

**61ST CONFERENCE OF
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ASIA AND PACIFIC REGION**

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AGENDA ITEM 3: AVIATION SAFETY

**THAILAND'S EXPERIENCE IN PREPARING FOR AND
UNDERGOING THE ICAO USOAP CMA AUDIT**

(Presented by Thailand)

INFORMATION PAPER

SUMMARY

This paper presents Thailand's experience in preparing for and undergoing the ICAO Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP CMA) Audit conducted in August–September 2025. It outlines the preparation framework adopted by the Civil Aviation Authority of Thailand (CAAT), key success factors, lessons learned, and practical recommendations for States preparing for future USOAP CMA activities. The paper also highlights the significant improvement achieved in Thailand's Effective Implementation (EI) score through a systematic and coordinated preparation process.

THAILAND'S EXPERIENCE IN PREPARING FOR AND UNDERGOING THE ICAO USOAP CMA AUDIT

1. INTRODUCTION

1.1 The ICAO Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP CMA) serves as a key mechanism for assessing Member States' capabilities in implementing and maintaining effective aviation safety oversight systems.

1.2 Thailand underwent a comprehensive USOAP CMA Audit from 27 August to 8 September 2025 covering all eight audit areas, namely Primary Aviation Legislation (LEG), Civil Aviation Organization (ORG), Personnel Licensing (PEL), Aircraft Operations (OPS), Airworthiness of Aircraft (AIR), Aircraft Accident and Incident Investigation (AIG), Air Navigation Services (ANS), and Aerodromes and Ground Aids (AGA).

1.3 The audit assessed Thailand's implementation of the eight Critical Elements (CEs) of a safety oversight system. The audit resulted in an overall Effective Implementation (EI) score of 88.03 per cent, representing a significant improvement from the pre-audit EI score of 61.60 per cent.

1.4 Recognizing that effective preparation is critical to achieving a successful audit outcome, Thailand by CAAT implemented a structured and comprehensive preparation programme involving all relevant divisions, technical experts, and industry stakeholders. This paper shares Thailand's experience and lessons learned that may be useful for other States preparing for future USOAP CMA activities.

2. DISCUSSION

2.1 Audit Preparation Framework

CAAT adopted a structured five-phase preparation framework consisting of:

2.1.1 Pre-Audit Planning – establishment of focal points, Protocol Question (PQ) working groups, timelines, and milestones;

2.1.2 Document Compilation and Translation – collection, verification, and organization of evidence, including English translations of key regulatory and technical documents;

2.1.3 Mock Interviews and File Reviews – internal rehearsals, simulation exercises, and quality assurance reviews of evidence packages;

2.1.4 Audit Coordination – establishment of a centralized command centre to coordinate auditor requests, document retrieval, and communication during the audit; and

2.1.5 Post-Audit Review – identification of lessons learned and development of corrective action plans for continuous improvement.

2.2 Key Success Factors

2.2.1 Thailand identified several factors that contributed significantly to audit readiness and success:

- a) Early planning and assignment of responsibilities across all technical areas;
- b) Strong cross-divisional coordination to ensure consistency of responses and evidence;
- c) Development of bilingual documentation and evidence packages to facilitate auditor review;

- d) Extensive mock interviews and simulation exercises to familiarize personnel with Protocol Questions and audit expectations;

- e) Centralized management of audit activities through a dedicated command centre; and

- f) Continuous monitoring and updating of regulatory, certification, and surveillance records prior to the audit.

2.2.2 Emphasis was placed on ensuring traceability between ICAO Standards and Recommended Practices (SARPs), national regulations, procedures, and implementation evidence. Cross-reference matrices and structured evidence repositories proved highly effective in demonstrating compliance.

2.3 Document and Evidence Management

2.3.1 One of the most important lessons learned was the importance of well-organized evidence. For each Protocol Question, CAAT prepared dedicated evidence folders containing:

- relevant laws, regulations, procedures, manuals, and guidance materials;
- highlighted sections corresponding directly to Guidance for Review requirements;
- approval and signature pages demonstrating regulatory validity; and
- english translations of key provisions and supporting evidence.

2.3.2 Internal quality assurance reviews were conducted to verify that all evidence directly addressed the requirements of the Protocol Questions and accurately reflected actual implementation.

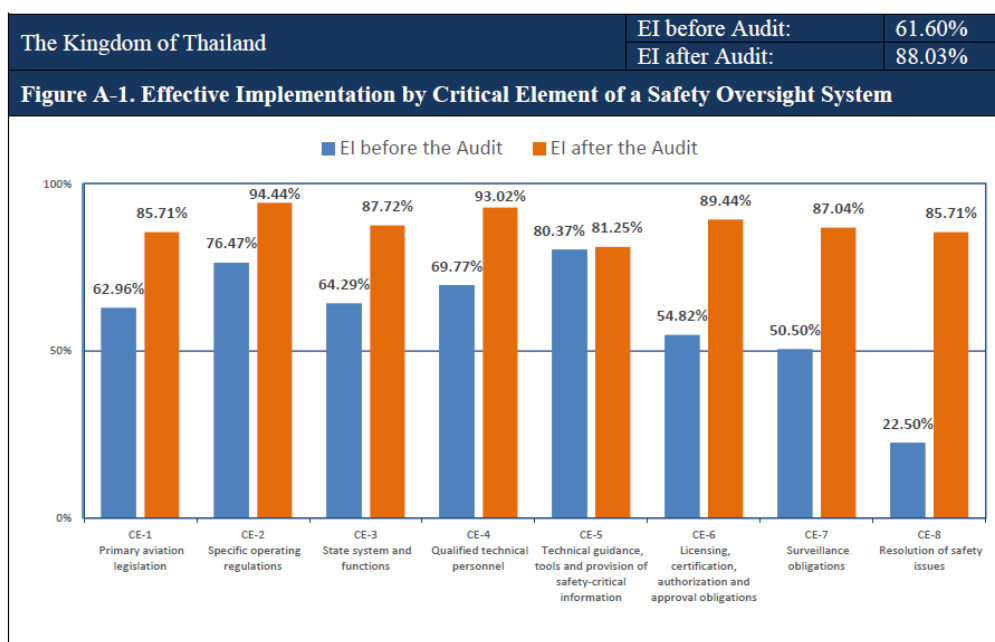
2.4 Audit Conduct and Industry Coordination

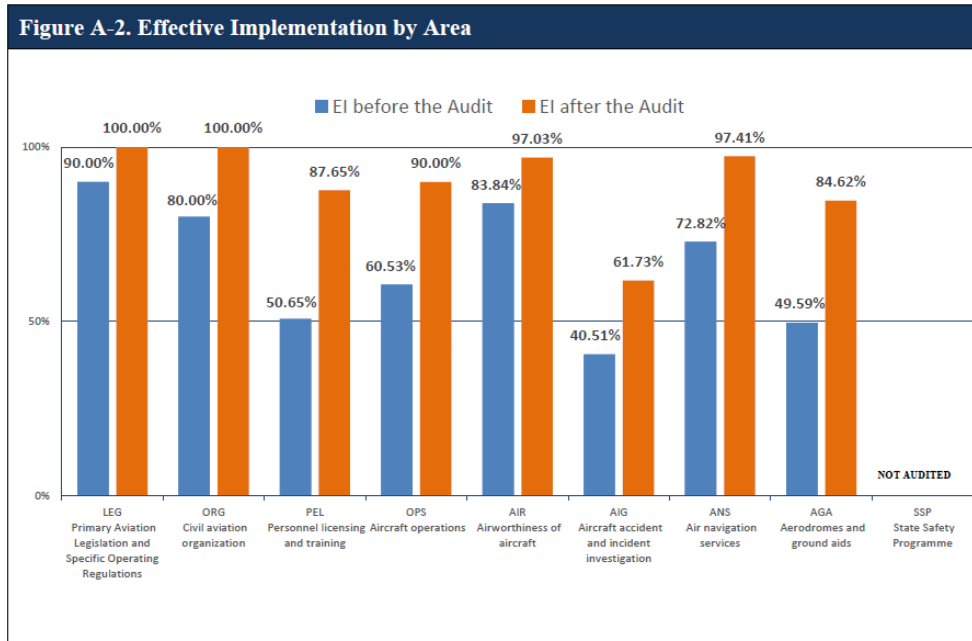
2.4.1 During the audit, CAAT encouraged personnel to provide concise and precise responses, supported by documentary evidence. The "Show-and-Explain" approach was widely used, whereby personnel demonstrated the relevant evidence directly rather than relying solely on verbal explanations.

2.4.2 Close coordination with industry stakeholders was also essential to ensure the smooth conduct of industry visits during the audit. Early engagement and thorough preparation helped operators and service providers understand the objectives of the visits and their role. States preparing for a USOAP CMA audit may also consider limiting participation during industry visits to only essential personnel from both the civil aviation authority and the industry organization. This helps streamline communication, facilitates efficient coordination with the audit team, and minimizes potential delays during the conduct of the visit.

2.5 Audit Results and Lessons Learned

2.5.1 Thailand achieved an overall EI score of **88.03 per cent**, exceeding ICAO's Global Aviation Safety Plan (GASP) target of **85 per cent by 2026**. This represents an increase of **26.43 percentage points** from Thailand's pre-audit EI score of **61.60 per cent**. Significant improvements were recorded across all Critical Elements and audit areas.





2.5.2 The experience demonstrated that successful audit outcomes depend not only on regulatory compliance but also on the ability to demonstrate effective implementation through documented evidence, qualified personnel, robust oversight processes, and consistent organizational practices.

2.5.3 Thailand further observed that maintaining audit readiness should be a continuous process rather than a short-term activity undertaken immediately before an audit. Sustained regulatory development, personnel competency management, surveillance effectiveness, and continuous improvement mechanisms are essential to maintaining a strong safety oversight system.

2.5.4 Thailand would like to extend its sincere gratitude to fellow civil aviation authorities and international aviation organizations for their guidance and sharing of experiences that greatly assisted Thailand in its audit preparation efforts. In particular, Thailand greatly appreciated the support and insights provided by the Civil Aviation Authority of Singapore (CAAS), the Directorate General for Civil Aviation (DGAC) of France, the European Union Aviation Safety Agency (EASA), the Federal Aviation Administration (FAA) of the United States, and the ICAO Asia and Pacific Regional Office (ICAO APAC). The spirit of cooperation within the Asia and Pacific Region and the wider international aviation community played an important role in supporting Thailand's preparation and reinforces the value of collaboration in strengthening aviation safety oversight capabilities

2.5.5 Thailand stands ready to share its experience and lessons learned from the preparation for and conduct of the ICAO USOAP CMA audit with other States/Administrations, with a view to supporting capacity building, promoting the exchange of best practices, and strengthening aviation safety oversight throughout the Asia and Pacific Region.

3. ACTION BY THE CONFERENCE

3.1 The Conference is invited to note the information contained in this Paper.

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