



ICAO

International Civil Aviation Organization

Twenty-First Meeting of the ICAO Aeronautical Information Services – Aeronautical Information Management Implementation Task Force (AAITF/21)

Bangkok, Thailand, 19 – 22 May 2026

Agenda Item 3: Review of Air Navigation Deficiencies in the AIS Field

QUALITY MANAGEMENT SYSTEM (QMS) IMPLEMENTATION IN AERONAUTICAL INFORMATION SERVICES (AIS), MALDIVES

(Presented by Maldives)

SUMMARY

In line with International Civil Aviation Organization (ICAO) Annex 15 and international best practices, AIS Maldives implemented a Quality Management System (QMS) to enhance the reliability, integrity, and consistency of aeronautical information services within the Maldives FIR.

1. INTRODUCTION

1.1 International Civil Aviation Organization standards and quality requirements continue to drive the modernization of Aeronautical Information Services worldwide. In alignment with these objectives, AIS Maldives undertook a structured initiative to implement a Quality Management System (QMS) based on ISO 9001:2015 and the quality management provisions contained in ICAO Annex 15.

1.2 The implementation was carried out in four phases: planning and procurement, system development and training, internal audit and organizational readiness, and external audit and certification. Key activities included the appointment of a Quality Officer, staff training, development of documented procedures, internal audits, management reviews, and certification audits.

1.3 As a result of these efforts, AIS Maldives successfully achieved ISO 9001:2015 certification on 9 January 2025. The initiative strengthened organizational processes, enhanced staff awareness and participation, and established a framework for continual improvement aligned with ICAO quality management principles.

1.4 The paper also highlights key lessons learned, including the importance of leadership commitment, staff engagement, continuous training, and regular audits. Future priorities focus on sustaining compliance, strengthening AIS–AIM modernization, enhancing digital transformation, and promoting a culture of continual improvement and quality assurance.

2. DISCUSSION

Implementation Phases

2.1 Phase I – Planning and Procurement

Key activities undertaken during the initial phase included:

- a) Appointment of a dedicated Quality Officer.
- b) Evaluation of consultancy services from October to November 2023, with the implementation partner selected on 21 November 2023.
- c) Signing of the service agreement with the certification body on 1 September 2024.
- d) Establishment of a Non-Disclosure Agreement (NDA) on 19 December 2024.

Outcome

An institutional framework for QMS implementation was established, supported by external technical expertise and organizational commitment.

2.2 **Phase II – System Development and Training**

Major activities during this phase included:

- a) Conducting the ISO 9001:2015 launch meeting on 22 September 2024.
- b) Delivering QMS awareness and implementation sessions for AIS personnel in October 2024.
- c) Developing process flow diagrams, documented procedures, and supporting documentation during October–November 2024.
- d) Endorsement of the Quality Policy by the Managing Director of Maldives National Air Traffic Services on 4 December 2024.

Outcome

A documented, process-based QMS was developed with clear leadership commitment and staff participation.

2.3 **Phase III – Internal Audit and Organizational Readiness**

Activities completed during this phase included:

- a) Conducting Internal Auditor Training in December 2024.
- b) Performing SWOT analysis and internal audits in December 2024.
- c) Conducting staff awareness sessions and Management Review Meetings.

Outcome

The internal audit process validated organizational readiness and identified opportunities for improvement prior to certification.

2.4 **Phase IV – External Audit and Certification**

Final implementation phase included:

- a) Conducting the certification audit from 23–24 December 2024.
- b) Submission of the Corrective Action Plan on 29 December 2024.
- c) Achievement of ISO 9001:2015 certification on 9 January 2025.

Outcome

AIS Maldives successfully established and demonstrated an effective Quality Management System aligned with ICAO quality management principles and ISO 9001:2015 requirements.

2.5 Lessons Learned

- a) The QMS implementation journey highlighted several important lessons:
- b) Strong leadership commitment is essential for successful implementation.
- c) Early staff engagement improves ownership and acceptance of organizational changes.
- d) Process mapping and documentation require effective interdepartmental coordination.
- e) Internal audits play a critical role in identifying gaps before certification audits.
- f) Continuous communication and recurrent training are necessary to sustain QMS effectiveness.

2.6 Future Focus Areas

AIS Maldives will continue to strengthen and enhance its QMS through the following initiatives:

- a) Promoting continual improvement and ongoing compliance monitoring.
- b) Strengthening performance measurement and aeronautical data quality assurance.
- c) Supporting national and regional AIS–AIM transition initiatives.
- d) Enhancing digitalization and information management capabilities.
- e) Expanding competency development and training opportunities for personnel.

2.7 Conclusion

- a) The successful implementation and certification of the AIS Maldives Quality Management System represent a significant milestone in strengthening aeronautical information management within the Maldives FIR.
- b) The achievement demonstrates AIS Maldives' commitment to ICAO Standards and Recommended Practices (SARPs), operational excellence, data integrity, and continual improvement. AIS Maldives remains committed to collaborating with regional and international partners in advancing AIM modernization and sharing implementation experiences for the benefit of the wider aviation community.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) note the information contained in this paper.

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