Albcontrol

ANNUAL REPORT

2021

AIR NAVIGATION
SERVICES OF ALBANIA

www.albcontrol.al

AIR NAVIGATION SERVICES OF ALBANIA

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"ALBCONTROL" SHA

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2021   FIGURES

Total Number of Flights   155,544

International Departures and Arrivals   25,978 (16.7%)

Overflights   127,794 (82.16%)

Exempted   1,772 (1.14%)

Peak of the Day   1038 flights (10 August 2021)

Size of Controlled Airspace   36,000 km^2

COMPANY PROFILE

HISTORY

ALBCONTROL manages and controls the airspace of Albania in full compliance with the national and international standards of the air navigation services. Our company is a 100% state-owned joint stock company, property of the Ministry of Finances and Economy, established since 1992.

ALBCONTROL is a member of EUROCONTROL since 2003. In 2009 ALBCONTROL joined CANSO and starting from January 2016, it is a full member of CANSO Region Europe.

VISION

Being responsive to the dynamic of the requirements of customers' need, we are determined - based on safety and investments, to be an important growing factor in the international level of the Air Navigation Service Providers.

MISSION

The mission of ALBCONTROL is to provide air navigation services in the Albanian FIR, in compliance with the international standards regarding safety, quality, and environmental care, and to be customer oriented.

ALBCONTROL uses its human resources and the operational, technical and financial assets to successfully execute its mission, to reduce the delays in operations in order to increase the air traffic capacity.

The cooperation with the neighboring countries and partners in the air navigation arena is of paramount importance to successfully achieve our mission.

MAIN ACTIVITIES OF ALBCONTROL

- ❖ Air Traffic Management
- ❖ Aeronautical Information Service
- ❖ Communication
- ❖ Navigation
- ❖ Surveillance
- ❖ Meteorological Services

36,000 km^2 Controlled Airspace
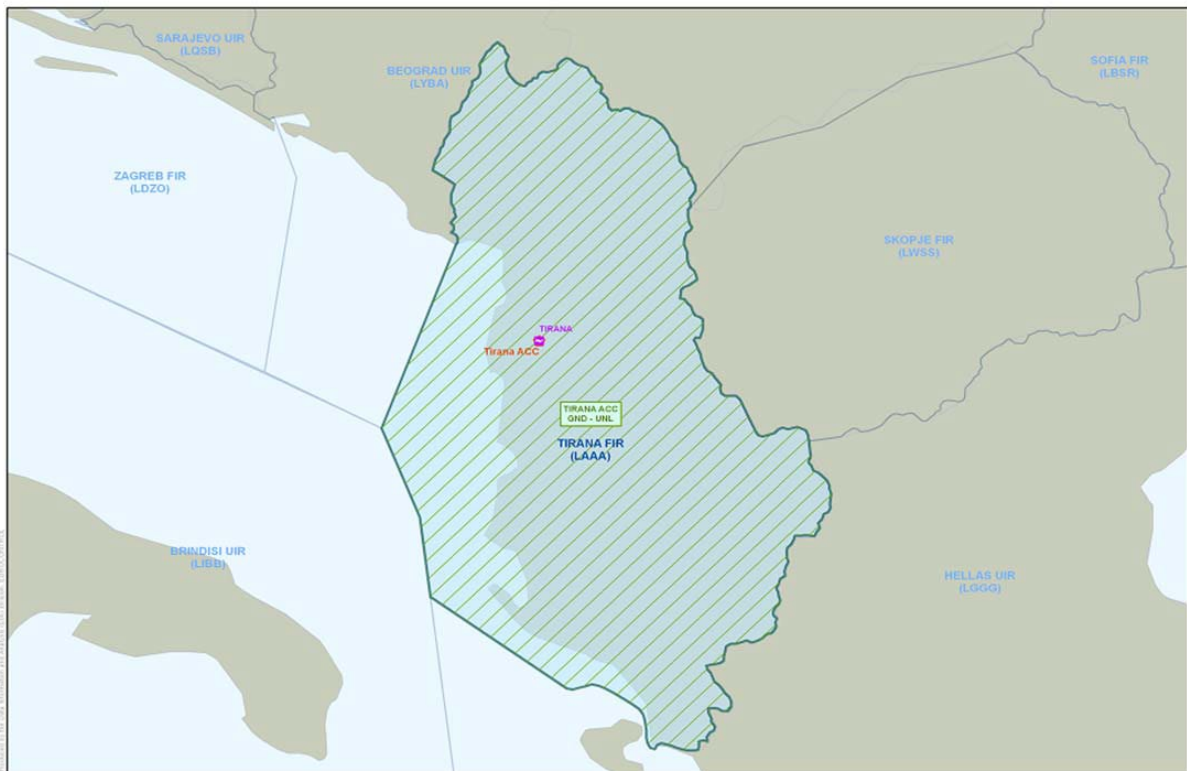
MAJOR CUSTOMERS

Major En-Route Customers 2021

TURKISH AIRLINES THY

RYANAIR

AEGEAN AIRLINES

AIR FRANCE

BRITISH AIRWAYS BA

EGYPTAIR

SAUDIA

LUFTHANSA

ETHIOPIAN AIRLINES

WIZZ AIR HUNGARY LTD

Major Terminal Customers 2021

WIZZ AIR HUNGARY LTD

AIR ALBANIA

ALBAWINGS

LUFTHANSA

AUSTRIAN AIRLINES

WIZZ AIR UK LTD

PEGASUS TURKEY

AEGEAN AIRLINES

ALITALIA SAI SPA AS

BRITISH AIRWAYS BA

CUSTOMER SATISFACTION

To ensure the optimal delivery of the air navigation services, ALBCONTROL on yearly basis, obtains a large amount of quality feedback, through a detailed Customer Satisfaction Questionnaire from various airlines. Our Customer Satisfaction program helps us to understand our customers' operational needs and expectations, and in turn we undertake the necessary improvements in terms of technology and procedures aiming at continuing to deliver the best possible services. Simultaneously, it contributes to meeting our customer consultation obligations in compliance to the Minister of Infrastructure and Energy Order 26/2021, transposing Regulation (EU) 2017/373.

Always focusing on the safety, efficiency and cost effectiveness of the air navigation services, ALBCONTROL uses the Customer Satisfaction data to be proactive to refine investments' plans and to improve the operations and quality of service.

Customer Satisfaction Indicator

AIS + ATS + MET

Year	Score	Customer Satisfaction Indicator
2014	2383	**7.5 / 10**
2015	2649	**8 / 10**
2016	2575	**8 / 10**
2017	2576	**8 / 10**
2018	2941	**8.27 / 10**
2019	2980	**8.32 / 10**
2020	3000	**8.4 / 10**
2021	2831	**7.5 / 10**

INTERNATIONAL PARTNERSHIP

	The ICAO (The International Civil Aviation Organization), is a UN specialized agency, created in 1944 upon the signing of the Convention on International Civil Aviation (The Chicago Convention). Albania is a member since 1991.
	Albania has been a member of the ECAC (The European Civil Aviation Occupation Conference) since 1998. Its mission is the promotion of the continued development of a safe, efficient and sustainable European air transport system.
EUROCONTROL	EUROCONTROL (The European Organisation for the Safety of Air Navigation) based in Brussels, is an intergovernmental Organization with 41 Member States, committed to building, together with its partners, a Single European Sky. Albania is member since 2002.
ECAA	Signed in 2006 the ECAA (The European Common Aviation Area), is an agreement with partners from South-Eastern and Northern Europe: Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, Serbia, Kosovo under UNSCR 1244, Norway and Iceland.
canso TRANSFORMING GLOBAL ATM PERFORMANCE	Albania is a full member of CANSO since 2009. The Mission of CANSO is to be the global voice of the air traffic management (ATM) in the transformation of the aviation system, creating value for members and stakeholders. Starting from January 2016 Albania is a full member of CANSO Europe Region.

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SUPERVISORY BOARD

Kledia Ngjela – Chairman of the Board

Mirlinda Karçanaj – Vice Chairman of the Board

Viola Haxhiademi – Member of the Board

Albana Koçiu – Member of the Board

Diana Dervishi – Member of the Board

Besart Kadia – Member of the Board

ORGANIZATIONAL STRUCTURE

Supervisory Board

- **Internal Audit**

- **Director General:**

1. **Economic Development Directorate**
2. **Training and Licensing Directorate:**
3. **External Relations Directorate:**
4. **DG Cabinet**

5. **Operational Division:**

    Aeronautical Information Service Directorate
    Air Traffic Service Directorate
    ATM Development and Strategy Directorate

6. **Technical Division:**

    Systems Monitor and Control Directorate
    Maintenance Site and Power Supply Directorate
    Systems Directorate
    IT Directorate
    METEO Directorate

7. **Administrative Division:**

    Human Resources Directorate
    Legal Directorate
    Support and Security Services Directorate
    Financial and Accounting Unit
    Procurement Unit
    Competing Data Unit

8. **Safety, Quality & Security Division:**

    Safety Directorate
    Quality and Standards Directorate
   Security Directorate

PERFORMANCE INDICATORS

IMPACTS OF COVID-19

The outbreak of COVID-19, emerging in China in late December 2019, affecting Europe and the whole word from March 2020, massively impacted the aviation industry, including Albania and continued its adverse effect even during 2021.

The traffic remained highly reduced and to cope with such situation, ALBCONTROL undertook severe actions and measures. Company costs remained tightly controlled and a number of actions were taken to reduce additional operating costs. However, provision of essential and core maintenance services remained a priority.

Throughout 2021, ALBCONTROL has strictly followed anti-COVID rules set out by local authorities and the recommendations from relevant international authorities and organizations for the prevention of the COVID- 19 spread. Fully vaccination of the operational staff and the strict application of these measures resulted in a low level of sick rates.

EN ROUTE
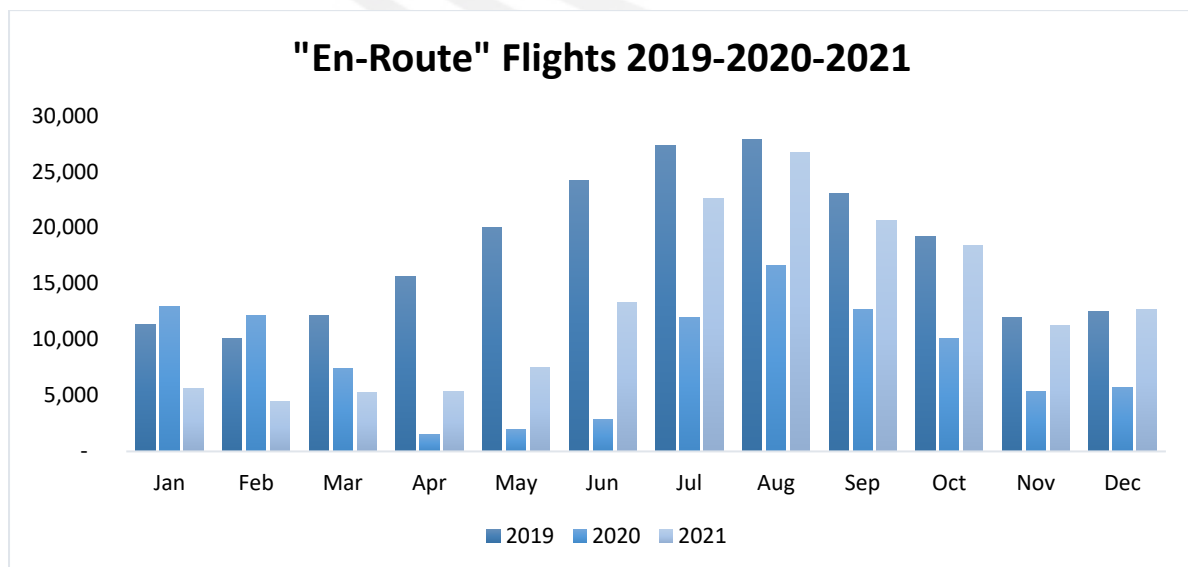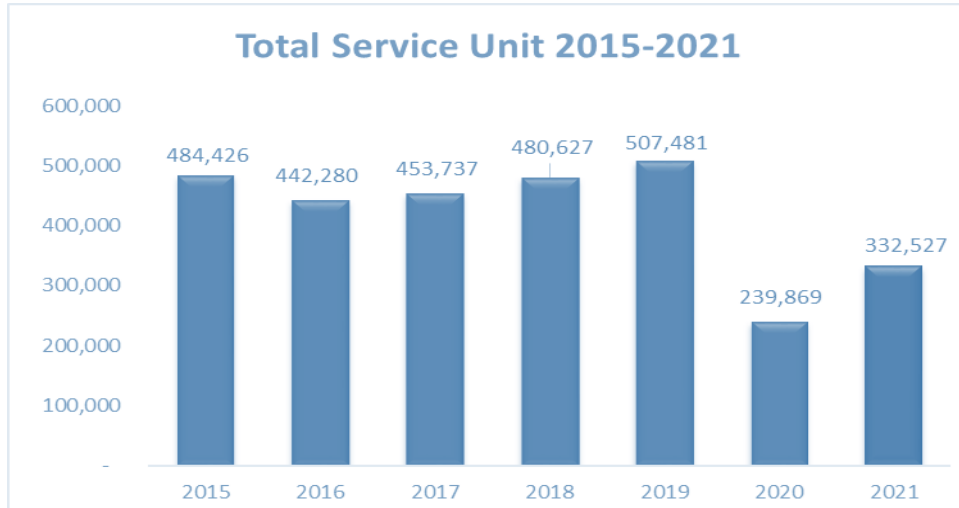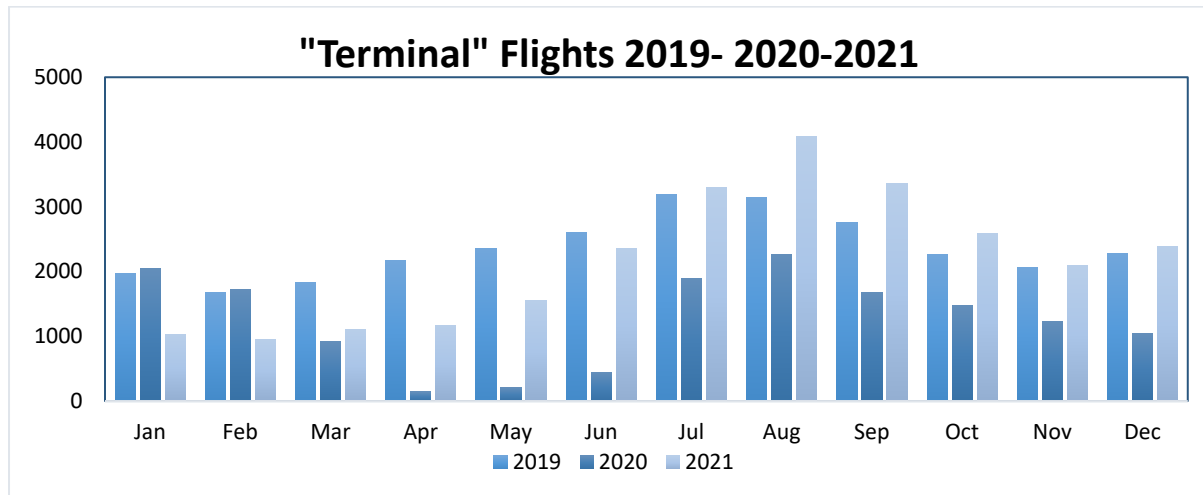

During 2021, the number of civil over-flights increased by + 51.78% compared to 2020, or 52,460 overflights more, and decreased by -28.55% compared to 2019, or 61,455 overflights less. Despite the effects of the COVID-19 pandemic, during this year the traffic showed signs of recovery, especially after July, due to successful implementation of the vaccination program in Europe and Albania.

"En-Route" Service Unit 2021

The 2021 Total Service Unit increased by +38.6% compared to 2020 and decreased by -34.5% compared to 2019. The value of the total Service Unit was 332,527 of which 329,870 were Chargeable Service Units.

Total Service Unit 2015-2021

Year	Value
2015	484,426
2016	442,280
2017	453,737
2018	480,627
2019	507,481
2020	239,869
2021	332,527

TERMINAL

"Terminal" Flights 2019- 2020-2021

Legend: 2019, 2020, 2021 (by month Jan–Dec)

The terminal Flights increased by +72.27 % during 2021 reaching the total number of 25,978 flights, or 10,898 more flights, compared to 2020. Compared with 2019, the terminal flights decreased by -8.2% or 2,316 flights less. Some significant growth is evidenced in terms of traffic this year, marked from July till the end of year. Main factors for such recovery are related to successful vaccination program implementation in Albania and Europe and the government decision to relax the anti-Covid measures during the summer season.

Charges for air navigation services provided by ALBCONTROL

In 2021, both charges for "en-route" and the terminal navigation services at "Mother Teresa" Airport, were set in accordance with the rules of the International Civil Aviation Organization (ICAO) and the Commission Regulation EC Regulation No. 391/2013, as amended.

The "en-route" and "terminal" navigation charges are in line with the requirements of the EUROCONTROL regulation "The principles for establishing the cost-base for en-route charges and the calculation of the unit rates".

During 2021 Albania continued to apply the full cost recovery methodology.

Prior to their final approval, the charges are consulted with the air space users – organizations, representing the interest of the air navigation services users.

Consultation process concerning the charges for the "en-route" navigation service in 2021 was held in the November Session of the Enlarged Committee in compliance with the EUROCONTROL Principles. The Unit Rates were then approved by the Enlarged Commission.

Charges for the "En-route" Navigation Services

Since 2003 the "en-route" service charges have been applied based on the rules established in the Multilateral Agreement Relating to Route Charges and EUROCONTROL principles. Consequently, the billing, collection, and recovery of the charges for the "en-route" navigation services are managed by the Central Route Charges Office (CRCO). The basis for the calculation of the "en-route" navigation charges is the rate for Service Unit. The Service Unit is defined as the number of kilometers flown in the airspace of the Republic of Albania divided by 100, multiplied by the square root of one fiftieth of the maximum take-off weights of the aircraft (MTOW) in tons.
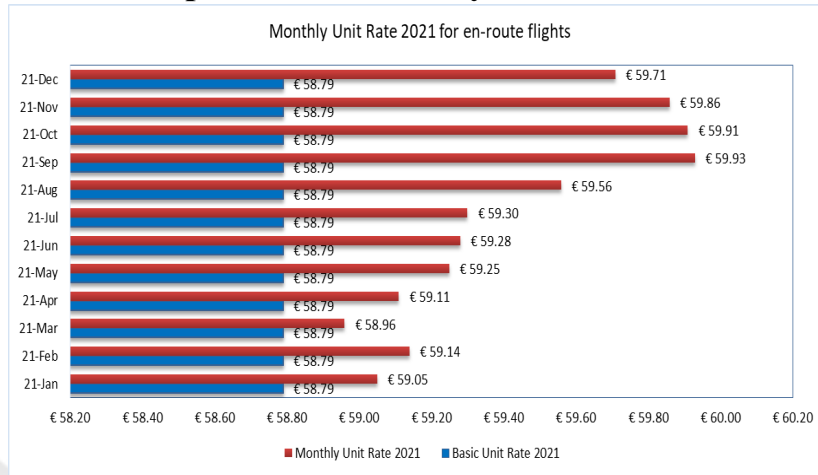
The effect of the Pandemic has led to a revision in both traffic and costs for calculating the final unit rate. This has been achieved by taking some difficult decisions, including furloughing staff and restricting most operating costs to the planned and essential maintenance. In addition many investments have been deferred and reduced to the minimum possible.

The basic unit rate for the "en-route" navigation services in 2021 was set at 7,263 ALL = 58.79 € per Service Unit. The cost base was calculated in Albanian ALL. Compared to the 2020 basic unit rate, the 2021 rate (in €) represented a year-to-year increase of 21.4%.

However, the basic rate converted to the Euro, which is valid for a period of one year, is used for reference only, as the actual rates paid by the users of services for a single calendar month depend on the Euro/ALL exchange rate fluctuations during the year.

The chart below shows the developments of the monthly charges for the "en-route" navigation services against the basic reference rate announced for 2021, depending on the exchange rate movements.

Developments of Monthly Unit Rates 2021:

Monthly Unit Rate 2021 for en-route flights

Month	Monthly Unit Rate 2021	Basic Unit Rate 2021
21-Dec	€ 59.71	€ 58.79
21-Nov	€ 59.86	€ 58.79
21-Oct	€ 59.91	€ 58.79
21-Sep	€ 59.93	€ 58.79
21-Aug	€ 59.56	€ 58.79
21-Jul	€ 59.30	€ 58.79
21-Jun	€ 59.28	€ 58.79
21-May	€ 59.25	€ 58.79
21-Apr	€ 59.11	€ 58.79
21-Mar	€ 58.96	€ 58.79
21-Feb	€ 59.14	€ 58.79
21-Jan	€ 59.05	€ 58.79

The chart below provides an overview of the basic unit rates for the "en-route" navigation services charges by the EUROCONTROL member states:

Unit Rate for 2021 in €
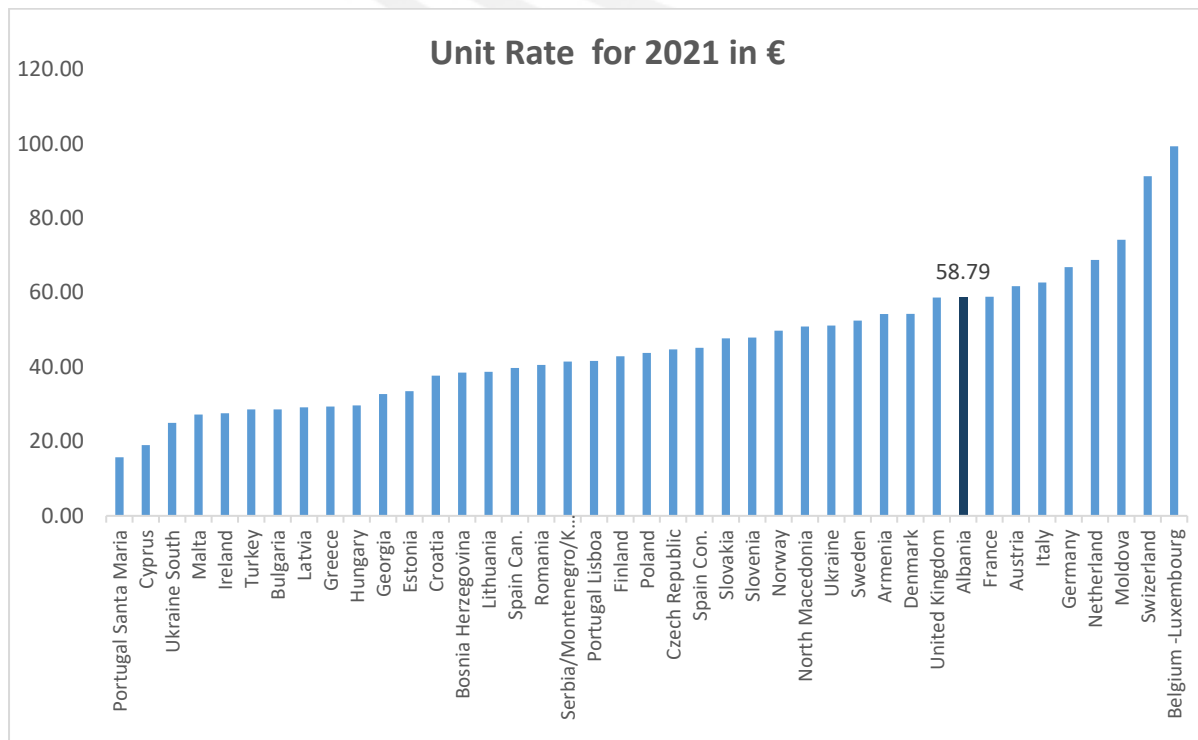
The Unit Rate values during the last 10 years in Albania have been stable, except of the year 2021 in which it has increased because of the COVID -19 pandemic impact:

Unit Rate 2011-2021
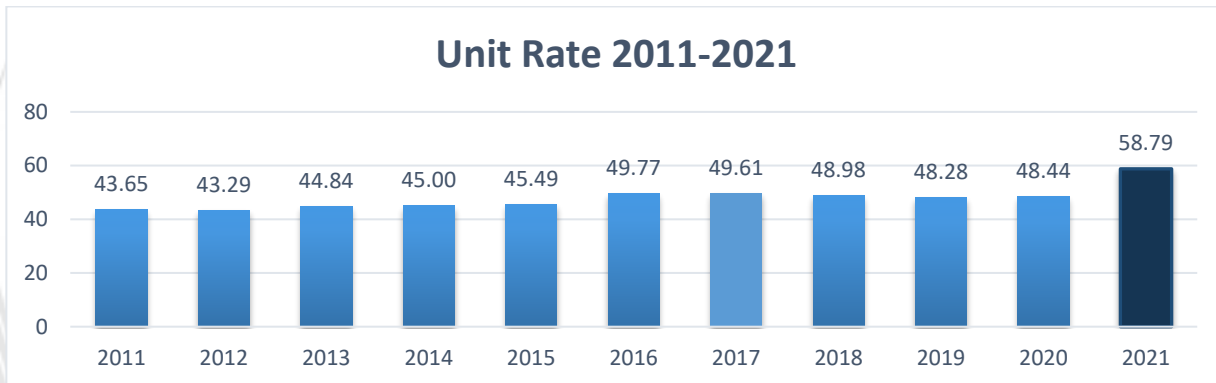
In 2021, the exempted from charges for the "en-route" navigation service flight categories are as following:

- Flights carried out exclusively under VFR rules;
- Flights of aircraft the MTOW of which up to 2 (two) tones;
- Flights of national importance;
- Military flights;
- Flight carried out to check and test ground navigation equipment's;
- Flight carried out by customs and police bodies.

Charges for the Terminal Navigation Services

From 1 January 2016, EUROCONTROL is entrusted with the collection of the terminal charges on behalf of ALBCONTROL. The terminal charge is levied for each IFR flight departing from Tirana International Airport (LATI).

The terminal charge R is calculated in accordance with the following formula:

$$R = t \times N$$

where **t** is the unit rate of charge and N the number of service units corresponding to terminal air navigation services made available.

The unit rate **t** is calculated by dividing the forecast number of total terminal service units for the relevant year into the corresponding cost-base for terminal services.

For a given departing flight, the number of service units in respect of the terminal charges, designated **N**, is obtained by dividing by fifty the Maximum Take-off Weight (MTOW), expressed in metric tons, which is used for calculating the EUROCONTROL route charge for the flight concerned, to the power of 0.7.

The basic unit rate of charge applicable from 1 January 2021 was EUR 235.67.

The rate of interest on late payment of both "en-route" and terminal charges applicable from 1 January 2021 was 9.67% per annum.

The following flights are exempted from the payment of the terminal charges:

- Flight performed by aircraft of which the maximum take-off weight authorized is less than 2 (two) metric tons;
- Flights performed exclusively for the transport, on official mission, of the reigning Monarch and his/her immediate family, Heads of State, Heads of Government, and Government Ministers. In all cases, this must be substantiated by the appropriate status indicator or remark on the flight plan;
- Search and rescue flights authorized by the appropriate competent body;
- Military flights performed by the military aircrafts of any State;
- Flights performed exclusively for the purpose of checking or testing equipment used or intended to be used as ground aids to the air navigation, excluding the positioning flights by the aircrafts concerned;
- Flights performed exclusively under VFR;
- Humanitarian flights authorized by the appropriate competent body.

SAFETY & INTEGRATED MANAGEMENT SYSTEM

SAFETY MANAGEMENT SYSTEM

Safety is ALBCONTROL's highest priority and we are committed to its continuous improvement. This section reflects the progress, achievements and challenges we faced during this year with the main goal of providing a safe service. During 2021, ALBCONTROL has safely managed the traffic that has used the airspace of the Republic of Albania, which, compared to 2020, has had a significant increase. As everywhere in the world, the pandemic situation has significantly impacted on our operations. The need for the safe management of the air traffic and at the same time, protecting our staff and services, has been ALBCONTROL's priority during this tough year.

SAFETY PERFORMANCE

In the 2021 EUROCONTROL/CANSO global standard of excellence survey measurement, ALBCONTROL achieved a very maturity performance - a Level 'D' performance, which is the highest maturity level attainable in all study areas. This maturity level demonstrates a consistent approach to all safety management system objectives and as stated in the survey report: ALBCONTROL maintains a good level of Maturity in all the Study Areas, where the SMS processes and/or requirements are being formally documented and consistently applied.

At this level, the ALBCONTROL SMS framework adequately meets the required regulatory standards and complies with the SMS requirements of the ICAO, Annex 19.

Objectives	Year				
	2020 (KPI /actual value)	2021 (KPI/actual value)	2022	2023	2024
• **safety policy and objectives;**	C/ **D**	D/ **D**	D	D	D
• **safety risk management;**	C/ **D**	C/ **D**	C	D	D
• **safety assurance;**	C/ **D**	C/ **D**	D	D	D
• **safety promotion;**	C/ **D**	C/ **D**	D	D	D
• **safety culture.**	C/ **D**	C/ **D**	C	D	D

The graph below shows progress made by all participating ANSPs during the 2021 EUROCONTROL CANSO SoE in SMS measurement. The percentage figures show the Maturity Score groupings. In 2021, ALBCONTROL falls within Group C.
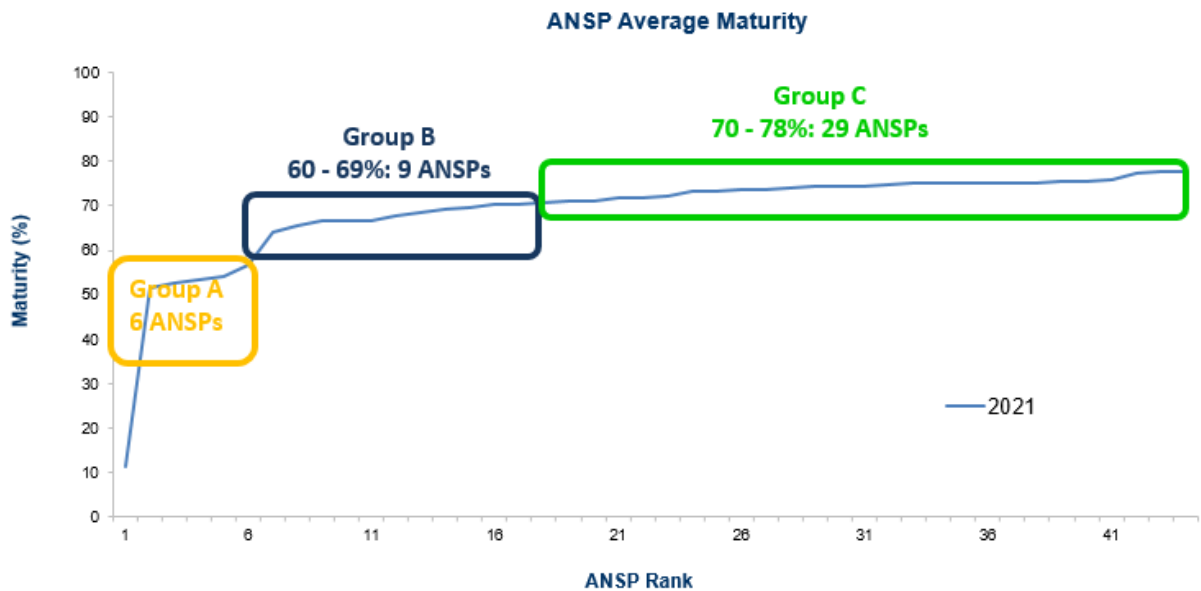
SAFETY INDICATOR

- The rate of runway incursions at an airport

Measure

The total number of runway incursions with any contribution from air traffic services or CNS services with a safety impact that occurred at that airport divided by the total number of IFR and VFR movements at that airport.

Year	ARR/DEP	Runway Incursion	Rate	Rate/10.000
2015	21676	0	0,0000000	**0,00**
2016	23037	1	0,0000434	**0,43**
2017	25262	1	0,0000396	**0,40**
2018	26189	0	0,0000000	**0,00**
2019	29143	0	0,0000000	**0,00**
2020	15526	0	0,0000000	**0,00**
2021	27544	0	0,0000000	**0,00**
Average				**0,14**

- The rate of separation minima infringements within the airspace where the air navigation service provider provides air traffic services.

Measure

The total number of separation minima infringements with any contribution from air traffic services, or CNS services with a safety impact divided by the total number of controlled flight hours within that airspace.

Year	IFR	IFR flight hours	LOS IFR -IFR (A, B or C)	Rate	Rate/100000
2015	200570	40114	4	9,97158E-05	**9,97**
2016	185681	37136	2	0,0000539	**5,39**
2017	191533	38307	2	0,0000522	**5,22**
2018	201640	40328	5	0,0001240	**12,40**
2019	216727	43345	5	0,0001154	**11,54**
2020	102437	20487	0	0,0000000	**0,00**
2021	155544	31109	1	0,0000321	**3,21**
Average					**6,82**

Indicator

Where automated safety data recording systems are implemented, the use of these systems by the air navigation service providers, as a component of their safety risk management framework, for the purposes of gathering, storing and near-real time analyses of data related to, as a minimum, separation minima infringements and runway incursions.

Automated safety data recording systems available	Loss of separation	Runway incursion
ASMT	Yes	No

Safety Monitoring & Safety Targets

ALBCONTROL has achieved the 2021 Key Performance Indicators (KPI) as set in the Strategic Business Plan of the company.

	Total no of occurrence reports /level of traffic *100000	Occurrence severity A	Occurrence severity B	Runway incursion[1]	Separation Minima Infringement[2]	Availability of com voice Air/Ground	Availability of surveillance	Airspace infringement level
Target 2021[3]	-	1	2	1	8	99.99%	99.99%	1
2021	251	0	1	0	1	100%	100%	0
2020	281	0	0	0	0	99.99%	99.99%	0
2019	208	0	1	0	9	99.99%	99.99%	0
2018	214	0	0	0	11	99.99%	100%	1
2017	157	0	2	1	5	100%	99.99%	4
2016	174	0	1	1	6	100%	100%	2
2015	176	0	0	1	13	100%	100%	1
2014		0	4	0	14	100%	100%	1

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[1] With any contribution from air traffic services, or CNS services with a safety impact 2020 onwards
[2] With any contribution from air traffic services, or CNS services with a safety impact 2020 onwards
[3] The number of OPS occurrences should be not more than the target value

QUALITY MANAGEMENT SYSTEM

During 2021, regarding the Integrated Management System and the Time of Services and Costs Efficiency, ALBCONTROL was committed to maintain and constantly enhance the quality of the services to the costumer.

General achievements

2021 was a special year the Quality and Standards Directorate activity as all the efforts were focused to successfully complete the certification process for SES EU 2017/373, ISO 9001-2015 and ISO 14001-2015, ISO 45000-2018, ISO 27001-2013, ISO 20000-1:2011 certificates within the set deadlines.
The principles and advantages of the new (2015) versions of ISO 9001 and ISO 14001 standards are mainly oriented in some key directions as summarized below:

• Context of the Organization
• Risk-Based Thinking
• Documented Information

It should be emphasized that, to achieve the objectives for the implementation of the Integrated Management System in all the management structures and operational-technical of ALBCONTROL during 2021, the Quality and Standards Directorate, increased its efforts in order to match the internal organization level and the required effectiveness of the monitoring work.

OPERATIONS

PERFORMANCE

The air traffic in Albania **increased by 51.5%** in 2021 compared to 2020.

2021 performance

Tirana ACC	Traffic (% of 2019)	En-route Delay (min. per flight)		Capacity	
		All reasons	ACC Reference Value	Capacity Gap?	Baseline
Year	70%	0.00	0.04	No	
Summer	75%	0.00			69

Summer 2021 performance assessment		
The average delay per flight was zero in Summer 2021.		
Operational actions	**Achieved**	**Comments**
PBN for LATI	Yes	Implemented 02/12/2021
Airspace improvements (AIRAC of 28 January 2021)	Yes	
FMTP data exchange with LYBA and LIBB	Yes	Implemented 02/12/2021
MLAT	No	On hold

ATM KEY PERFORMANCE INDICATORS (KPI)

The maximum number of managed flights (1038 flights) was reached on August 14th, 2021. The total number of managed flights during 2021 is 154016. The average delay per flight in summer 2021 was 0.

Monthly Average	KEP	KEA	KES	Target 2018 - 2023		
				KEP	KEA	KES
January 2021	5.11	2.03	4.97			
February 2021	5.22	2.05	5.10			
March 2021	5.45	2.09	5.32			
April 2021	5.56	2.11	5.46			
May 2021	5.73	2.12	5.63			
June 2021	5.78	2.11	5.71			
July 2021	5.90	2.12	5.87	N/A	2.60	N/A
August 2021	6.09	2.08	6.07			
September 2021	6.02	2.05	6.03			
October 2021	5.82	1.99	5.87			
November 2021	5.74	1.99	5.80			
December 2021	5.71	1.98	5.76			
Yearly Average 2021	**5.68**	**2.06**	**5.63**			

Note: KEA Target was set by taking as reference the 2018 KEA Indicator.

There are no targets set for KEP and KES Indicators.

PROCEDURES AND TECHNOLOGICAL UPDATES

1. The implementation of the Runway Condition Report Procedure

The runway condition report (RCR) introduced in cooperation with Tirana International Airport meets the ICAO standards in the Global Reporting Format. It shall be delivered and disseminated through ATIS broadcast and/or RTF as well as Aeronautical Publications in order to enable the harmonized reporting of the runway surface conditions as well as a correspondingly improved flight crew assessment of take-off and landing performance, described by means of runway conditions code (RWYCC).
The runway condition report (RCR) shall include the contaminant type, coverage and depth, using Runway Surface Condition Descriptors that means one of the substances on the surface of the runway (runway contaminants).

In order to comply with the above requirements, the Operational Division:

- renewed the Letter of Agreement on Operational Procedures with TIA;
- renewed the Manual of Operations (Part I) PANS-ATM;
- renewed the Manual of Operations (Part II) Local Procedures for Tirana Approach Surveillance and Tirana Aerodrome Control;
- trained the APP and Aerodrome Air Traffic Controllers accordingly.

2. Implementation of the Southeast Common Sky Initiative (SECSI) Free Route Airspace (FRA)

FRALB (Albanian free route airspace) is part of SECSI FRA which consists of: SAXFRA (Austria, Slovenia), SEAFRA (Croatia, Bosnia Herzegovina, Serbia), FRALB and M-FRA (North Macedonia).

The cross-border application of FRA in SECSI FRA is the application of FRA operations in a manner to allow crossing of inter and intra ATC units boundaries regardless of state or FIR boundaries, at any position, if not otherwise regulated via the RAD. SECSI FRA will be considered as a single airspace for flight planning purposes.

Within SECSI FRA, the aircraft operators (AO) are allowed to plan user preferred trajectories using significant points or radio navigation aids as well as geographical coordinates. AO may use the entry point e.g., in DIMIS (entering Albania) and an exit point on leaving Austria or Serbia (exiting SECSI FRA). AO may use every point as published in the AIP or may plan to use a LAT/LONG entry to indicate changes in speed and/or level. Thus, the aircraft trajectories may cross Tirana FIR boundary at any point in space.

In order to comply with the above requirements, the Operational Division:

- Cooperated and coordinated the work in expert level with the above participating countries;
- Signed the SECSI FRA Agreement;
- Optimized and adapted the ATM System;
- Renewed the Local Operational Procedures;
- Trained the Air Traffic Controllers;
- Renewed the Letters of Agreement with neighboring centers.

3. Amendment of "Stress and Fatigue" Regulation

ALBCONTROL defined the stress and fatigue management policy which:
a) Reflects the shared responsibility of the management, air traffic controllers, and other involved personnel;
b) Clearly states the safety objectives;
c) Declares management commitment to effective safety reporting;
g) Declares management commitment to the provision of adequate resources;
h) Declares management commitment to continuous improvement;
i) Requires that clear lines of accountability for the management, air traffic controllers, and all other involved personnel are identified.

In addition, new requirements set by ICAO Annex 11 and MIE Order no. 26 dated. 18.01.2021 were implemented regarding Prescriptive Fatigue Management indicators for Air Traffic Controllers.

4. Introduction of the Aerodrome Flight Information Service in Kukës Airport

The aerodrome flight information service (AFIS) is the term used to describe the provision of information useful for the safe and efficient conduct of the aerodrome traffic at LAKU Airport.

AFIS is provided by a unit located at LAKU and identified as "Kukës Information". Kukës Information will provide flight information service and alerting service within its area or responsibility.

In order to comply with the above requirements, the Operational Division:

- Introduced the AFIS Manual of Operations;
- Amended the Manuals of Operations;
- Trained the operational staff.

5. Compilation of the draft Letter of Agreement with ANSP of Kosovo

- Operational procedures and coordination.
- Coordination in case of adverse weather.
- Coordination between Tirana APP/Kukës Information and Pristina APP.
- Coordination for the safe passage of aircraft executing RNP procedure at Kukës Airport.

6. Stop bars

Implementation of stop bars operations at TIA

Stop bars are intended to provide additional protection of the runway intersections to protect against runway incursions by:
1. Enhancing the visibility of holding points;
2. Reinforcing ATC control of aircrafts and vehicles in the vicinity of the runway;
3. Increasing the defense against ATC error in aircrafts or vehicle identification.

Stop bars at runway holding position are controlled manually and/or automatically from the TWR Controller in charge.
At Tirana Aerodrome stop bar lights shall remain lit during the hours of night or any other conditions as specified in AIP Albania.

7. Reduced Visibility Procedures (RVP)

The RVP procedure will be implemented by Tirana Tower ATCOs and Watch Supervisor, who is responsible for declaring or closing the various phases of this procedure.
The Reduced Visibility Procedure is only applied when runway 17 is in use.
The purpose of this procedure is to support operations in cases where meteorological conditions deteriorate and RVR values fall in the range (550m-700m).
Whenever the term RVR is used in this procedure, ATCOs and ODM must consider the TDZ RVR value for arrivals, and each of the values of RVR (TDZ and/or End Zone) for departures (in accordance with the report issued from the Met Office for TDZ and End Zone values).

ICAO Annex 6:

RVP Phases:
- Preparation Phase
- Closure Phase
- RESTART

8. Implementation of RNAV STARs

The PBN Implementation Strategy for Albania details the future modernisation of the overall airspace system to enable more flexible and efficient use of Albanian airspace. The application of space-based aids will increase navigational accuracy and resilience and reduce the costs of maintaining and replacing ground-based aids.
The withdrawal of the conventional navigation aids will also affect the approach procedures currently in use at Tirana Airport. As part of the modernisation programme, we are also seeking to enhance these approach procedures by introducing GNSS IAPs.
As Albania moves towards the implementation of PBN, we propose to replace the existing conventional STARs at Tirana Airport with a suite of RNAV 1 STARs.
The proposed procedures will allow aircraft to fly more efficient, reliable and direct routes.

Procedures for arriving aircraft

Aircraft inbound to Tirana Airport via the airways system will be routed via the RNAV 1 Standard Terminal Arrival Routes (STARs) detailed at LATI AD 2.24-19 to LATI AD 2.24-21.

RNAV 1 STARs are available to aircraft which are equipped and operated in accordance with the requirements of JAA TGL-10, or equivalent, and approved by their State of Registry for RNAV 1 operations.

Aircraft will follow the appropriate RNAV 1 STAR to the Initial Approach Fix (IAF) for either RWY 17/35 VOR or RWY 17 ILS approaches.

Pilots unable to comply with RNAV 1 must notify ATC as soon as possible.

Standard arrival routes for aircraft inbound to Tirana Airport from the airways system for non-RNAV 1 aircraft will be via the existing airway's structure.

9. New draft Regulations amended and prepared for ATS

➢ Regulation "On the management of duties in the operational rooms" (ACC/APP/TWR).
➢ "Tactical Incident Handling Procedure".
➢ "Critical Incident Stress Management" Regulation.
➢ "Supervisor's Handbooks" for ACC and TWR.

10. LSSIP

The ATM Projects Unit enabled the reporting process of ALBCONTROL's Divisions on the objectives of the European ATM Master Plan applicable to the company. This process began with the participation of ALBCONTROL's focal point in October in the LSSIP opening meeting, hosted by EUROCONTROL. This meeting focused on the changes to existing objectives, the application of new objectives, on objectives that are no longer applicable and any other changes regarding the reporting method by States and the format of the LSSIP Level 1 document. Subsequently, the relevant Directorates of the Operational Division, the Technical Division and the Safety, Quality and Security Division were asked to report on the objectives applicable to each of them. Due to the pandemic, the reporting process was conducted only through the direct communication of each Directorate representative with the ALBCONTROL's focal point for LSSIP reporting.

Aeronautical Information Service (AIS)

AIS is responsible for the provision of the aeronautical data and the aeronautical information necessary for the safety, regularity and efficiency of the air navigation within the Tirana FIR. The aeronautical information provided in a standardized presentation includes the aeronautical information publication (AIP), AIP amendments, AIP supplements, AIC, NOTAM and aeronautical charts.

AIS is also responsible for accepting, filing and transmitting of the flight plans and providing aeronautical information to the flight operations personnel for pre-flight planning purposes.

Aeronautical Publications Unit (APU)

The APU was published during the year seven AIRAC AIP AMDT, one AIP AMDT and one AIC.

The publication staff was involved in the process of providing new aeronautical data for Kukës Airport.

International NOTAM Office (INO)

The INO has compiled and transmitted in time 203 NOTAM-s based on the requests made by the authorized sources. The quality of the NOTAM preparation has been improved and all the errors discovered were immediately rectified and discussed at the refresher INO staff briefings.

The ATS was notified without delay about the NOTAM-s issued by the other countries which affected the flight operations in Tirana FIR.

ATS Reporting Office (ARO)

The ARO has normally continued to fulfill its day-to-day functional tasks of accepting, filing and transmitting the flight plans as well as providing the necessary pre-flight information to the flight operation personnel.

Particular care has been taken in filing the flight plans and providing the necessary information for the humanitarian aid aircraft during the pandemic period.

TECHNICAL DIVISION

Technical Division provides the infrastructure needed for CNS systems, Data Processing, METEO, Power source, Air condition and IT services. These activities, offered by the Technical Division, are possible due to the managing of the human resources, defining KPIs for services related to availability, reliability, integrity, continuity, monitoring, and taking all the necessary measures in order such KPI's are accomplished.

The scope of the Technical Division work consists of supporting systems and operational equipment during their lifecycle through the installation, commissioning, support, repair, improvement, operation and monitoring, change, calibration and decommissioning. This is achieved through technical specifications, trainings of ATSEP and MET staff, creating and updating procedures and staying in close contact with the producers of the systems and equipment in operation.

In addition, the support of the equipment and operational system stations, power sources, air conditioning in all the working and technical areas as critical parts of the infrastructure required, are part of the Technical Division activities.

IT infrastructure is another service offered by the Technical Division. This infrastructure serves mainly ALBOCONTROL's staff, and it is expanding widely and very fast in the operational part of the Air Navigation.

Although the situation was not as favorable as the previous year, the Technical Division continued to provide the essential services constantly, within the required expectations and without any problems.

Service assurance Strategy for ATM/CNS/MET and IT systems

The Maintenance Strategy of the systems and equipment in use by the Technical Division and the supportive infrastructure is based on the following:

1. Monitoring and Control, identify and isolate the problem;

2. Analyze of the problem;

3. Corrective Maintenance;

4. Preventive Maintenance:

    a. From ALBCONTROL Engineers;

    b. From equipment Manufacturers;

5. Supply of spare parts;

6. Calibration Activities from the ground and from the air.

Main activities implemented in 2021:

- Installation and activation of various services in the New PENS network;

- Upgrade / transition of AFTN connection in AMHS with ANSP LGG Greece;

- Upgrade / transition of AFTN connection in AMHS with ANSP LII Italy in New

  Pens network;

- Installation and integration in ALBCONTROL Systems of Mobile TWR Kukës;

- Preparation of maintenance manuals of TWR Kukës.

Skyline is the system in use by the Operational Division that collects the aeronautic information from the radars, processes it, displays it on the controller's positions and updates dynamically the position of the aircraft.

4 Technical changes were implemented on the system in 2021, respectively:

- Cross Border FRA;

- STAR RNAV procedures;

- OLDI over FMTP with SMATCA;

- Map zone of KFZ airport.

Skyline System reliability, availability, continuity and integrity have been on adequate level. With the latest implementations the system had an availability of 100% with no issues and the quality of ATM services is improved.

AWOS is a system implemented in the airports and is used to provide actual weather conditions to the ATCO-s. Such data are used to:

1. Inform the pilots during the takeoff and landing for the observed weather conditions.

2. Help the forecasters with a short-term and medium-term trusted forecast.

Actually, there are 2 AWOS systems, one for Tirana and the other for Kukës Airport.

For LATI, this system had an availability of 100%. The sensors that feed the system with the data have been available and calibrated during 2021.

For LAKU, in 2021 was implemented successfully a whole new AWOS system including - all the sensors of the meteorological stations.

Kukës International Airport (KIA)

ALBCONTROL must fulfill one of its obligations related to the Kukës Airport which derives from the concession contract between the Government of the Republic of Albania and the operator of the Kukës Airport.

In order to enable CNS/MET services the following activities were undertaken:

1. Mobile Tower Control systems to provide required CNS services;

2. Meteorological Observation System AWOS.

Technical Support staff and activities

Vlora International Airport (VIA)

ALBCONTROL is committed with relevant activities to be delivered at VIA, so far with planning and Project Management activities. Based on VIA Master Plan, ALBCONTROL has identified the Technical Systems that will be deployed together with Flight procedures and Human Resources to be required.

As per above, despite challenging social distancing and travel restrictions, ALBCONTROL managed to offer the services at adequate level. 2022 is expected to be a very dynamic year focusing on returning to normality and with new future proof projects.

HUMAN RESOURCES POLICY

The role of Human Resources is to properly manage activities that include workforce planning, hiring (recruitment and selection), induction and orientation, promotion and completion. The overall objective is to ascertain the growth, development and individual effectiveness which indirectly contribute to organizational development.

Human Resources implements and manages a number of policies and procedures focusing to meet its objectives and to achieve the best possible performance of the employees.

1. Recruitment, Selection and Appointment

All the employees of ALBCONTROL are recruited based on merit, the equal opportunity and non-discrimination principles and according to the norms set out in the "Human Resources Manual".

2. Staff Appraisal

All ALBCONTROL employees, except employees who are based on the competency scheme, are subject to an evaluation system for their work performance. Performance evaluation format is based on the Instruction for the Staff Appraisal dated 30.05.2014. Such process was conducted two times in 2021, respectively in May and November.

3. Staff Satisfaction Questionnaire

The purpose of this questionnaire is to provide better assistance to the Human Resources in order for the performance at work to be of a high level and with the best results in the daily tasks towards the fulfillment of the goals and objectives of the company. Annual Staff Satisfaction Questionnaire in 2021 was conducted in November and its results are presented and discussed in the management review meetings.

Based on the legislation in force, legal acts and bylaws, respective work standards, the Human Resources Directorate performed the tasks with high professionalism and responsibility.

SIGNIFICANT EVENTS AND SOCIAL RESPONSIBILITY COMMITMENT

Donate Blood – Save a Life

Like every year, ALBCONTROL responded positively to the call of the Albanian Red Cross to donate blood for children suffering from thalassemia.

Once again, the staff of ALBCONTROL showed great empathy in helping children in need.

This activity took place on the 13th of October in ALBCONTROL premises respecting all Covid-19 prevention measures.

Our company is committed to social responsibility, and it is fully engaged in overcoming common challenges, and we consider helping the people in need, especially children, a very important matter.

FINANCIAL AND INVESTMENT

Financial Statements for 2021
ALBCONTROL SHA J61908011H
Statement of financial position
In ALL

	Notes	For the year ended December 31, 2021	For the year ended December 31, 2020
ASSET			
Long-term assets			
Long-term assets	5	4,561,343,243	5,188,447,163
Long-term assets invested	6	243,502,271	243,502,271
Other long-term financial assets	7	1,788,445	2,531,345
Investments in participation	8	29,532,152	29,532,152
Long-term deferred expenses	9	7,000,000	-
Total current assets		**4,843,166,111**	**5,464,012,931**
Short-term assets			
Inventories	10	12,298,890	17,282,762
Trade receivables	11	2,940,762,837	607,061,712
Other short-term assets	12	135,440,329	261,862,011
Prepayments and deferred expenses	13	124,879,217	131,585,264
Cash and cash register and in the bank	14	112,353,988	960,574,238
Total current assets		**3,325,735,261**	**1,978,365,987**
Total assets		**8,168,901,372**	**7,442,378,918**
CAPITAL			
Share capital		5,953,141,000	5,953,141,000
Revaluation reserve		422,069,655	422,069,655
Other reserves		174,096,701	174,096,701
Legal reservation		143,586,529	143,586,529
Losses carried		(182,257,148)	369,001,101
Gain exercise		513,465,944	(551,258,249)
Total capital	15	**7,024,102,681**	**6,510,636,737**

OBLIGATIONS

Long-term liabilities

Long-term loans	16	70,034,958	81,968,646
Deferred tax	28	34,461,790	66,690,094
Deferred income grants and other obligations	17	1,110,364	1,391,342
Total long-term liabilities		**108,607,112**	**150,050,082**
Short-term liabilities			
Trade payable accounts	18	965,684,451	414,625,398
Short-term loans	16	-	306,236,803
Provisions	19	38,803,732	-
Other short-term liabilities	20	31,703,396	60,829,898
Total of short-term liabilities		**1,036,191,579**	**781,692,099**
Total of liabilities		**1,144,798,691**	**931,742,181**
Total capital and liabilities		**8,168,901,372**	**7,442,378,918**

The Financial Statements should be read in conjunction with the notes, which are an integral part of these financial statements.

Financial Statements for 2021
ALBCONTROL SHA J61908011H
Performance Overview (by nature)
In ALL

	Notes	For the year ended December 31, 2021	For the year ended December 31, 2020
Incomes	21	2,735,097,743	1,756,006,707
Other incomes	22	13,070,502	66,751,726
Raw and consumable materials	23	(94,128,028)	(46,525,670)
Staff costs	24	(607,636,000)	(710,622,936)
Depreciation of accounts receivable	25	(54,985,728)	(16,145,346)
Depreciation costs	5	(754,563,440)	(725,129,639)
Other expenses	26	(716,084,377)	(727,885,744)
Operating profit		**520,770,672**	**(403,550,902)**
Financial income	27	21,259,397	18,205,114
Financial expenses	27	(57,792,429)	(63,266,933)
Net financial expenses		**(36,533,032)**	**(45,061,819)**
Profit before tax		**484,237,640**	**(448,612,721)**
Income tax expense	28	**29,228,304**	**(102,645,528)**
Deferred taxes		29,228,304	(102,645,528)
Profit tax expenses		-	-
Net profit for the period from ongoing operations		**513,465,944**	**(551,258,249)**
Discontinuous operations			
Net profit for the period from ongoing operations		**513,465,944**	**(551,258,249)**
Net profit for the period		**513,465,944**	**(551,258,249)**
Comprehensive income		-	-
Total comprehensive income		**513,465,944**	**(551,258,249)**

The Financial Statements should be read in conjunction with the notes, which are an integral part of these financial statements.

Financial Statements for 2021
ALBCONTROL SHA J61908011H
Statement of Movements in Equity
In ALL

	Share capital	Revaluation reserve	Legal reservation	Other reserves	Retained earnings	Total
Financial position on January 1, 2020	5,953,141,000	123,958,777	143,586,529	174,096,701	(333,785,456)	6,060,997,551
Result for the period					(551,258,249)	(551,258,249)
Asset revaluation		298,110,878			702,786,557	1,000,897,435
Transfer to legal reserve						-
Financial position as of December 31, 2020	5,953,141,000	422,069,655	143,586,529	174,096,701	(182,257,148)	6,510,636,737
Result for the period					513,465,944	513,465,944
Asset revaluation						-
Transfer to legal reserve						-
Financial position as of December 31,2021	5,953,141,000	422,069,655	143,586,529	174,096,701	331,208,796	7,024,102,681

The Financial Statements should be read in conjunction with the notes, which are an integral part of these financial statements.

Financial Statements for 2021
ALBCONTROL SHA J61908011H
Cash Flow Statement (indirect method)
In ALL

	Notes	For the year ended December 31, 2021	For the year ended December 31, 2020
Cash flows from operating activities			
Profit before tax		513,465,944	(551,258,249)
Adjustments for non-monetary items:			
Amortization		754,563,440	725,129,639
Disposal of fixed assets, net of capital gain		-	-
Change in working capital			
Decrease / (increase) in inventory		4,983,872	436,526
Decrease / (increase) in accounts receivable		(2,207,279,443)	175,753,067
Decrease / (increase) in other accounts of financial receivables		742,900	667,000
Increase / (decrease) in accounts payable		560,736,283	(123,016,662)
Increase / (decrease) in other accounts payable		(29,509,282)	66,337,744
Decrease / (increase) in prepayments e deferred expenses		(293,953)	72,167,537
Cash generated from operational activities		**(402,590,239)**	**366,216,602**
Investment activities			
Purchase of long-term actives and not material		(127,459,520)	(146,276,173)
Sale of long-term actives and not material		-	-
Asset revaluation		-	(1,000,773,393)
Cash generated from investment activity		**(127,459,520)**	**(1,147,049,566)**
Financing activities			
Net income / (repayment) on loans		(318,170,491)	377,976,815
Reserve revaluation		-	1,000,897,435
Cash generated by financing activity		**(318,170,491)**	**1,378,874,250**
Net change in cash		(848,220,250)	598,041,286
Cash at the beginning of the period		960,574,238	362,532,952
Cash at the end of the period	**14**	**112,353,988**	**960,574,238**

The Financial Statements should be read in conjunction with the notes, which are an integral part of these financial statements.

GLOSSARY

ACC	Area Control Center
ACAA	Albanian Civil Aviation Authority
AFTN	Aeronautical Fixed Telecommunications- Broadcast
AMHS	Aeronautical Message Handling System
AIS	Aeronautical Information Service
ANS	Air Navigation Service
ANSP	Air Navigation Service Provider
ATC	Air Traffic Control
ATCO	Air Traffic Controller
ATM	Air Traffic Management
ATSEP	Air Traffic Safety Electronics Personnel
APP	Approach
APU	Aeronautical Publications Unit
AWOS	Automated Weather Observing Organization
CANSO	Civil Air Navigation Services Organization
CEO	Chief Executive Officer
CNS	Communication, Navigation and Surveillance
CRCO	Central Route Charges Office
DME	Distance Measuring Equipment
DPC	Data Processing System
DPS	Data Processing Chain
EASA	European Aviation Safety Agency
ECAC	European Civil Aviation Conference
EMS	Environmental Management System
EUROCONTROL	European Agency for the Safety of Air Navigation
FAB	Functional Airspace Block
FIR	Flight Information Region
HVAC	Heating Ventilation and Air Conditioning
HUM	Human Resources
ICAO	International Civil Aviation Organization
IDS	Information Display System
IFR	Instrumental Flight Rules
ILS	Instrumental Landing System
IMS	Integrated Management System
ISAL	Infrastructure and Safety ALBCONTROL
ISO	International Organization for Standardization
KPI	Key Performance Indicators
LSSIP	Local Single Sky Implementation Plan
LoA	Letter of Agreements
LTMA	Long-term Material Assets

MET	Meteorological
MEDTE	Ministry of Economic Development, Trade and Entrepreneurship
MSAW	Minimum Safe Altitude Warning
MSSR	Monopulse Secondary Surveillance Radar
MTDC	Medium- Term Conflict Detection
NAV	Navigation
New-PENS	New Pan-European Network Service
OLDI	On-Line Data Interchange
OPS	Operational
SAR	Search and Rescue
SES	Single European Sky
SESAR	Single European Sky ATM Research
SMATSA	Serbia and Montenegro Air Traffic Service Agency
SMC	System Monitoring Control
SMS	Safety Management System
STCA	Short Term Conflict Alert
SWAL	Software Assurance Level
RAT	Risk Analysis Tool
TWR	Tower
VCS	Voice Communication System
VRF	Visual Flight Rules
VHR	Very High Frequency
WAM	Wide Area Multilateration