



**INTERNATIONAL
CIVIL AVIATION
ORGANIZATION**



Technical Monitoring and Reprogramming Report

NCMC Work Programme 2025-2027 (Agenda Item 9 of NCMC/8)

Evaluation of Outstanding Tasks, Root Causes, and Continuity Plan

Carlos Marcelo Orellana

Safety Implementation Officer

ICAO NACC OFFICE

Programme Execution Status



Task 1: AMBER (Paused/Reassigned)

Not executed as an independent task.

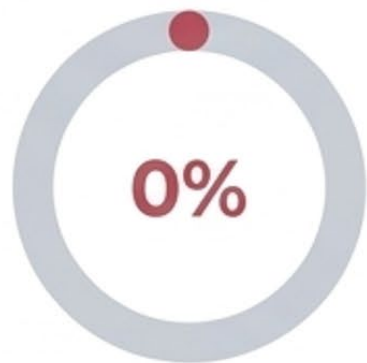
Requires merging to avoid duplication.



Task 2: GREEN (95% Completed)

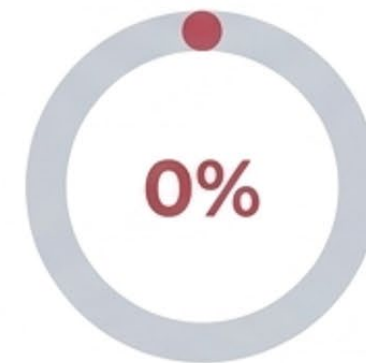
Substantially developed.

Ready for socialization phase.



Task 3: RED (0% Executed)

Blocked. Ad-hoc group was not established due to lack of coordination.



Task 4: RED (0% Executed)

Paused. Affected by changes of positions in the NCMCs.

With the exception of Task 2, the programme architecture requires a profound strategic recalibration due to structural and management factors.

Decision NCMC/8/01: Towards Risk-Based Surveillance.

Mandate agreed to strengthen safety oversight capabilities through a stratified approach aligned with the USOAP CMA.



Task 1

Stratified support to States based on audit exposure.



Task 2

Development of the NCMC Manual specific to the NAM/CAR region (QA Function).



Task 3

Specific technical support for the Air Navigation Services (ANS) area.



Task 4

Evaluation of open-source tools (Korean System) for document control.

Systemic Factors Affecting Execution

Underlying institutional roadblocks encountered during implementation.

Institutional Overlap

Impact: Task 1

The stratified methodology was suggested before the assignment of the SAP review to the Regional Office. The reason for not continuing was to avoid duplication of efforts.

Coordination Friction

Impact: Task 3, Task 4

Difficulties in forming the required ad-hoc groups due to workload, and defining clear leaders or managers for regional execution.

Staff Turnover

Impact: Task 4

Recent changes in NCMC positions and focal points within States, diluting the initial technical momentum.

Task 1: Avoiding Duplication of efforts

Integrating NCMC stratified support components in the regional Office SAP review

Task 1: Stratified Support

**Ongoing SAP Review
(Regional Office)**



STATUS

Not executed as an independent task. Strategic merger initiated.



ROOT CAUSE

The ongoing SAP review by the Regional Office already covers State prioritization, focused technical support, and preparation for USOAP CMA activities.



CORRECTIVE ACTION

Align the stratified support component directly with the SAP. The NCMC will retain only the quality control elements.

Stratified Model

Layer 1 (Top Tier - High Priority)

Criteria: States subject to full USOAP audits (more than 10-18 years of inactivity).

Technical Focus: Validation of self-assessment completeness, review of regulatory frameworks, and identification of high-risk areas.



Layer 2 (Base Tier - Continuous Validation)

Criteria: States subject to ICVMs with active CAPs (less than 5 years).

Technical Focus: Quarterly monitoring of CAPs, stagnation prevention, and technical deep-dives for root cause analysis and SARPs alignment.



Task 3: Restarting ANS Technical Support

Calibrated plan to overcome coordination challenges in Air Navigation Services support.



CURRENT STATUS: PAUSED

The task was not executed as the ad-hoc group could not be successfully established to identify critical ANS areas. Coordination gaps and workload conflicts also delayed the regional training programme.

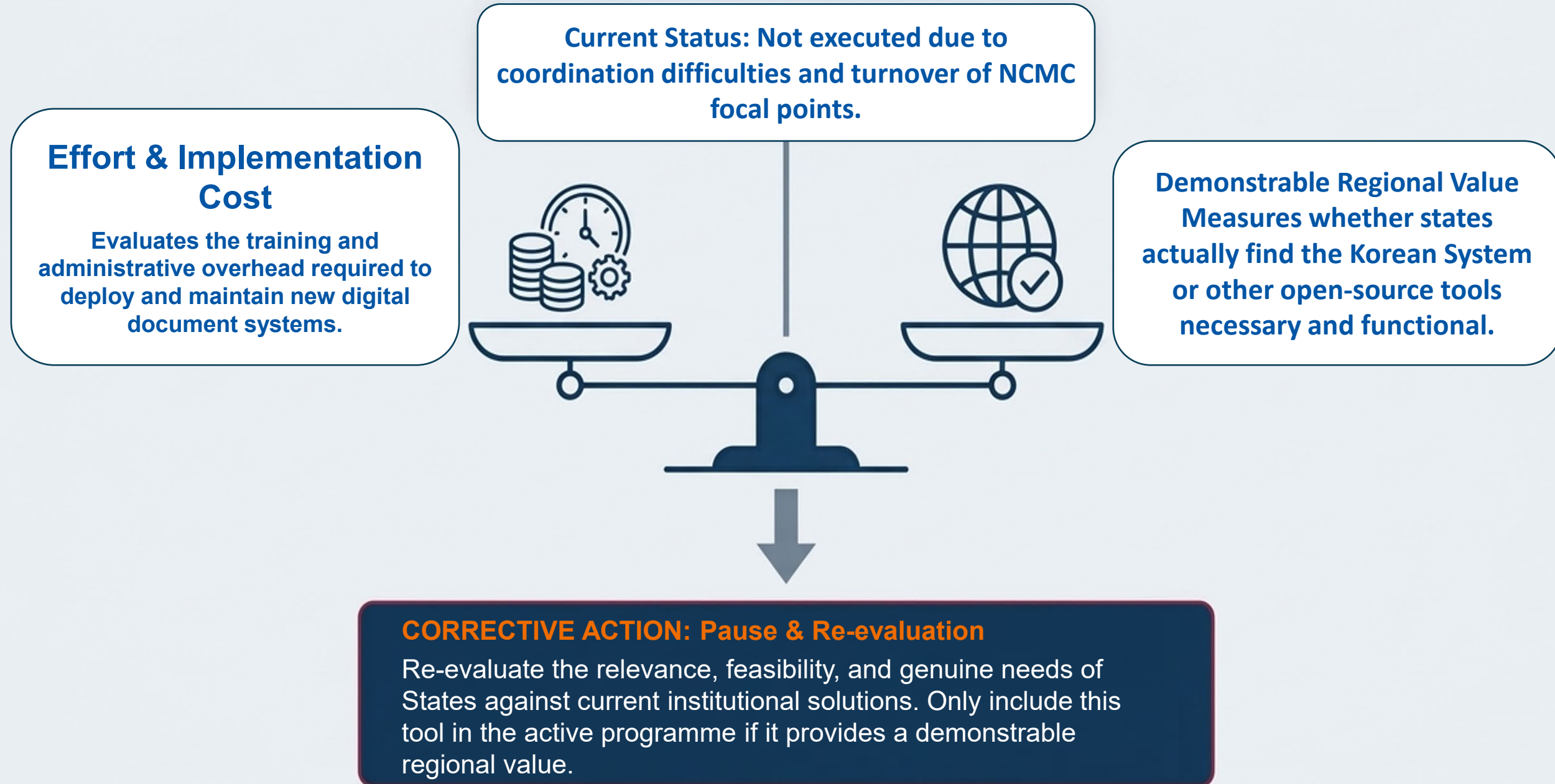


CALIBRATED RESTART

- **New Scope:** Resume the task by incorporating the vital update of the ANS Inspector Manual.
- **Strict Requirement:** Before initiation, it is mandatory to formally define the scope, responsibilities, schedule, and exact coordination mechanisms.

Task 4: Digital Tools Evaluation

Balancing implementation costs against actual value added for Member States.



Task 2: Outstanding Progress of the Period



Milestone success in developing the regional NCMC Quality Assurance framework.

95% Completed



Specific NCMC Manual for the NAM/CAR regions has been substantially developed. This milestone document formalizes the NCMC as a Quality Assurance (QA) function directly nested within each State's civil aviation structure.

1. Official Translation
Finalizing English version.

2. Coordination & Review
Socialization with States.

3. Adoption Process
Establishing mechanism.

New Management Framework (Governance for Success)

Strict quality gates required from Day 1 to avoid recurrence of documented delays.



1. Designated Leader: Demonstrable leadership and clear focal point assigned for accountability.



2. Verifiable Products: Tangible, discrete, and measurable deliverables defined upfront.



3. Milestone Schedule: Specific, bounded, and trackable execution deadlines.



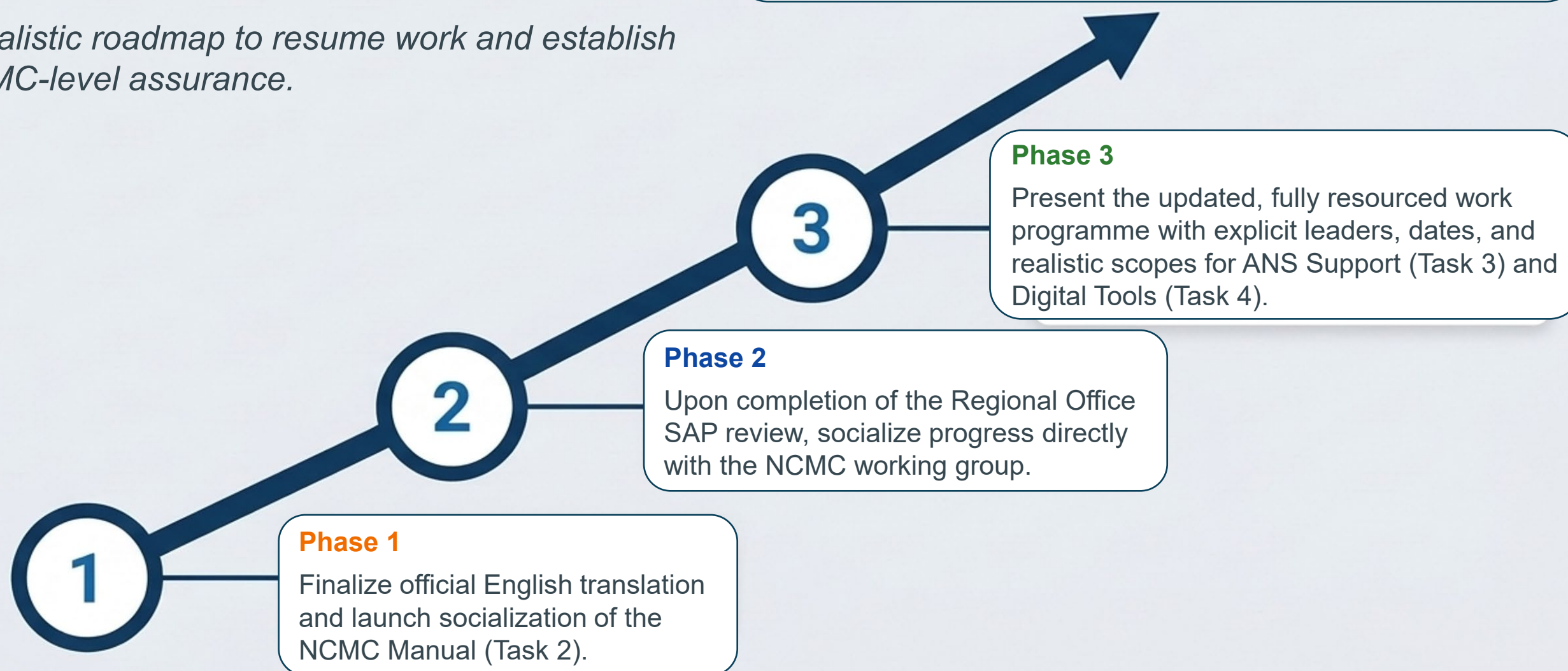
4. Coordination Mechanisms: Validated integration path with key technical divisions.



5. Validation Criteria: Continuous filters to assess necessity and ensure integration with broader regional plans.

Conclusion and Immediate Course of Action

A realistic roadmap to resume work and establish NCMC-level assurance.



Thank You

