

The Global Voice of Pilots



IFALPA

An international not-for-profit organization, IFALPA represents over 100,000 pilots in nearly 100 countries.

The mission of the Federation is to promote the highest level of aviation safety worldwide and to be the global advocate of the piloting profession; providing representation, services, and support to both our members and the aviation industry.



IFALPA's Technical and Safety Role

- Identify areas for improvement and development
- Provide expert input for international SARPs and guidance material
- Produce specific safety publications
- Participate in safety workshops and seminars





Working Together

A cycle for safety improvement



Air line **pilots** identify an area where safety and/or efficiency could be improved

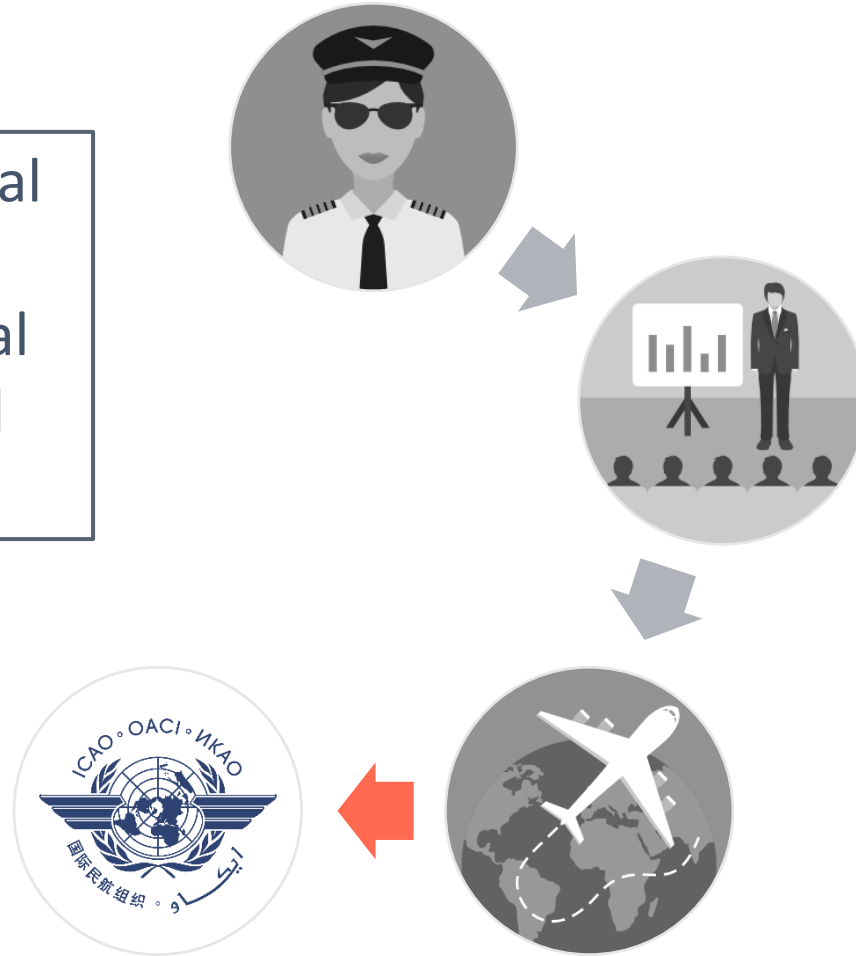


They bring their ideas to national and international **technical committees** for discussion and improvement



These ideas are reviewed and accepted by the **global pilot** community

Once accepted, IFALPA technical experts work with **ICAO** and **States** to improve international standards and recommended practices



ICAO Member **States**
adopt the new
Standards into their
national aviation
legislation



Pilots, operators
and **States** benefit
from the improved
safety and efficiency
of international civil
aviation

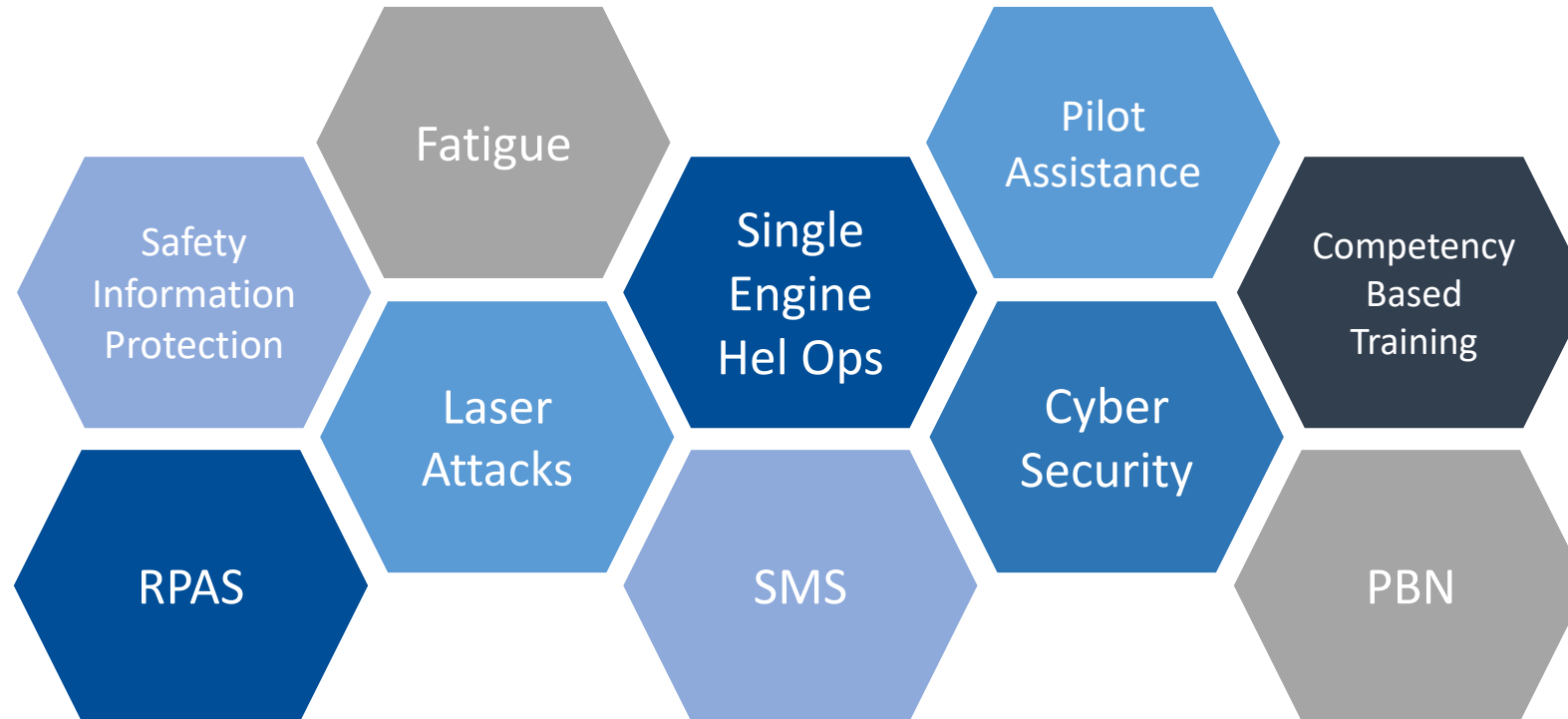




IFALPA on the International Stage

The pilot voice at ICAO

Some of the subjects





What Else Do We Do?

International cooperation and leadership

Technical and Safety Publications

Information for pilots by pilots.

Standing Committees and IFALPA Staff prepare various types of publications for the benefit of our members and the aviation community.

These are used to provide the pilot perspective outside of the formal ICAO structure.



Technical and Safety Publications



17POS08

09 May 2017

Unmanned Aircraft Systems

Background

IFALPA strives for protecting and enhancing aviation safety by the highest standards and promoting a single level of safety worldwide for all users of civilian airspace. This is especially important when introducing a new technology sector into civilian airspace such as Unmanned Aircraft Systems (UAS).

IFALPA welcomes and recognizes the potential benefits of this new technology. It is critically important to ensure the safe integration of UAS into the common civilian airspace.

Size, performance, type of operation and intended use of UAS vary to a much greater extent than in manned aviation. UAS can vary in size from below 250 grams (similar to a model aircraft) up to UAS with a wingspan similar to that of a Boeing 737. Their use can vary from local to intercontinental flights and from low altitudes up to very high altitudes. They often have unconventional shapes, with widely differing operating characteristics and a large spectrum of performance capabilities.

Accordingly, for IFALPA, three different aspects are paramount:

1. General
2. Unmanned Aircraft (UA) as a collision threat to manned civil aviation in general and in particular in lower airspace and near aerodromes;
3. UA as participants integrated into common airspace.

1. General

Although the innovations and technological advances brought by UAS have rapidly progressed, their introduction into non-segregated airspace cannot take place without consideration of existing users. On the contrary, they are being introduced into a highly regulated, often crowded sky. The rules and regulations, which govern these skies, have been written over the history of manned aviation.

POSITION 1: IFALPA believes that all UAS should be integrated into common airspace. Accommodation should only be a temporary measure.

Only one-sky is available for all aviation users. Users with different tasks and roles and with different performance and size characteristics need to share the same airspace – this is generally done via the principle of integration. All users operate according to similar principles and a framework which makes them compatible to the extent necessary. Airspace users that are unable to comply with these common principles are normally separated and kept clear from other traffic. These non-compliant airspace users receive the services necessary to allow operations – a principle referred to as accommodation. This practice however, reduces



16SECBLO1

06 December 2016

Cyber Threats

INTRODUCTION

IFALPA has published a Position Paper on Cyber Threats articulating its concern about the possibility of a cyber-attack against an aircraft, ground facility, or other critical infrastructure resulting in unsafe situations or ultimately even loss of life. In this document some guidelines are provided that could help in establishing an environment in which this threat is fully understood and managed and the risk has been brought down to an acceptable level.

GENERAL

The typical commercial flight operation, whether passenger or cargo, generates and requires a large amount of data that is critical to the safe operation of the aircraft. This data is normally stored on computers and transmitted across networks to other computers, both on the ground and on board the aircraft. This transfer of data is critical and integral to the operation of a modern commercial aircraft. Much of the technology and communication protocols currently in use was developed at a time when aircraft were relatively unconnected to the outside world, and therefore most of the systems are not designed to protect the information they carry. Although some initiatives have been taken to improve this, most airborne systems are still inherently insecure.

It is important to understand that the majority of the damage caused by cyber-attacks is suffered by untargeted systems. Malware designed to attack a certain goal, will also penetrate other systems that then are so to speak 'collateral damage'. Therefore, the cyber threat aviation is facing is not only originating from those that intentionally want to bring down an aircraft, but even more from malware that was designed for other purposes.

With this in mind, security should be considered throughout all communications pathways and applications. As with anything, the system will only be as strong as its weakest component. This security should protect data through its entire lifespan, from initial creation to final disposal. The information should be protected not only when in motion (i.e. while traveling on a network), but when at rest as well.

SOFTWARE

Providers of software (including firmware) and operating systems should be able to demonstrate adequate security measures that have the ability to protect from both without and within. Vendors of these systems must provide updates on a regular basis and additional updates that resolve security issues shortly after they have become known.

In addition, applications should be demonstrated to function only in their intended manner. Commercially available "off-the-shelf" applications should be avoided, as they are more easily subject to security issues. Both operating systems and applications need to be designed to be highly resistant to unexpected conditions or unwanted actions initiated by users or by malicious software. Diversification of operating systems may reduce vulnerability.

Page 1 of 4



17SAB01

05 January 2017

FAA Suspends OPD Arrivals for Atlanta International Airport

Our Member Association, ALPA-I has updated the following bulletin regarding operations at KATL:

BACKGROUND

Recently, ALPA issued Safety Bulletin 2016-03 alerting flight crews to ambiguities while flying RNAV STAR OPD procedures for Hartsfield-Jackson Atlanta International Airport (KATL).

The ambiguities resulted in numerous un-intentional pilot deviations and filing of ASAP reports. Effective immediately, OPD procedures have been suspended for KATL and NOTAMS were published on December 23, 2016. All published speed and altitudes, including MACH to airspeed transitions have been removed. Flight crews are expected to fly the lateral path of arrival procedures and air traffic control will issue speed and altitudes. Eight procedures were directly impacted by the change.

VYPR ONE ARRIVAL	RAGG ONE ARRIVAL	SMOOV ONE ARRIVAL	CHOPI ONE ARRIVAL
WINNG ONE ARRIVAL	PECHY ONE ARRIVAL	STOWL ONE ARRIVAL	DRMMM ONE ARRIVAL

RECOMMENDATIONS

1. Thoroughly review all NOTAMs, charts, and procedures for additional changes to instrument procedures and flight operations.
2. Follow company guidance and Standard Operating Procedures.
3. Continue filing ASAP reports from any anomalies while operating into KATL.

ALPA will continue to work with air traffic controllers and the FAA to resolve issues. ALPA encourages pilots to continue to file ASAP reports whenever the need arises, and communicate with their airline Flight Operations management regarding any flight safety issues or concerns. Pilots from international airlines should file safety reports through their airlines and authorities.

Please direct any questions and concerns to Engineering and Air Safety at esaa@alpa.org or (800) 424-2470.

PLEASE NOTE: This IFALPA Safety Bulletin, 17SAB01, supersedes the previous Safety Bulletin on the topic, 16SAB12.

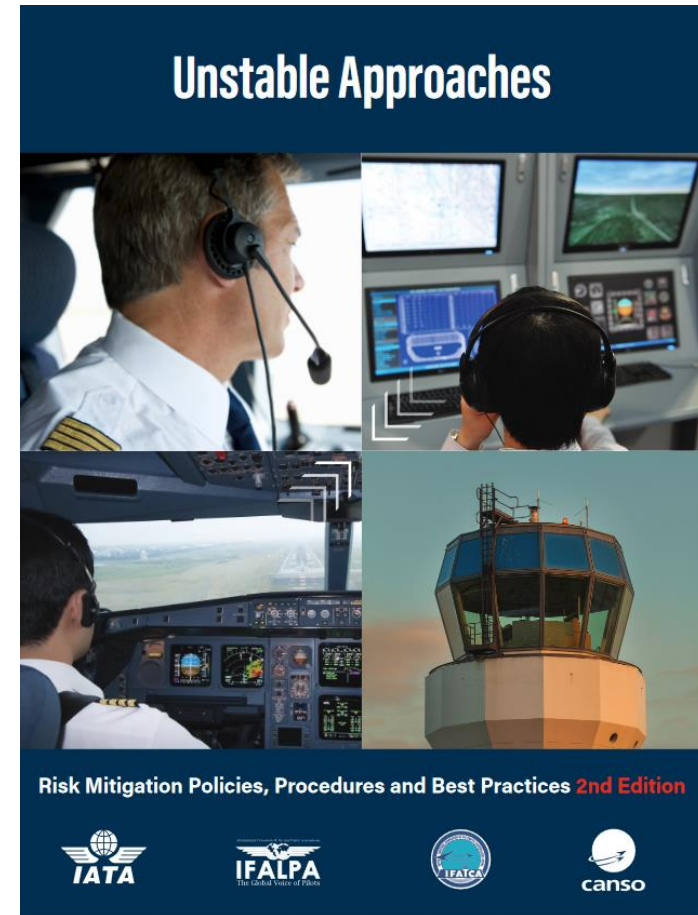
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IFALPA provides this data for information only. In all cases pilots should follow their company's guidance and procedures. In the interests of flight safety, reproduction of this publication in whole or in part is encouraged. It may not be offered for sale or used commercially.
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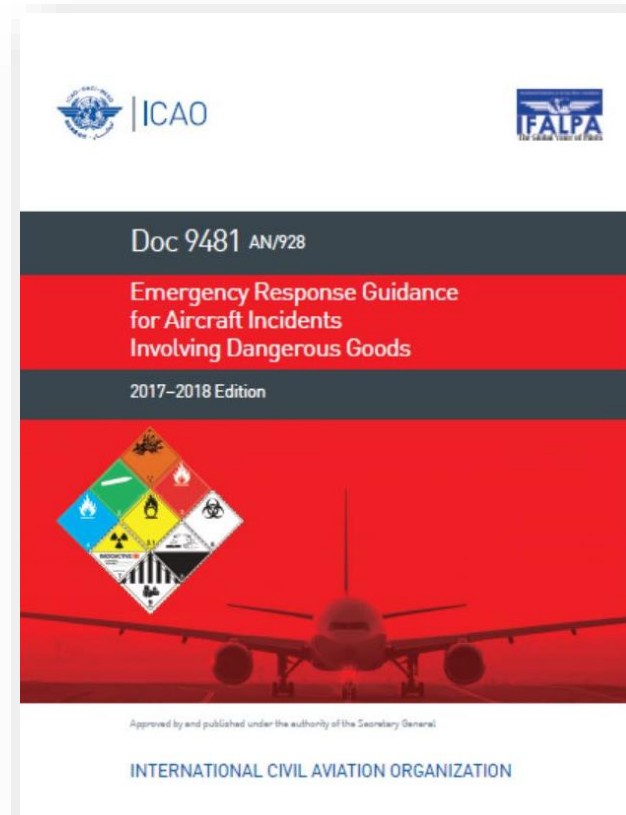
International Guidance

Recognizing the value of **multiple viewpoints** in the development of guidance material, the **community** of international aviation safety organizations are **working together** to produce effective guidance material.

IFALPA technical experts provide the **Pilots' perspective** for this important work.



International Guidance





NOTAMS

A pilot's perspective

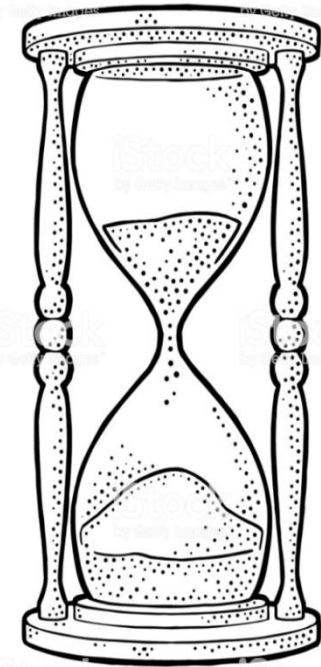


Preflight preparations

- 60 – 90 minutes before scheduled time of departure
 - Flight information
 - Status of aircraft
 - Possible defects
 - Minimum Equipment List-items (MEL) affecting operability
 - Operational information / Crew Information System
 - Weather information and NOTAMs
 - Departure airport
 - Destination airport
 - Alternate airports
 - FIRs
 - Use information to create general awareness of operational status of airspace and airfields planned for use

What are we looking for?

- Aerodrome/ATC availability?
 - RWY/NAV aid availability?
 - TWY closures, non-standard routing?
 - Anything affecting normal traffic flow?
 - Any other items affecting normal operations?
- ***Create and improve situational awareness***
- ***Irregularities requiring anticipation => FUEL***





Let's generate a brief for an example flight: An Airbus 330 flying from Munich to Singapore.

START BRIEFING



IFALPA

FLIGHT BRIEF

A330-243

EDDM-WSSS

FUEL: 61,746 kg

RUNNING PLAN



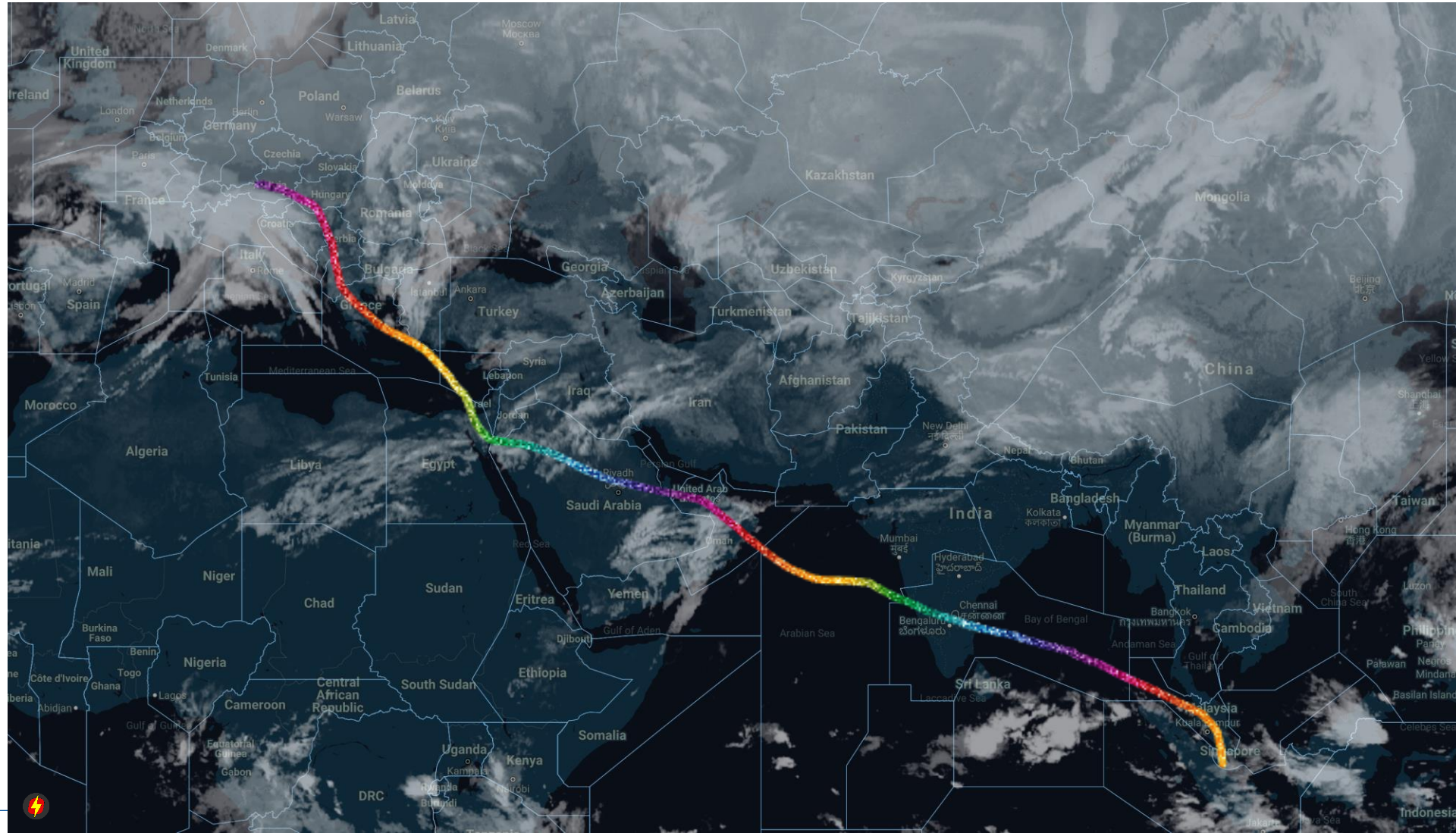
ADDING WEATHER

GETTING NOTAMS

MORE NOTAMS

EVEN MORE NOTAMS

BRIEFING READY



FLIGHT BRIEFING

NOTAMS

NOTAMS

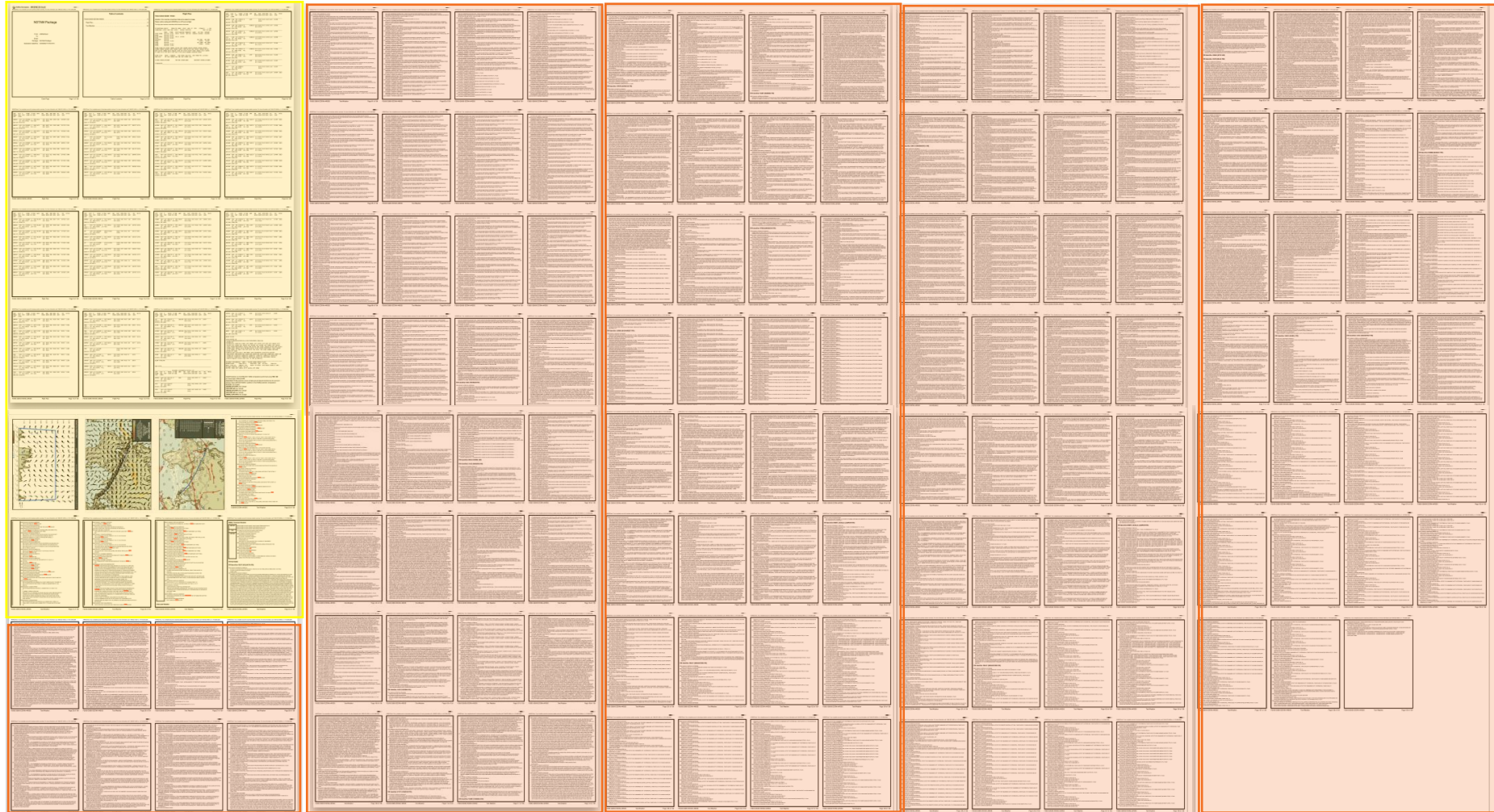
NOTAMS

NOTAMS

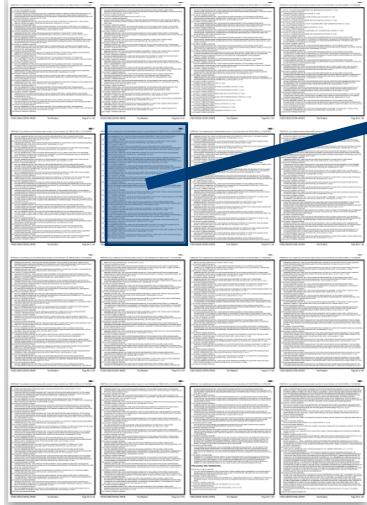
NOTAMS



Here's the brief we made: let's take a look.



The image displays a large grid of briefing pages, organized into five vertical columns. The first column is highlighted with a yellow border and contains several pages, including a page with a map and a page with a table. The remaining four columns are highlighted with an orange border and contain multiple pages of text, likely NOTAMS, arranged in a grid format. The pages are densely packed with text and some include small diagrams or maps.



0230-0930 1330-1630 VED-68 SIKKIM FIELD FRNG RANGE ACT FL / FL199
 VECF A0181/21 01FEB0300-06FEB1000
 0300-1000 VED-56 DARANGA FIELD FRNG RANGE ACT FL / FL131
 VECF A0168/21 01FEB0230-26FEB1230
 01-05 08-12 15-19 22-26 0230-1230 DONGABAHAL PROOF RANGE ACT WI COORDS 202000 TO 202400N AND 0831100 TO 0831900E
 FL / FL030
 VECF A0167/21 03FEB0130-27FEB1430
 03-05 10-13 15-18 24-27 0130-0830 0930-1430 VED-50 ACT AND BPTA FLY WILL BE CARRIED OUT WI COORD: POINT A 191740.33N
 0845512.40E, POINT B 191044.80N 0844722.85E, POINT C 185601.96N 0845238.50E, POINT D 191219.81N 0851455.09E AND POINT A
 191740.33N 0845512.40E FL / FL200
 VECF A0146/21 01FEB0200-27FEB1300
 01-06 08-13 15-20 22-27 0200-0329 1031-1300 ARTILLERY FRNG ACT BY PXE WILL TAKE PLACE WI AREA BOUNDED BY POINT
 A(212730N 0870200E) POINT C(211140N 0871900E) POINT B(210400N 0865130E) AND THEN TO POINT A(212730N 0870200E) ALONG
 THE COASTLINE FL / FL249
 VECF A0112/21 16JAN0110-31MAR1200
 0110-0400 1030-1200 FREE HOT AIR BALLOON FLT ACT WILL TAKE PLACE WI AREA BOUNDED BY 10NM FM COORD 242853.02N
 0800123.43E FL / FL050
 VECF G0020/21 13JAN1048-27JAN2359 EST
 ATS ROUTE CONNECTIVITY FOR FLIGHT PLANNING AND OPERATIONS TO/FROM DARBHANGA AIRPORT (VEDH) IS AS BELOW:
 VERTICAL LIMIT: FL100/FL250 AIRSPACE CLASSIFICATION: CLASS D LONGITUDINAL SEPARATION: 50NM ROUTE WIDTH: 20 NM
 DETAILS OF THE ROUTINGS ARE AS BELOW: 1) FROM/TO ATS ROUTES R325/Q18/W105 (BI-DIRECTIONAL): -TAXOP - RUKNI- TR
 309/129 - 34.3 NM - MFA /4000 FEET- VEDH (261138.94N 0855455.38E), 2) FROM PPT VOR (UNI-DIRECTIONAL EB ONLY): - PPT VOR -
 TR051/ - 57.4 NM - MFA/4000 FEET - VEDH (261138.94N 0855455.38E), 3) TO PPT VOR (UNI-DIRECTIONAL WB ONLY): - VEDH
 (261138.94N 0855455.38E) - TR300/ - 16.2 NM - IPLAS - MFA/4000 FEET - G335 - PPT VOR ATS UNIT FREQ: DHARBHANGA TOWER:
 123.5 MHZ PATNA APPROACH: 121.1 MHZ (APP), 118.3 MHZ (TWR) KOLKATA ACC: 133.75 MHZ, 132.25 MHZ, 126.1 MHZ AND 120.1
 MHZ FL100 / FL250
 VECF G0019/21 13JAN1045-27JAN2359 EST
 CONTROL ZONE FOR DARBHANGA (IAF) AIRPORT (VEDH) IS ESTABLISHED AS BELOW: - CIRCULAR AREA CENTRED ON ARP
 DARBHANGA AIRPORT (261138.94N0855455.38E) WITHIN A RADIUS OF 15 NM. VERTICAL LIMIT: FL65/GND, AIRSPACE
 CLASSIFICATION: CLASS - D, CONTROLLING UNIT: DARBHANGA TOWER, FREQUENCY: 123.5 MHZ, TELE FAX: 06272-225022 AND
 WATCH HOURS: HQ, FL / FL065
 VECF A0085/21 14JAN0200-20FEB1130
 0200-1130 AERIAL LIDAR SURVEY WILL TAKE PLACE WI AREA: 241200N0875900E, 241200N0882500E, 225300N0884100E,
 220400N0881000E, 220700N0875200E, 231000N0881200E, 232600N0880000E, 241200N0875900E FL037 / FL050
 VECF A0053/21 11JAN0130-31MAR1200
 0130-0400 1000-1200 FREE HOT AIR BALLOON FLT ACT WILL TAKE PLACE WI AREA BOUNDED BY 12NM FM COORD 234331.02N
 0810144.43E FL / FL050
 VECF A0052/21 11JAN0130-31MAR1200
 0130-0400 1000-1200 FREE HOT AIR BALLOON FLT ACT WILL TAKE PLACE WI AREA BOUNDED BY 12NM FM COORD 220848.01N
 0803929.47E FL / FL050
 VECF A0033/21 08JAN0430-06FEB1130
 0430-1130 HOSTING OF ONE NON-LIT TETHERED SKY BALLOON WILL TAKE PLACE AS PER FLW DETAILS: 1) COORD: 232241.28N
 0882033.36E 2) BASE COLOR OF BALLOON: WHITE 3) DIAMETER OF BALLOON: 12FT 4) SHAPE OF BALLOON: PEARL SHAPE FL /
 FL001
 VECF A0032/21 08JAN0430-06FEB1130
 0430-1130 HOSTING OF ONE NON-LIT TETHERED SKY BALLOON WILL TAKE PLACE AS PER FLW DETAILS: 1) COORD: 223113.80N
 0882403.24E 2) BASE COLOR OF BALLOON: WHITE 3) DIAMETER OF BALLOON: 12FT 4) SHAPE OF BALLOON: PEARL SHAPE FL /
 FL001
 VECF A0016/21 03JAN2359-04APR2359 EST
 VHF AG VOICE COM FREQ 125.775 MHZ WILL BE IN OPS ON TEST BASIS ALONG THE ATS ROUTE SEGMENTS WI INDIAN
 AIRSPACE AS FOLLOWS: 1. ON A201 BTN ANSOS TO AAT 2. ON B465 3. ON A599 ALTN FREQ 132.25 MHZ GND/FL460 FL / FL460
 VECF G0185/08 29OCT1130-PERM
 VIDE NOTAM NO.G0013/07 DATED 22ND JANUARY 2007 IT WAS INDICATED THAT IN TERMS OF AIR TRAFFIC CONTROL
 ENHANCEMENT AND FINANCING SERVICES AGREEMENT EXECUTED BETWEEN IATA AND AIRPORTS AUTHORITY OF INDIA
 EFFECTIVE 2ND FORTNIGHT OF JAN 2007 THE RNFC FOR AIRCRAFTS OVERFLYING INDIAN FIRS WILL BE INVOICED AND
 COLLECTED BY IATA ON BEHALF OF AAI. IN TERMS OF SUPPLEMENT/AMENDMENT TO THE ABOVE AGREEMENT, IN ADDITION TO
 THE ABOVE, IATA WOULD BE COLLECTING CHARGES FOR THE PERIOD 1ST APRIL 1995 TO 15TH JAN 2007 WHICH HAVE BEEN
 PREVIOUSLY INVOICED BY AAI BUT NOT SETTLED BY THE OPERATORS.
 VECF G0047/01 03APR2300-PERM
 UNLESS SPECIFICALLY PERMITTED BY DGCA, NO ACFT IS PERMITTED TO ENTER INDIAN AIR SPACE IF DURING THE COURSE OF
 ITS FLIGHT, IT HAS MADE A LANDING OR IS GOING TO MAKE A LANDING AT ANY PLACE IN THE TALIBAN CONTROLLED AREAS OF
 AFGHANISTAN. THIS IS IN PURSUANCE OF OPERATIVE PARAGRAPH 11 OF UN SECURITY COUNCIL RESOLUTION 1333. ANY
 VIOLATION OF THIS PART OF THE RESOLUTION WOULD LEAD TO DENIAL OF FUTURE PERMISSION TO FLY INTO INDIAN AIR
 SPACE.

1 page = 10-15 NOTAMs
 120 pages = 1200-1800 NOTAMs

For each NOTAM, crew must:

1. Read
2. Understand
3. Decide if relevant to flight

How long does this
 take for each NOTAM ...



**1200 NOTAMs (best case)
x 5 seconds each (best case)**



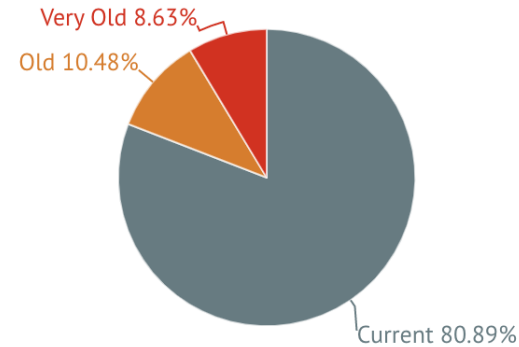
Time required:
1 hour 40 minutes



In airline and commercial operations, the time available for the complete crew briefing is no more than **20 minutes**. It is not possible to read and digest 120 pages of NOTAMs. The result: **vital, safety-critical information is missed.**

The **Old NOTAMs** problem

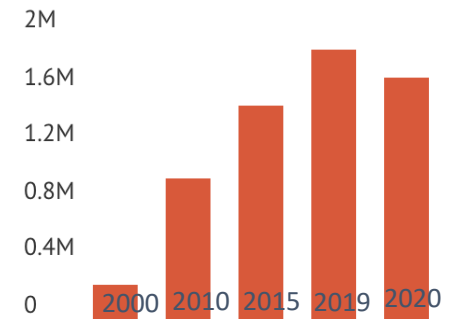
- The key issue is **volume**.
Year
2000: 250,000
2020: 1.7 million NOTAMs issued.
- Volume increasing by **~100,000** annually on average.
- 20 years ago the briefing package would have been not 120 pages, but more like 40 pages – usable.



2020: 1.7 million NOTAMs issued, up from 250,000 in 2000.



20% (numbering 7,000) of all active NOTAMs are **old**.



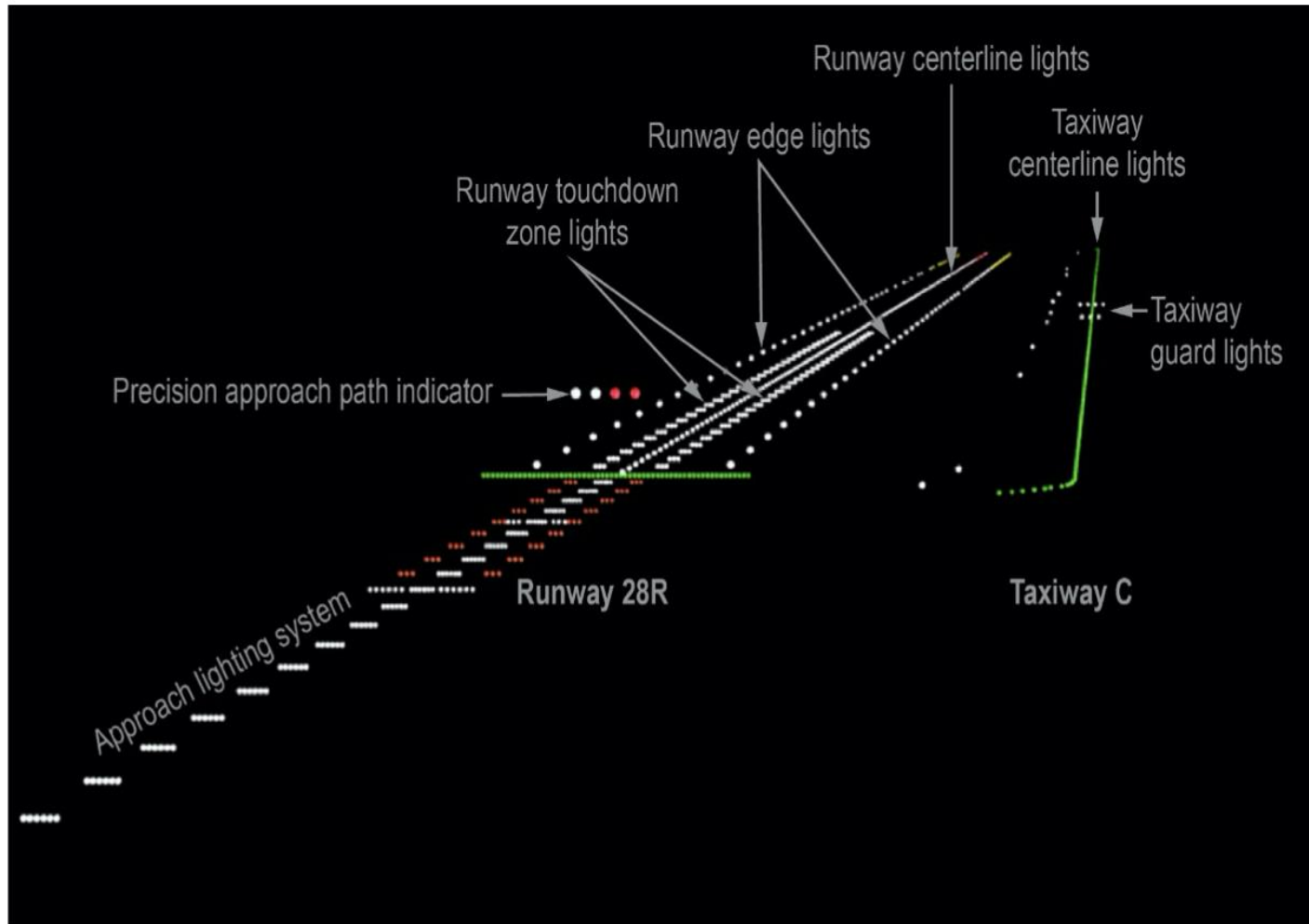
NOTAM for AC 759 flight to SFO



ACA 0759 CYYZ/KSFO 08.JUL.2017/0055z [printed: 07JUL/2313z]



SFO 10.Apr.2017 0700z - 30.Nov.2017 1200z DA4069/17
SFO 047069 SFO OBST CRANE (ASN 2016-AWF-2357-NRA) 373703N1222260W
(0.4NM WSW SFO) 251FT (240FT AGL) FLAGGED AND LGTD
1704100700-1711301200



Captain had been awake for 19h

Demanding flight through area of thunderstorms

Failure to use available navigation aids

Procedural errors while flying the approach

Expectation bias

IFALPA's Participation on NOTAMs



International Civil Aviation Organization

WORKING PAPER

IMP/WG-A/4-WP/15
02/07/2020

INFORMATION MANGEMENT PANEL (IMP)

**FOURTH MEETING OF THE
AERONAUTICAL INFORMATION MANAGEMENT WORKING GROUP (IMP/WG-A/4)**

Virtual, 06 to 09 July 2020

Agenda Item 3: NOTAM Replacement System

PLEA LETTER TO REDUCE AMOUNT OF NOTAM

(Presented by Lauri Soini)

SUMMARY

This working paper presents a draft plea letter to be published by IFALPA with the objective to act as a short-term solution to reduce the amount of NOTAM. The aim of the letter is to focus on NOTAM which violate the requirement for NOTAM not to exceed three months duration, as spelled out in PANS AIM. The intended outcome of the plea letter is to encourage NOFs to reduce NOTAM with duration in excess of three months.

The International Federation of Air Line Pilots' Associations



22 September 2020

AIS Community

Dear Madam, Dear Sir;

The International Federation of Air Line Pilots' Associations (IFALPA) is the global voice of pilots. An international not-for-profit organization, IFALPA represents over 100,000 airline pilots in nearly 100 countries. The mission of IFALPA is to promote the highest level of aviation safety worldwide.

On behalf of the global pilots represented by IFALPA, we are reaching out to you with deep concerns regarding aviation safety through information management and presentation, because we believe you play a crucial role in this matter.

NOTAMs (Notices to Airmen) contain information concerning the establishment, condition or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to personnel concerned with flight operations. Pilots depend on this information for the safe conduct of our operations and the safety of our passengers.

Within the last 10 years, there has been a significant increase in the volume of published NOTAMs which has led to a situation where the volume of NOTAMs overwhelms the capacity of the end users i.e. pilots and dispatch officers, to review and assess the information in a timely manner. This has resulted in several incidents where safety-critical information was missed. NOTAMs are supposed to support situational awareness but currently, they do the exact opposite. This simply cannot continue; it is unacceptable.

Make (old) Notam History Campaign



For every unreadable NOTAM, there is a pilot who must read it

001558.1E MAX ELEV AGL 80.2M/263.1FT MAX ELEV AMSL
6.7M/645.5FT ROTATING JIB 67M ICAO SIGNAL UNPROVIDED.
46 2018 UNTIL PERM. CREATED: 24 MAY 13:46 2018. THIS NOTAM
ISSUED TO STATE THAT TURKISH NOTAM A2419/05 LGGGNYX IS
MISLEADING AND UNACCEPTABLE SINCE GREECE HAS NEVER
REFUSED TO PROMULGATE A RELEVANT NOTAM. ON THE CONTRARY
RELATIVE NOTAM A1674/05 LGGGNYX, DATED 15 MAY 2005, HAS BEEN
ISSUED ANNOUNCING THE SAID TURKISH MILITARY EXERCISE
ACTIVITIES WITHIN ATHINAI FIR. FURTHERMORE HELLENIC CAA
INFORMED TURKEY, BY COORDINATION MESSAGE, THAT AS THE
COMPETENT AUTHORITY TO ISSUE NOTAMS ONLY WITHIN ATHINAI
ACCORDING TO ICAO RULES AND REGULATIONS, HAS ALREADY
ISSUED NOTAM A1674/05 LGGGNYX FOR ALL FOUR EXERCISE
WHICH LIE WITHIN ATHINAI FIR ACCORDING TO THE
ICAO AERONAUTICAL CHARTS AND RELEVANT ICAO
AGREEMENTS. CONSEQUENTLY, THE ABOVE SAID
TURKISH MILITARY ACTIVITIES NOT ONLY WITHIN
FIR BUT ALSO WITHIN ATHINAI FIR WHERE IN THE
COMPETENT AUTHORITY TO PROMULGATE AND
IS THE HELLENIC CAA. IN COORDINATION THE AN
AND THEREFORE IT IS CONSIDERED NULL AND

Digital Notams



Departure airport

DEP **SABE - AEP - BUENOS AIRES/AEROPARQUE**

RWY 13

AGE	NOTAM NUMBER	START	END	
9 days	SABE - A3911/22	01 AUG 2022 - 15:51	03 SEP 2022 - 15:00	☆

NDB/LI N 375 KHZ **RWY 31 U/S**

FULL

AGE	NOTAM NUMBER	START	END	
111 days	SABE - A1883/22	20 APR 2022 - 21:00	01 JAN 2038 - 00:00	☆

IN AD 2.19 RADIOAYUDAS PARA LA NAVEGACION Y EL ATERRIZAJE NDB/LI P 280 KHZ **RWY 13 OM RWY 13, MM RWY 13 NOT AVBL. ILS/LOC AE 109.5 MHZ CAT II WO RESTRICTION MODIFY AIP VOL...**

FULL

AGE	NOTAM NUMBER	START	END	
9 days	SABE - A3910/22	01 AUG 2022 - 15:48	03 SEP 2022 - 15:00	☆

NDB/LI P 280 KHZ **RWY 13 U/S**

FULL

AGE	NOTAM NUMBER	START	END	
436 days	SABE - A2861/21	31 MAY 2021 - 18:13	01 JAN 2038 - 00:00	☆

IN CHART STAR **RWY 31 SURBO 2B-SARGO 7D-KOVUK 7D-TENIL 7D- BELGRANO 7D-VALOS 7D-ASADA 7D IN NAME CHART WHERE IT READS SARGO 7D IT MUST READS UGIMI 7D, IN PLAIN VIEW...**

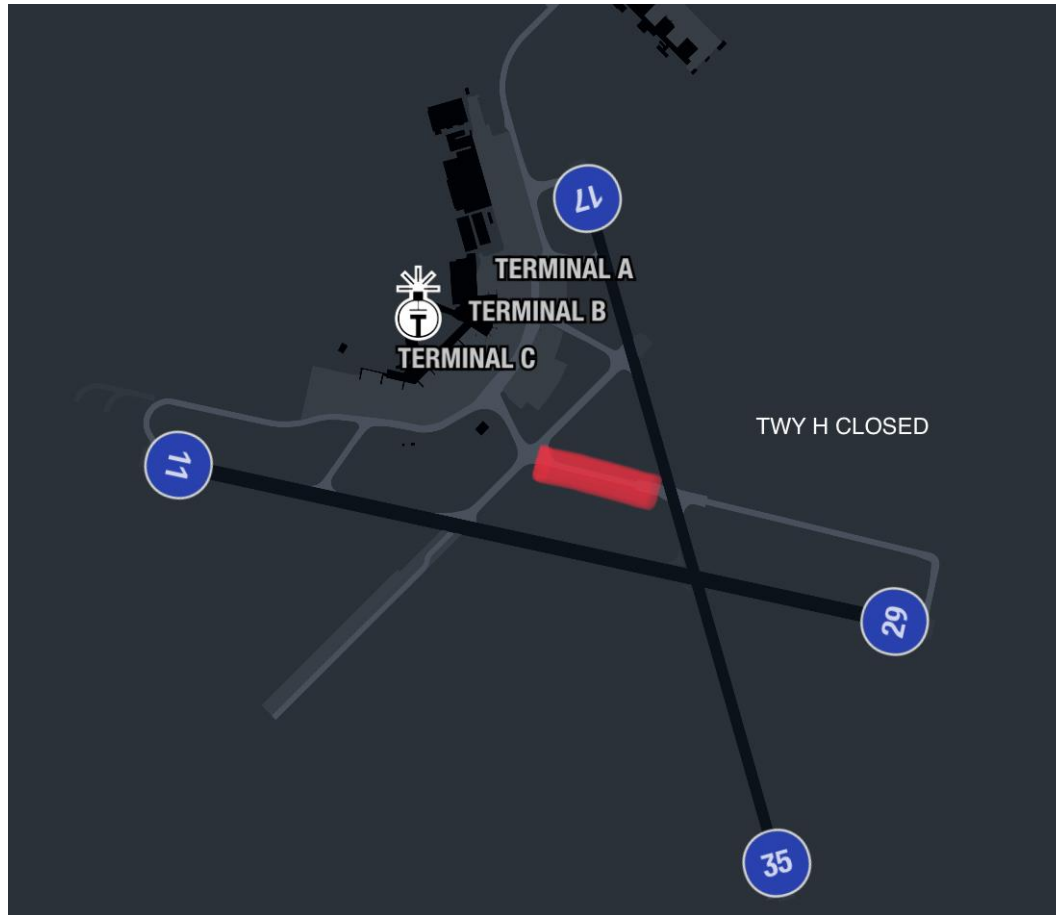
FULL

AGE	NOTAM NUMBER	START	END	
2645 days	SABE - A2459/15	14 MAY 2015 - 17:50	01 JAN 2038 - 00:00	☆

IN ORDER TO ENHANCE THE AIRSPACE USE RADAR ASSISTANCE IS PROVIDED FOR INSTRUMENT APPROACHES INSIDE AEROPARQUE CTR TO KEEP IN SEQUENCE.....

FULL

SIMPLE & EASY TO UNDERSTAND



PLEASE FOLLOW IFALPA ONLINE



Thank you!



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facebook.com/ifalpa



ifalpa.org