and anomalies before publication.
    - Implementation of machine learning algorithms to optimize aeronautical data validation and processing workflows.
    - With the completion of phase 3 (Q1 2025-Q4 2027), our organization will be positioned at the forefront of modern aeronautical information management, ensuring a robust and future-ready AIM framework.

C. AIA Manual

The review and update of the AIA Manual will be finalized in March 2025. Topics to be included are: new flight plan procedures in connection with the TopSky ATC line-cut, SNOWTAM procedures, updated quality control procedures, new reporting procedures and an update of mandatory logbook entries.

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

To ensure the Aruba data quality, accuracy, and integrity in the recently updated AIP[12], a comprehensive review will be performed in 2025 by the AIS Officer under the supervision of MAIA. All the data originators will be involved in this process. This review will commence in April 2025 and is scheduled for completion by June 2025.

E. ICAO Task Force for the Implementation of AIM

The Task Force has been temporarily put on hold until June 2025, pending a comprehensive update of its roadmap.

F. Compliance Check of LOA with Airlines Representatives

These checks will be implemented to assess compliance with the flight plan filing process. This project is scheduled for completion in March 2025.

G. QMS AIA unit

As to the AIA unit related QMS, the following activities will be implemented:

- Refresher training: Q3 2025.
- Remedial training (when required).
- Training regarding new equipment/procedures (when required). The Thales TopSky AIS training will take place in September 2025.
- Training survey (at the end of each training).
- Data reviews: Q2 2025.
- Proficiency checks: Q3 2025.
- Performance evaluations: October 2025.
- Develop AIA Training Manual: Q1 2025.
- AIA human errors survey: Completed on January 9, 2025.
- Internal SOP AIS ANSA between AIA, ATC, and CNS/ATM Systems. It was signed on January 31, 2025.
- Update quality control procedures: Q1 2025.
- AIA Manual Update: Q1 2025.
- Yearly assessment of AIA QMS related documented information: Q1 2025.
- Yearly evaluation of AIA related QMS activities: Q1 2025.

5.4 Financial Affairs

The Monthly Budget 2025, derived from the Budget 2025, is scheduled for presentation to the SB in March 2025. It provides a detailed, month-by-month financial outlook, enabling a comprehensive comparison between budgeted figures and actual revenues and expenses recorded in the general ledger. By aligning financial projections with expected occurrences

[12] In December 2024 DC-ANSP AIS successfully completed an AIP update aimed at making the AIP more user-friendly. As part of this enhancement, data for all islands has been restructured and separated by individual islands, ensuring easier navigation and improved accessibility for users.

throughout the year, the Monthly Budget enhances financial oversight and supports informed decision-making.

The Annual Budget for the upcoming year must be submitted to the SB for approval before the end of the year. The preparation and drafting of the Budget 2026, along with its explanatory note, are scheduled between October and November 2025 to provide the SB with ample time for thorough review and approval.

To date ANSA has closed 9 years, successfully audited, and duly presented to the SB and the Minister concerned. In accordance with ANSA's articles of Association, the Financial Report for the closed 2024 fiscal year must be approved by the SB by the end of May 2025. Therefore, we expect that the auditor will submit the final draft of the Financial Report by mid-April 2025.

The implementation of the CGC, initiated in September 2024 in anticipation of upcoming government legislation, is expected to be finalized by May 2025. A key component of this project is the development of robust ICP. Since the company's inception, ICP have been established, implemented, and continuously monitored to ensure their effectiveness. These procedures have been progressively enhanced to mitigate the risks of human error and fraud within our financial processes, reinforcing the integrity and reliability of our financial operations. The next step is to thoroughly document the existing ICP and develop new ones based on a comprehensive financial risk analysis. This analysis will focus on key areas, including billing, collections, accounts payable, and payroll processes. By identifying potential risks and vulnerabilities, we will establish and document enhanced control measures.

Our financial and administrative procedures are either well-documented or widely known within the organization. The majority of these procedures are outlined in Chapter 5 of the "ANSA Document Management Procedures", dated October 25, 2022. Any financial and administrative procedures not covered in this document are detailed in the "ANSA Financial Procedures", dated December 12, 2019. Currently, these procedures are undergoing a review and update to ensure alignment with evolving requirements. This project is scheduled for completion by March 2025.

5.5 Human Resources

The training plan for 2025, approved on November 18, 2024, will be implemented throughout 2025 and updated as necessary. In this regard, ANSA will continue to take advantage of online training opportunities.

The Handbook Employment Regulations was finalized on November 12, 2024, and will be periodically updated. This document serves as a crucial resource for employees, outlining their rights and obligations comprehensively. Currently, the content is being translated into English. Regarding the new CLA 2025-2027, negotiations are expected to commence in March 2025.

ANSA is in the process of developing its sick leave policy, which is expected to be finalized in March 2025. This policy will emphasize both prevention and awareness while establishing clear and transparent guidelines for employees. By ensuring compliance and supporting business continuity, the policy aims to significantly and structurally reduce sick leave occurrences, addressing both short-term absences and extended leave. Ultimately, this initiative seeks to foster a healthier and more productive work environment. Additionally, the working-from-home procedure will be fully digitalized through the implementation of a

workflow in AFAS, streamlining processes and enhancing efficiency. This project is also set for completion in March 2025.

The annual performance review for all ANSA personnel will be conducted throughout the year. It is imperative that these evaluations occur before the scheduled date of any periodic increase or promotion to ensure a fair and timely assessment. Furthermore, job descriptions for all positions at ANSA are being reviewed and updated to better reflect employees' current responsibilities, with completion planned for March 2025.

As always, ANSA's website will be continuously updated with relevant information, including status updates on key projects, new policy papers, monthly ANSA statistics, and upcoming events. To comply with CGC implementation requirements, ANSA will publish specific documents and information on the website for the first time, ensuring transparency and accessibility.

5.6 SMS & QMS

The following SMS activities will be implemented or coordinated by the S&Q unit. These include yearly recurring activities.

- Promulgate Safety Policy: March 2025.
- Audit Program: February-March 2025.
- Evaluate Safety Culture: April 2025.
- Safety Communication Materials: Q3 2025.
- Create a yearly calendar for safety promotion activities: March 2025.
- Walkthrough operational areas: Q3 2025.
- Hazard log implementation: March 2025.
- Hazard identification template implementation: March 2025.
- SMS review: completed on February 21, 2025.
- Implement Internal Safety Audits: Q2 2025.
- Implement SMS CAP: Q3 2025.
- Safety training: Q3 2025.
- Safety talks: Q3 2025.

The S&Q unit will implement or coordinate the following QMS activities. These include yearly recurring activities.

- Develop QMS Communication Plan: Q3 2025.
- Develop procedures to monitor and measure customer satisfaction: Q3 2025.
- Develop document control procedures: February-March 2025.
- Develop QMS Training and awareness program: Q3 2025.
- QMS personnel survey: April 2025.
- Performance evaluation of the external providers: March 2025.
- Develop QMS audit program: February-March 2025.
- Management review of QMS: February-March 2025.
- Yearly evaluation SQ QMS activities: February-March 2025.
- Internal audits: Q2 2025.
- Implement QMS CAP: Q3 2025.
- Update AQM: September 2025.
- ISO certification: Q4 2025.

6. CONCLUDING REMARKS

2024: A Year of Full Recovery

The year 2024 marked the fourth consecutive year of post-pandemic recovery, and our financial performance clearly demonstrates that ANSA has fully rebounded from the financial impact of COVID-19 in terms of profitability and cash flow position. This remarkable recovery was primarily driven by the strong resurgence of tourism demand for Aruba, which resulted in a significant increase in revenues. Notably, for the first time since the pandemic, air traffic volume for commercial flights in 2024 exceeded pre-pandemic levels recorded in 2019. Considering these financial milestones and the numerous projects that were implemented throughout the year, it is evident that 2024 was a highly successful year.

For the current year 2025, financial performance has been positive so far:

- Revenues: total revenues for January 2025 exceeded budget expectations by Awg. 24,165.
- Expenses: total expenses were Awg. 43,817 below budget, contributing to a stronger financial outcome.
- Profit: the resulting profit for January 2025 stood at Awg. 150,009, which is Awg. 67,982 higher than projected.
- Cash flow position: ANSA's cash flow has improved, rising from Awg. 4,834,936 on December 31, 2024, to Awg. 5,038,252 by January 31, 2025.

However, preliminary figures for February 2025 indicate a shortfall in revenues compared to budgeted projections (-Awg. 42,000) and compared to February 2024 (-Awg. 19,000).

Challenges and Risks Facing ANSA

While ANSA's financial recovery is noteworthy, we continue to face several external challenges and risks that remain beyond our control. These macroeconomic and geopolitical factors could potentially impact our growth trajectory and require careful monitoring and strategic planning:

1. We need to keep in mind the global uncertainties and challenges:
    - Despite a declining inflation trend in most regions, global inflation remains historically high, in the midst of a looming tariff war between the United States and its trading partners.
    - The war in Ukraine continues to disrupt global supply chains and energy markets.
    - Escalating tensions in the Middle East could further destabilize oil prices.
    - Volatile oil prices directly impact airline operating costs, which may lead to higher ticket prices and potential shifts in travel demand.
2. The post-pandemic "revenge travel" and "catch-up travel" boom that fueled the strong tourism rebound is now starting to normalize. The UN World Tourism Organization (UNWTO) projects a moderate growth rate of 3-5% in international tourism arrivals for 2025, compared to 11% in 2024.
3. Aruba faces increasing competition from popular tourism hotspots (such as Japan, Italy, Costa Rica, Mexico and Iceland), emerging destinations (like Saudi Arabia, Türkiye, Kenya, Colombia, and Egypt) and other Caribbean destinations.

4. The Venezuelan border has remained closed for air traffic for six years, with no clear timeline for reopening.
5. Imported inflation combined with local economic factors, such as the tight labor market, wage increases in the public sector, and additional taxation on tourists, is expected to exert upward pressure on wages, prices and the cost of doing business in Aruba.

Optimism for the Future

Despite these challenges and potential risks, we remain confident in ANSA's resilience and ability to seize new opportunities. With the dedication and collaboration of our employees, the guidance of our Supervisory Board, and the continued support of our stakeholders, we are optimistic that 2025 and beyond will be years of continued growth and success for ANSA.

ANSA's Strategic Focus

The initiatives and projects undertaken by ANSA in 2024 as well as those planned for 2025, are strategically designed to strengthen the organization across multiple key areas. These efforts are primarily focused on:

- Enhancing safety standards to ensure a secure and reliable air navigation environment.
- Improving service quality, efficiency, and productivity through innovation, process optimization and performance management.
- Driving cost-effectiveness while maintaining high operational standards.
- Promoting accountability, transparency, and integrity in all aspects of governance and operations.
- Ensuring financial stability by adopting sound, data-driven and long-term oriented financial strategies.
- Complying with or exceeding international and national regulatory standards to uphold ANSA's reputation for excellence.

To achieve these objectives, ANSA is committed to:

- Making the necessary investments to safeguard continuity of service and support its long-term strategic goals.
- Enhancing employees' competencies, engagement and well-being, recognizing that a competent, motivated and well-supported workforce is essential to sustained success.
- Introducing and revising collaboration and coordination agreements (including LOAs and MSLAs) with key partners to enhance collaboration and operational efficiency.
- Updating operational manuals to reflect current best practices and regulatory requirements.
- Implementing and strengthening key management systems, including SMS, QMS, CGC, and ISMS.

Through these initiatives, ANSA aims to solidify its position as a leader in air navigation services.

Attached is the ANSA Roadmap 2025, which provides a comprehensive overview and detailed timetable for the key projects and initiatives planned for the year. This roadmap serves as a short-term strategic guide, outlining ANSA's priorities and commitments in alignment with its long-term objectives.

Annex: ANSA Roadmap 2025

ROADMAP ANSA N.V. 2025																	
					2025												
PROJECT ACTIVITIES ANSA 2024/2025					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			WHO?	FINALIZED													
A		**Financial Controller - Nerisa**															
1		**ANSA annual Budget**	FIN														
	1.11	Budget 2025	FIN	20-Nov-24													
2		**Monthly budget**	FIN														
	2.10	Monthly budget 2024	FIN	20-Feb-24													
	2.11	Monthly budget 2025	FIN	4-Mar-25													
4		**Annual report**	FIN														
	4.9	Annual report 2023	FIN	24-May-24													
	4.10	Annual report 2024	FIN														
	4.10.1	Interim audit 2024	FIN	4-Mar-25													
7		**Financial & Administrative procedures**	FIN														
	7.3	Finalize financial and adminstrative procedures	FIN														
13		**Policy Paper**	CEO/FIN														
	13.4	Policy paper 2024	CEO/FIN	26-Mar-24													
	13.5	Policy paper 2025	CEO/FIN	4-Mar-25													
14		**ANSA's Code Corporate Governance**	FIN														
	14.3	Implementation Code Corporate Governance (CCG)	CEO/FIN														
	14.3.1	Memo with implementation plan	CEO/FIN	21-Mar-24													
	14.3.2	Presentation to Supervisory Board	CEO/FIN	26-Mar-24													
	14.3.3	Update compliance checklist CCG	CEO/FIN	18-Jun-24													
	14.3.4	Request for Proposal	CEO/FIN	28-Jun-24													
	14.3.5	Implementation of ANSA CCG	FIN														
17		**Participations and dividend policy**	FIN	21-May-24													
B		**Human Resources - Oliver**															
12		**Handbook employment regulations ANSA**	HR	12-Nov-24													
25		**Recruitment ATCOs 2023**	HR/MATC														
	25.12	Aerodrome and Approach Control Programme	MATC	25-May-24													
27		**Recruitment ATCOs 2024**	HR														
	27.1	Vacancy announcement	HR	9-Feb-24													
	27.2	Pre Screening application letters	HR	27-Feb-24													
	27.3	Capability test	HR	7/8 Mar-24													
	27.4	Job Interview with the candidates	HR	3-Apr-24													
	27.5	Aeromedical examination	HR	25-Jun-24													
	27.6	Psychological test	HR	28-Jun-24													
	27.7	English & Spanish Proficiency tests	MATC	24-Apr-24													
	27.8	Final hiring decision regarding the 2 candidates	HR	5-Jul-24													
	27.9	Submit VDA forms	HR														
	27.10	Basic ATC Introduction Training	MATC	2-Aug-24													
	27.11	Aerodrome and Approach Control Programme	MATC														

ROADMAP ANSA N.V. 2025

		PROJECT ACTIVITIES ANSA 2024/2025			2025											
			WHO?	FINALIZED	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
28		**Recruitment MA 2024**	HR													
	28.1	Vacancy announcement	HR	9-Feb-24												
	28.2	Pre Screening application letters	HR	11-Mar-24												
	28.3	Job Interview with the candidates	HR	4-Apr-24												
	28.4	Practical assessment	FIN	20-Jun-24												
	28.5	Medical examination (PMO)	HR	16-May-24												
	28.6	Final hiring decision regarding the candidate	HR	26-Jun-24												
	28.7	Contract signing	HR	28-Jun-24												
29		**Review and update job descriptions**	HR													
30		**Collective Labor Agreement 2025-2027**	HR													
31		**Recruitment AIO 2024**	HR													
	31.1	Vacancy announcement	HR	4-Sep-24												
	31.2	Pre Screening application letters	HR	20-Sep-24												
	31.3	Capability test	HR	30-Sep-24												
	31.4	Job Interview with the candidates	HR	23-Oct-24												
	31.5	Medical examination (PMO)	HR	5-Nov-24												
	31.6	Psychological test	HR	12-Nov-24												
	31.7	Final hiring decision regarding the candidate	HR	15-Nov-24												
	31.8	Contract signing	HR													
32		**Sick leave policy**	HR													
33		**Working from home workflow (AFAS)**	HR													
C		**Safety & Quality Officer - Renier/Linsey**														
1		**Safety Management System**	SQ													
	1.10	SMS Manual	SQ													
	1.10.7	Internal review	SQ	14-Feb-24												
	1.10.8	Discuss with Safety Review Board	SQ	14-Feb-24												
	1.10.9	Submit SMS Manual 2nd edition to the DCAA for approval	SQ	28-Feb-24												
	1.10.10	DCAA approval (pending since 28-2-2024)	SQ													
	1.11	Update reporting forms	MATC	15-Mar-24												
	1.12	Update AFAS workflow	HR	15-Mar-24												
	1.13	Implement safety policy	SQ													
	1.13.1	Sign safety policy	CEO	28-Feb-24												
	1.13.2	Promulgate safety policy statement to all personnel via AFAS and Email	SQ													
	1.13.3	Post safety policy statement on website	HR													
	1.13.4	Frame safety policy and display at all operational sites	SQ													
	1.14	Procedures to avoid potential conflict of interest to accommodate 2 ATCOs as SQs	SQ/MATC	30-Oct-24												
	1.15	SMS review 2024	SQ													
	1.15.1	ATC	SQ/MATC	21-Feb-25												
	1.15.2	AIA	SQ/MAIA	21-Feb-25												
	1.15.3	CNS/ATM	SQ/MCAS	21-Feb-25												
	1.16	Create anonymous link on report on ANSA website	SQ/HR													
	1.17	Safety training	SQ													
	1.17.1	Safety training CEO and managers	SQ													

ROADMAP ANSA N.V. 2025

		PROJECT ACTIVITIES ANSA 2024/2025			2025											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			WHO?	FINALIZED												
	1.17.2	ATC	SQ													
	1.17.3	AIA	SQ													
	1.17.4	CNS/ATM	SQ													
	1.18	Safety talks	SQ													
	1.18.1	ATC	SQ													
	1.18.2	AIA	SQ													
	1.18.3	CNS/ATM	SQ													
	1.19	Audit	SQ													
	1.19.1	Audit training	SQ	8-Nov-24												
	1.19.2	Audit program	SQ													
	1.19.3	Implement internal safety audits	SQ													
	1.19.4	Implement SMS Corrective Action Plan	SQ													
	1.20	Evaluate Safety Culture	SQ													
	1.21	Safety communication materials	SQ													
	1.22	Create a yearly calendar for safety promotion activities	SQ													
	1.23	Walkthrough operational areas	SQ													
	1.24	Include execution of safety recommendations in this roadmap (when required)	SQ													
	1.25	Hazard log implementation	SQ													
	1.26	Hazard identification template implementation	SQ													
	1.27	Populate SharePoint with safety reports	SQ													
9		**Quality Management System**	SQ													
	9.7	ANSA Quality Manual 2nd edition	SQ													
	9.7.2	DCAA approval (pending since 12-12-2023)	SQ													
	9.8	Customer satisfaction	SQ													
	9.8.1	External QMS communication plan (QO #1 S&Q Ad 2.1)	SQ													
	9.8.2	Procedures to monitor and measure customer satisfaction (QO #1 S&Q Ad 2.2)	SQ													
	9.9	Document control procedures (QO #2 S&Q)	SQ													
	9.10	QMS awareness among ANSA's operational personnel	SQ													
	9.10.1	QMS training and awareness program (QO #3 S&Q Ad 2.1)	SQ													
	9.10.2	Internal QMS communication plan (QO #3 S&Q Ad 2.2)	SQ													
	9.10.3	QMS personnel survey (QO #3 S&Q Ad 2.3)	SQ													
	9.11	Performance evaluation of the external providers (QO #4 S&Q)	SQ													
	9.11.1	Moving Dot	SQ/MATC/MAIA													
	9.11.2	DC-ANSP	SQ/MATC/MAIA													
	9.11.3	DMA	SQ/MATC													
	9.12	Ensure compliance with requirements of ISO 9001:2015	SQ													
	9.12.1	Internal Auditor Training (QO #5 S&Q Ad 2.1)	SQ	8-Nov-24												
	9.12.2	Internal audit program (QO #5 S&Q Ad 2.2)	SQ													
	9.12.3	Internal audits (QO #5 S&Q Ad 2.3)	SQ													
	9.12.4	Management review (QO #5 S&Q Ad 2.4)	CEO/SQ													
	9.12.5	Update AQM (QO #5 S&Q Ad 2.5)	SQ													
	9.12.6	ISO certification (QO #5 S&Q Ad 2.6)	SQ													
	9.12.7	Implement QMS Corrective Action Plan	SQ													

ROADMAP ANSA N.V. 2025

		PROJECT ACTIVITIES ANSA 2024/2025			2025											
			WHO?	FINALIZED	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	9.13	Yearly evaluation of S&Q unit related QMS activities	SQ													
12		**Fatique Risk Management System (FRMS)**	SQ													
	12.3	DCAA Approval (pending since 25-3-22)	SQ													
15		**STCA and CLAM analysis (on hold)**	SQ													
17		**Safety review EFS (on hold)**	SQ													
18		**Create VFR procedures training video (on hold)**	SQ													
E		**Manager Air Traffic Control - Erika**														
1		**Revision of Tower Manual:**	MATC													
	1.14	DCAA approval newly revised Tower Manual (pending since 16-6-2023)	MATC													
	1.15	Publication new Tower manual	MATC													
16		**Develop ATC training manual**	MATC/SQ													
	16.4	Approval from DCAA (pending since 24-10-2018)	MATC													
18		**EFS Project**	MATC													
	18.19	Update SOP TWR-APP (on hold pending DCAA approval of VFR holding procedures)	MATC/SQ													
24		**ATFM**	MATC													
	24.3	Declared ATC capacity	MATC													
	24.3.6	Meeting with DCA (on hold)	MATC													
	24.3.7	Meeting with AAA (on hold)	MATC													
	24.3.8	Meeting with Airlines (on hold)	MATC													
	24.3.9	Meeting with IATA (on hold)	MATC													
	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	Evaluate declared procedural ATC capacity (on hold)	MATC													
45		**VFR procedures for arrival and departure flights**	MATC													
	45.12	Update safety assessment VFR holding procedures and send to DCAA for approval	SQ	19-Feb-24												
	45.13	DCAA approval (pending since 19-2-24)	MATC													
	45.14	Implement VFR holding procedures	MATC													
50		**ATC - QMS**	MATC													
	50.1	Efficient aircraft operations	MATC													
	50.1.1	ATFM (QO #1 ATC Ad 2.3) (Timeline: TBD) (see E24)	MATC													
	50.1.2	Flight procedures update (QO #1 ATC Ad 2.4) (see E53)	MATC													
	50.2	ATC competency level	MATC													
	50.2.1	Competency-based training (QO #2 ATC Ad 2.1)	MATC													
	50.2.1.1	Refresher training (see E54)	MATC													
	50.2.1.2	Remedial training (Timeline: when required)	MATC													
	50.2.1.3	Training regarding new equipment/procedures (Timeline: when required)	MATC													
	50.2.1.4	Refresher training OJTIs	MATC													
	50.2.1.5	Training survey (Timeline: at the end of each training)	MATC													

ROADMAP ANSA N.V. 2025																	
					2025												
	PROJECT ACTIVITIES ANSA 2024/2025				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			WHO?	FINALIZED												
	50.2.2	Competency-based assessment (QO #2 ATC Ad 2.2)	MATC													
	50.2.2.1	Voice recordings reviews (see E55)	MATC													
	50.2.2.2	Proficiency checks (see E56)	MATC													
	50.2.2.3	Performance evaluations (see E57)	MATC													
	50.2.3	Update ATC Training Manual (QO #2 ATC AD 2.3)	MATC													
	50.3	Colaboration between ANSA and DC-ANSP (QO #3 ATC) (Timeline: when required)	MCAS													
	50.4	Coordination with Cuaraco ACC	MCAS													
	50.4.1	Minimize verbal coordination between ANSA and DC-ANSP (QO #4 ATC Ad 2.1)	MATC													
	50.4.1.1	Update LoA between ANSA and DC-ANSP	MATC													
	50.4.1.2	FDPS Interface (Q2 2027)	MCAS/MATC													
	50.4.2	LOA compliance monitoring (QO #4 ATC Ad 2.2)	MATC													
	50.4.3	ATC Human Errors Survey (QO #4 ATC Ad 2.3) (see E59)	MATC													
	50.5	Collaboration between ANSA and DCAA (QO #5 ATC)	MATC													
	50.6	ATC QMS related documentation	MATC													
	50.6.1	ICAO compliance check of Tower Manual	MATC													
	50.6.2	Update SOP BEA TWR and BEA APP (pending DCAA approval VFR holding procedures)	MATC													
	50.6.3	Update SOP between ANSA and MCA (on hold)	MATC													
	50.6.4	Update LOA between ANSA and APA	MATC													
	50.6.5	Update LOA between ANSA and DMA	MATC	23-Jan-25												
	50.6.6	Update LOA between ANSA and AAA	MATC	30-Oct-24												
	50.6.7	Yearly assessment of ATC QMS related documented information (see F60)	MATC													
	50.7	Yearly evaluation of ATC related QMS activities (see F61)	MCAS													
52		**Development of Geographic Separation Standards**	MATC													
	52.5	Send draft Geographic Separation Standards to MATC for feedback	MATC	9-Jan-24												
	52.6	Receive feedback from MATC	MATC	9-Jan-24												
	52.7	Send draft to SQ and CEO	MATC	24-Jan-24												
	52.8	Feedback from SQ and CEO	MATC	26-Mar-24												
	52.9	Final draft Geographic Separation Standards	MATC	4-Nov-24												
	52.10	Send to DCAA for approval	MATC	25-Nov-24												
	52.11	Receive feedback from DCAA	MATC													
	52.12	Send revised draft to DCAA for approval	MATC													
	52.13	DCAA approval	MATC													
	52.14	Implement Geogrpahic Separation Standards	MATC													
53		**Redesign Instrument and Visual Approach Procedures**	MATC													
	53.1	Feasibility study meeting	MATC	1-Oct-24												
	53.2	MovingDot visit and meetings with relevant parties	MATC	2-Feb-24												
	53.3	Consultation meeting with stakeholders	MATC	10-Apr-24												
	53.4	Concept Design	MATC	18-Apr-24												
	53.5	Flight Validation package ready	MATC	30-Apr-24												
	53.6	Flight validation	MATC	22-May-24												
	53.7	Flight validation results	MATC	23-May-24												

ROADMAP ANSA N.V. 2025																	
					2025												
PROJECT ACTIVITIES ANSA 2024/2025					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
			WHO?	FINALIZED													
	53.8	Results updated in the IFP	MATC	20-Jun-24													
	53.9	IFP delivered to DCAA for approval	MATC	21-Jun-24													
	53.10	DCAA approval (cut-off date 10 Apr'25)	MATC														
	53.11	Final IFP package (cut-off date 24 Apr'25)	MATC														
	53.12	Publication date (29 May'25)	MATC														
	53.13	Effective date (7 Aug'25) (based on AIRAC cycle 2508)	MATC														
	53.14	DCAA Approval VFR Approach charts	MATC	13-Aug-24													
	53.15	AIP documentation	MATC	21-Aug-24													
	53.16	Implement VFR Approach charts	MATC	29-Aug-24													
54		**ATC Refresher course**	MATC														
	54.1	Refresher course 2024	MATC														
	54.1.1	Survey sent to ATCOs	MATC	25-Mar-24													
	54.1.2	Survey received from ATCOs	MATC	31-Mar-24													
	54.1.3	Meeting with Instructors to determine subjects	MATC	15-Apr-24													
	54.1.4	Simulator and documentation for Refresher course	MATC	14-Jun-24													
	54.1.5	Implement refresher course	MATC	7-Oct-24													
	54.1.6	Memo on results of refresher course	MATC	31-Oct-24													
	54.2	Refresher course 2025	MATC														
	54.2.1	Survey sent to ATCOs	MATC														
	54.2.2	Survey received from ATCOs	MATC														
	54.2.3	Meeting with Instructors to determine subjects	MATC														
	54.2.4	Simulator and documentation for Refresher course	MATC														
	54.2.5	Implement refresher course	MATC														
	54.2.6	Memo on results of refresher course	MATC														
55		**Voice recordings reviews**	MATC														
	55.1	Voice recordings reviews 2024	MATC	26-Jul-24													
	55.2	Voice recordings reviews 2025	MATC														
56		**ATC proficiency checks**	MATC														
	56.1	Proficiency checks 2024	MATC	30-Sep-24													
	56.2	Proficiency checks 2025	MATC														
57		**ATC performance evaluations**	MATC														
	57.1	Performance evaluations 2024	MATC	29-Jan-25													
	57.2	Performance evaluations 2025	MATC														
58		**Phraseology Manual**	MATC														
	58.1	Screen the EFS Guide	MATC	30-Apr-24													
	58.2	Draft phraseology Manual	MATC	6-Sep-24													
	58.3	Send to ATCOs	MATC	6-Sep-24													
	58.4	Send to CEO and SQ for feedback	MATC	22-Jul-24													
	58.5	Receive feedback from CEO and SQ	MATC	28-Aug-24													
	58.6	Send to DCAA for info	MATC	24-Oct-24													
	58.7	Include in Tower Manual	MATC														

ROADMAP ANSA N.V. 2025																		
					2025													
PROJECT ACTIVITIES ANSA 2024/2025					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
			WHO?	FINALIZED														
59		**ATC Human Errors Survey**	MATC															
	59.1	Create Survey	MATC	14-Jun-24														
	59.2	Send to CEO and SQ for feedback	MATC	12-Jul-24														
	59.3	Receive feedback from CEO and SQ	MATC	25-Sep-24														
	59.4	Send to ATCOs	MATC	30-Oct-24														
	59.5	Receive response from ATCOs	MATC	5-Dec-24														
	59.6	Prepare report of findings and recommendations	MATC	20-Dec-24														
	59.7	CEO review and approval	MATC															
	59.8	Implement recommendations	MATC															
60		**Yearly assesment of ATC QMS related documented information**	MATC															
	60.1	Interim assessment 2024	MATC	14-Aug-24														
	60.2	Yearly assesment 2024	MATC															
61		**Yearly evaluation of ATC related QMS activities**	MATC															
	61.1	Interim evaluation 2024	MATC	14-Aug-24														
	61.2	Yearly evaluation 2024	MATC															
62		**One runway One frequency**	MATC															
	62.1	Document received	MATC	9-Jul-24														
	62.2	Send letter to DCAA	MATC	31-Oct-24														
	62.3	Send letter to AAA	MATC	31-Oct-24														
	62.4	Send letter to DMA	MATC	31-Oct-24														
	62.5	Update the LoA between AAA and ANSA	MATC															
	62.5.1	Send LoA to ATCOs	MATC	17-Oct-24														
	62.5.2	Feedback from ATCOs	MATC	24-Oct-24														
	62.5.3	Incorporate feedback from ATCO	MATC	24-Oct-24														
	62.5.4	Send LoA to CEO	MATC	24-Oct-24														
	62.5.5	Receive feedback CEO	MATC	24-Oct-24														
	62.5.6	Incorporate feedback from CEO	MATC	24-Oct-24														
	62.5.7	Send LoA to AAA	MATC	24-Oct-24														
	62.5.8	Feedback from AAA	MATC	28-Oct-24														
	62.5.9	Update LoA with AAA feedback	MATC	31-Oct-24														
	62.5.10	Sign LoA between ANSA and AAA	MATC	31-Oct-24														
	62.6	Update Tower Manual	MATC															
	62.7	Update LoA between ANSA and DMA	MATC															
	62.7.1	Send LoA to ATCOs	MATC	29-Nov-24														
	62.7.2	Deadline feedback from ATCOs	MATC	3-Dec-24														
	62.7.3	Incorporate feedback in LoA	MATC	4-Dec-24														
	62.7.4	Send LoA to CEO	MATC	4-Dec-24														
	62.7.5	Feedback from CEO	MATC	12-Dec-24														
	62.7.6	Incorporate feedback CEO	MATC	17-Dec-24														
	62.7.7	Send LOA to DMA for comments	MATC	17-Dec-24														
	62.7.8	Deadline feedback from DMA	MATC	17-Dec-24														

ROADMAP ANSA N.V. 2025																		
					2025													
	PROJECT ACTIVITIES ANSA 2024/2025				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			WHO?	FINALIZED												
	62.7.9	Update LoA with DMA comments	MATC	17-Dec-24												
	62.7.10	Sign LoA between ANSA and DMA	MATC	16-Jan-25												
	62.8	Implement One Runway One Frequency	MATC	1-Nov-24												
F		**Manager Aeronautical Information Affairs - Leonel**														
2		**Implementation Port of Spain Declaration (AIM)**	MAIA													
	2.3	**Transition from AIS to AIM phase 2 (by DC-ANSP based on newly acquired software)**	MAIA													
	2.3.3	Data integrity monitoring	MAIA													
	2.3.4	Data quality monitoring	MAIA													
	2.3.5	AIXM	MAIA	2-Aug-24												
	2.3.6	Unique identifiers	MAIA	2-Aug-24												
	2.3.7	Aeronautical information conceptual model	MAIA	2-Aug-24												
	2.3.8	Aerodrome mapping	MAIA													
	2.3.9	Electronic AIP	MAIA	2-Aug-24												
	2.3.10	Obstacles	MAIA	2-Aug-24												
	2.3.11	Terrain	MAIA	2-Aug-24												
	2.4	Transition from AIS to AIM phase 3 (Q1 2025 - Q4 2027)	MAIA													
20		**Letter of Agreement (LOA) for airline representatives**	MAIA													
	20.8	Agreement between ANSA and JET-TNCA	MAIA													
	20.9	Compliance check	MAIA/AIS													
27		**ICAO AIM Taskforce**	MAIA													
	27.1	NAM/CAR Regional AIM Collaborative Plan	MAIA													
	27.2	Information on the AIM transition progress	MAIA	2-Aug-24												
28		**Point 2 Point Microwave project**	MAIA													
	28.6	Implementation phase 2	MAIA	18-Jan-24												
	28.7	Implementation phase 3	MAIA/MCAS	22-Apr-24												
	28.7.2	Relocate ATM equipment to ANSA HQ	MAIA/MCAS	22-Apr-24												
36		**AIA - QMS**	MAIA													
	36.1	AIA competency level	MAIA													
	36.1.1	Competency-based training (QO #1 AIA Ad 2.1)	MAIA													
	36.1.1.1	AIA refresher training (see F38)	MAIA													
	36.1.1.2	Remedial training (Timeline: when required)	MAIA													
	36.1.1.3	Training regarding new equipment/procedures (Timeline: when required)	MAIA													
	36.1.1.4	Refresher training AIS officer	AIS	29-Nov-24												
	36.1.1.5	Training survey (Timeline: at the end of each training)	MAIA													
	36.1.2	Competency-based assessment (QO #1 AIA Ad 2.2)	MAIA													
	36.1.2.1	Data reviews (see F39)	MAIA													
	36.1.2.2	AIA proficiency checks (see F40)	MAIA													
	36.1.2.3	AIA performance evaluations (see F41)	MAIA													
	36.1.3	Develop AIA Training Manual (QO #1 AIA Ad 2.3)	MAIA													
	36.2	Flight plan errors	MAIA													
	36.2.1	Flight plan errors prior to line-cut														

ROADMAP ANSA N.V. 2025																	
					2025												
PROJECT ACTIVITIES ANSA 2024/2025					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			WHO?	FINALIZED												
	36.2.1.1	TopSky ATC line-cut (QO #2 AIA Ad 2.1)	MAIA	13-Mar-24												
	36.2.1.2	Root cause analysis (QO #2 AIA Ad 2.2)	MAIA	15-May-24												
	36.2.1.3	Action plan (QO #2 AIA Ad 2.3)	MAIA	15-May-24												
	36.2.1.4	Monitoring procedures (QO #2 AIA Ad 2.4)	MAIA	15-May-24												
	36.2.2	Flight plan errors after line-cut	MAIA													
	36.2.2.1	Root cause analysis	MAIA													
	36.2.2.2	Action plan	MAIA													
	36.2.5	AIA human errors survey (QO #2 AIA Ad 2.5) (see F42)	MAIA	9-Jan-25												
	36.3	Aeronautical information and data quality	MAIA													
	36.3.1	MSLA (QO #3 AIA Ad 2.1)	MAIA													
	36.3.1.1	Prepare MSLA	MAIA/AIS	24-Jun-24												
	36.3.1.2	DCAA approval	MAIA	11-Nov-24												
	36.3.1.3	Sign MSLA	MAIA	9-Dec-24												
	36.3.2	Update quality control procedures (QO #3 AIA Ad 2.2)	MAIA													
	36.4	AIA QMS related documentation	MAIA													
	36.4.1	Update AIA Manual	MAIA													
	36.4.2	Yearly assesment of AIA QMS related documented information (see F43)	MAIA													
	36.5	Yearly evaluation of AIA related QMS activities (see F44)	MAIA													
	36.6	Review updated AIP (Aruba)	MAIA													
37		**Terrain and obstacle survey 2023 and charts update**	MAIA													
	37.7	Effective date	MAIA	22-Feb-24												
38		**AIA refresher training**	MAIA													
	38.1	AIA refresher training 2024	MAIA	30-Aug-24												
	38.2	AIA refresher training 2025	MAIA													
39		**Data reviews**	MAIA													
	39.1	Data reviews 2024	MAIA	27-Sep-24												
	39.2	Data reviews 2025	MAIA													
40		**AIA proficiency checks**	MAIA													
	40.1	AIA proficiency checks 2024	MAIA	16-Oct-24												
	40.2	AIA proficiency checks 2025	MAIA													
41		**AIA performance evaluations**	MAIA													
	41.1	AIA performance evaluations 2024	MAIA	23-Jan-25												
	41.2	AIA performance evaluations 2025	MAIA													
42		**AIA human errors survey**	MAIA													
	42.1	Prepare report of findings and recommendations	MAIA	9-Jan-25												
	42.2	CEO review and approval	MAIA													
	42.3	Implement recommendations	MAIA													
43		**Yearly assesment of AIA QMS related documented information**	MAIA													
	43.1	Interim assessment 2024	MAIA	2-Oct-24												
	43.2	Yearly assesment 2024	MAIA													
44		**Yearly evaluation of AIA related QMS activities**	MAIA													

ROADMAP ANSA N.V. 2025

		PROJECT ACTIVITIES ANSA 2024/2025			2025											
			WHO?	FINALIZED	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	44.1	Interim evaluation 2024	MAIA	2-Oct-24												
	44.2	Yearly evaluation 2024	MAIA													
G		**Manager CNS/ATM Systems - Joselito**														
10		**Flight Inspection Navaids**	MCAS													
	10.10	Inspection 2024	MCAS													
	10.10.1	RFQ	MCAS	7-Feb-24												
	10.10.2	Quotation	MCAS	24-Feb-24												
	10.10.3	Approval	MCAS	26-Feb-24												
	10.10.4	Execution	MCAS	22-May-24												
	10.11	Inspection 2025	MCAS													
	10.11.1	RFQ	MCAS	6-Feb-25												
	10.11.2	Quotation	MCAS	8-Feb-25												
	10.11.3	Approval	MCAS	25-Feb-25												
	10.11.4	Execution	MCAS													
29		**Upgrade Voice Communication System (VCS)**	MCAS													
	29.10	Troubleshooting	MCAS	11-Oct-24												
	29.11	SAT	MCAS	12-Dec-24												
33		**Robust ATS System**	MCAS													
	33.15	High Priority Recommendations 2024	MCAS													
	33.15.1	New UPS-RTS with additional battery packs	MCAS													
	33.15.1.1	RFP	MCAS	24-May-24												
	33.15.1.2	Receipt of proposals	MCAS	21-Aug-24												
	33.15.1.3	Award	MCAS	17-Sep-24												
	33.15.1.4	Shipping	MCAS	18-Dec-24												
	33.15.1.5	Installation	MCAS	12-Feb-25												
	33.15.2	New batteries for the BCPS of the Navaids	MCAS	12-Apr-24												
	33.15.3	New batteries for the MEVA generator	MCAS	22-Mar-24												
	33.16	High Priority Recommendations 2025	MCAS													
	33.16.1	New Batteries UPS ARO and additional Batteries pack	MCAS													
	33.16.1.1	RFQ	MCAS	28-Feb-25												
	33.16.1.2	Approval	MCAS													
	33.16.1.3	Factory activities	MCAS													
	33.16.1.4	Delivery	MCAS													
	33.16.1.5	Installation	MCAS													
	33.16.2	New Batteries IT rack HQ	MCAS													
	33.16.2.1	RFQ	MCAS	28-Feb-25												
	33.16.2.2	Approval	MCAS													
	33.16.2.3	Factory activities	MCAS													
	33.16.2.4	Delivery	MCAS													
	33.16.2.5	Installation	MCAS													
50		**Upgrade VOR/DME**	MCAS													

ROADMAP ANSA N.V. 2025

		PROJECT ACTIVITIES ANSA 2024/2025			2025											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			WHO?	FINALIZED												
	50.7	Repair/shipping Parts	MCAS	22-Feb-24												
	50.8	Installation/troubleshooting	MCAS	17-May-24												
	50.9	Flight Inspection	MCAS	21-May-24												
51		**Maintenance RTS and Glide Path Antennas**	MCAS													
	51.1	Request for Proposal	MCAS													
	51.2	Receipt of proposal	MCAS													
	51.3	Approval proposal	MCAS													
	51.4	Execution maintenance works	MCAS													
52		**Calibration Test Equipment**	MCAS													
	52.3	Calibration Measuring Equipment 2024	MCAS													
	52.3.1	RFQ AVC	MCAS	22-Feb-24												
	52.3.2	Receive Proposal AVC	MCAS	23-Feb-24												
	52.3.3	Award	MCAS	21-Mar-24												
	52.3.4	Send 1st batch Test Equipmnt for calibration	MCAS	6-Jun-24												
	52.3.5	Receive 1st batch back from calibration (were not calibrated due to shipping issues)	MCAS													
	52.3.6	Send 2nd batch Test Equipmnt for calibration (on hold pending resolution shipping issues)	MCAS													
	52.3.7	Receive 2nd batch back from calibration	MCAS													
	52.3.8	Send 3rd batch Test Equipmnt for calibration (on hold pending resolution shipping issues)	MCAS													
	52.3.9	Receive 3rd batch back from calibration	MCAS													
	52.4	Calibration PIR 2024	MCAS	30-Oct-24												
	52.4.1	RFQ INDRA	MCAS	24-May-24												
	52.4.2	Receive Proposal	MCAS	5-Jun-24												
	52.4.3	Award	MCAS	17-Jun-24												
	52.4.4	Send PIR for calibration (on hold pending resolution shipping issues)	MCAS	24-Oct-24												
	52.4.5	Receive PIR from calibration	MCAS	17-Dec-24												
	52.5	Calibration Measuring Equipment 2025	MCAS													
	52.5.1	Hire new company to implement calibration	MCAS													
	52.5.2	Planning of calibration activities	MCAS													
	52.5.3	Implementation calibration activities	MCAS													
58		**CNS/ATM Systems - QMS**	MCAS													
	58.1	Availability of CNS/ATM Systems	MCAS													
	58.1.1	Maintenance of CNS/ATM Systems conform procedures (QO #1 CNS/ATM Ad 2.1)	MCAS													
	58.1.1.1	Update CNS/ATM Manual	MCAS													
	58.1.1.2	Complete required facilities documentation	MCAS													
	58.1.1.2.1	ILS/DME	MCAS													
	58.1.1.2.2	VOR/DME	MCAS													
	58.1.1.2.3	WAM/ADSB	MCAS													
	58.1.1.2.4	TOPSKY ATC	MCAS													
	58.1.1.2.5	VCS/VRRS	MCAS													
	58.1.1.2.6	VHF TX/RX Radios	MCAS													
	58.1.1.2.7	AMHS/AIS	MCAS													

ROADMAP ANSA N.V. 2025																	
					2025												
	PROJECT ACTIVITIES ANSA 2024/2025				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			WHO?	FINALIZED												
	58.1.1.2.8	ATIS	MCAS													
	58.1.1.2.9	Supporting facilities	MCAS													
	58.1.1.3	Develop CNS/ATM Training Manual	MCAS													
	58.1.2	Extend maintenance support agreement (QO #1 CNS/ATM Ad 2.2)	MCAS	19-Jul-24												
	58.1.3	Critical spare parts (QO #1 CNS/ATM Ad 2.3)	MCAS													
	58.1.3.1	Develop spare parts management procedures	MCAS													
	58.1.3.2	Update spare parts list	MCAS													
	58.1.3.4	Procure critical spare parts	MCAS													
	58.1.4	Put VOR back into service (QO #1 CNS/ATM Ad 2.4)	MCAS	21-May-24												
	58.1.5	Investment plan (QO #1 CNS/ATM Ad 2.5)	MCAS													
	58.1.5.1	Investment plan 2025	MCAS	20-Nov-24												
	58.1.5.2	Investment plan 2026	MCAS													
	58.2	CNS/ATM QMS related documentation	MCAS													
	58.2.1	Develop CNS/ATM process flow charts	MCAS													
	58.2.2	Yearly assesment of CNS/ATM QMS related documented information (see G63)	MCAS													
	58.3	Yearly evaluation of CNS/ATM related QMS activities (see G64)	MCAS													
59		**CANSNET PROJECT**	MCAS													
	59.8	Evaluation Proposals by ICAO and States	MCAS	8-May-24												
	59.9	Approval of Evaluation by Project Members (CANSNET member states)	MCAS	23-May-24												
	59.10	Approval Board ANSA of extension MEVA agreement	MCAS	20-Aug-24												
	59.11	Contract Preparation and approval	MCAS													
	59.12	Factory activities	MCAS													
	59.13	Project Delivery	MCAS													
	59.14	SAT	MCAS													
	59.15	Cut over (Mar'26)	MCAS													
60		**Upgrade TopSky AMHS/AIS HW & SW and Refresher Training Tech**	MCAS													
	60.1	Develop Scope of Work	MCAS	16-Jan-24												
	60.2	RFP Thales	MCAS	17-Jan-24												
	60.3	Thales proposal	MCAS	28-Jun-24												
	60.4	RFP Indra and Comsoft	MAIA/MCAS	25-Jul-24												
	60.5	Receipt of proposals	MAIA/MCAS	2-Sep=24												
	60.6	Evaluation proposals and Approval	MAIA/MCAS	17-Sep-24												
	60.7	Award	MCAS	17-Sep-24												
	60.8	Contract signing	MCAS	29-Sep-24												
	60.9	Factory activities	MCAS													
	60.10	FAT	MCAS													
	60.11	Shipping	MCAS													
	60.12	Installation	MCAS													
	60.13	Training CNS/ATM and ARO personnel	MCAS/MAIA													
	60.14	SAT	MCAS													

ROADMAP ANSA N.V. 2025																		
					2025													
PROJECT ACTIVITIES ANSA 2024/2025					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
			WHO?	FINALIZED														
61		**Develop ANSA Procurement Policy and Procedures document**	MCAS															
	61.1	Acquire information	MCAS															
	61.2	Draft document	MCAS															
	61.3	Approve draft document	MCAS															
62		**Upgrade WAM/ADSB Software/Hardware**	MCAS															
	62.1	RFQ for online health check	MCAS	5-Nov-24														
	62.2	RFQ for onsite health check	MCAS	14-Feb-25														
	62.3	Receive and approve offer health check	MCAS															
	62.4	Health check implementation	MCAS															
	62.5	Receive health check report	MCAS															
	62.6	RFP for system upgrade based on health check report	MCAS															
	62.7	Receive offer	MCAS															
	62.8	Award project	MCAS															
	62.9	Contract Signing	MCAS															
	62.10	Factory activities	MCAS															
	62.11	Shipping	MCAS															
	62.12	Instalation	MCAS															
	62.13	SAT	MCAS															
63		**Yearly assesment of CNS/ATM QMS related documented information**	MCAS															
	63.1	Interim assessment 2024	MCAS	25-Sep-24														
	63.2	Yearly assesment 2024	MCAS															
64		**Yearly evaluation of CNS/ATM related QMS activities**	MCAS															
	64.1	Interim evaluation 2024	MCAS	25-Sep-24														
	64.2	Yearly evaluation 2024	MCAS															
65		**ISMS Implementation**	MCAS															
	65.1	Cyber Security plan	MCAS															
	65.2	Delevelop other ISMS elements																
	65.3	ISMS Certification	MCAS															