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New Deputy Director MOC/ANB

Editorial

Interview with Serkan Simitcioglu, DD/MOC/ANB

By Mihail Peytchev,
Programme Implementation Officer OSU/MOC



MP: *Firstly, congratulations on your role and welcome to ICAO and MOC!*

Let's begin this interview with a brief introduction of yourself.

SS: Thank you. I am very pleased to have joined ICAO as Deputy Director, Monitoring, Oversight and Coordination, in the Air Navigation Bureau. My background is in aviation safety, international oversight systems, audit and monitoring programmes, regulatory engagement, and standards development in a multinational environment. Before joining ICAO, I spent more than fourteen years at the International Air Transport Association (IATA), in various positions including Head of the IATA Operational Safety Audit (IOSA) Programme from 2014 to early 2026, where I led its global operation and strategic evolution, including its transition towards a risk-based oversight model. Earlier in my career, I held different aviation roles in Germany. I hold a Bachelor of Arts in Aviation Management and an Executive MBA from McGill University and HEC Montréal.

MP: *Right from the beginning we've noticed that you have an open-door policy and that you are quite approachable. What's your management style?*

SS: I would describe my management style as open, structured and collaborative. I believe we do our best work when expectations are clear, communication is respectful, and there is space for honest discussion. I try to be approachable and available, while also encouraging accountability and ownership. For me, an open-door approach also applies to difficult conversations; it means creating the right environment to address issues constructively, learn from each other, and move forward together.

MP: *What are your immediate priorities about Monitoring, Oversight and Coordination (MOC)?*

SS: In the near term, my focus will be on a set of practical priorities intended to strengthen the programme's foundations and prepare for its long-term evolution. These include; aligning internal documentation, continuing to build up the RSOO (Regional Safety Oversight Organizations) and RAIO (Regional Accident and Incident Investigation Organizations) Assessment Programme (RRAP), developing relevant concepts, and establishing the Study Group to support the programme's evolution. By the same token, while recognizing that no formal decision has yet been taken, there is a clear need to explore the option of time thresholds for audit results which have passed a certain number of years.

MP: *Where do you see MOC in the context of ANB and the on-going ICAO transformation?*

SS: MOC has an important role to play in the broader ANB context because it connects monitoring, oversight, implementation support and coordination functions that are essential to ICAO's credibility and effectiveness. In the context of the ongoing transformation, I see MOC as a key contributor to a more integrated, risk-informed and safety-oriented way of working. Our work can help ensure that ICAO remains a driver in making aviation safe, by ensuring our audit programmes remain effective.

MP: *Where are we (MOC) heading for the next triennium?*

SS: Over the next triennium, I see MOC continuing to move toward a more risk-informed and data-driven model of oversight. This means placing greater emphasis on the credibility and sustainability of corrective actions, making smarter use of information for auditor training, audit scoping and standards setting, and using ICAO Coordinated Validation Missions (ICVMs) and other targeted activities more strategically. It also means strengthening integration with RRAP and regional mechanisms, so that our oversight, assessment and implementation support activities are better connected. I would like to also recognize that auditors are central to the success and credibility of the programme. A key focus should therefore be to support them more effectively through clearer guidance, better training, stronger feedback loops and the practical tools they need to deliver high-quality, consistent and meaningful oversight.

MP: *How different is ICAO from the IATA environment where you are coming from?*

SS: There are clear differences between the two environments, but also many common objectives. IATA is closer to the operational and industry side of aviation, with a strong focus on practical implementation, efficiency and member airline needs. ICAO, as a UN specialized agency, works through a State-based, multilateral framework and has a unique normative and strategic role in international civil aviation. What I find particularly interesting is how complementary the two are. My experience in the industry environment helps me appreciate the practical realities of implementation, while ICAO provides the opportunity to contribute to policy, oversight and cooperation at the global level.

MP: *Let's conclude with a personal question, what do you like to do in your spare time?*

SS: Outside work, I enjoy spending time with my family and friends, discovering new places, and staying active when time allows. I also enjoy good food and travel, especially because both offer a chance to experience different cultures and perspectives. In general, I value moments that help me recharge and keep a healthy balance.

MP: *Thank you for your time and openness during this interview. On behalf of all of us in MOC, I wish you every success in your new role!*

USOAP CMA Study Group

Introduction of the USOAP CMA Study Group and its objectives.

By Mihail Peytchev, Programme Implementation Officer, OSU/MAC



Introduction

Assembly Resolution A42-12, adopted at the 42nd Session of the ICAO Assembly in 2025, reaffirmed the call for the continued evolution of the USOAP CMA *"into a more evidence-based, risk-informed and result-oriented programme"*. The Executive Committee (EX-COM) supported the establishment of a group to make periodic reviews and recommendations to the Council on the evolution of the USOAP CMA, with the aim of it remaining relevant in an increasingly complex environment by becoming more data-driven, risk-informed and outcome-focused. In keeping with this, the Secretariat established the *USOAP CMA Study Group (USOAP-SG)* earlier this year. A part of the USOAP-SG mandate, based on another recommendation from the EX-COM, is the conception of a coordination mechanism between the USOAP CMA and Universal Security Audit Programme (USAP) CMA, in order to promote efficiency and coherence, without duplicating the existing group mandates.

Composition of the USOAP-SG

The USOAP-SG members originate from the following States: *Brazil, Canada, Kazakhstan, Malaysia, New Zealand, Portugal, the Republic of Korea, Senegal, Singapore, South Africa, the United Arab Emirates, the United Kingdom, the United States, the Eastern Caribbean Civil Aviation Authority (ECCA), the European Commission (EC) and the European Union Aviation Safety Agency (EASA)*.

Experts nominated to this group possess extensive knowledge in; the USOAP CMA, aviation service provider audits, inspections and assessments, risk-management, and legislative and regulatory processes for the transposition of ICAO provisions into the national framework. Members are invited to participate in the work and meetings of the USOAP-SG in an independent capacity, and in turn, the USOAP-SG will provide its recommendations to the ICAO Secretariat and Council.

The work of the USOAP-SG will be supported by a Secretariat team led by Serkan Simitcioglu.

Objectives of USOAP-SG

The USOAP-SG will provide recommendations on the evolution of the USOAP CMA by:

- a) reviewing the implemented recommendations made by the previously active Ad-hoc USOAP Advisory Group (USOAP-AG) and the Group of Experts for a USOAP CMA Structured Review (GEUSR);
- b) undertaking a study to determine to which extent:
 - i) the USOAP CMA methodology can be adapted to:
 - support a more efficient, data-driven and outcome-focused audit concept;
 - provide more practical support and benefits to small States (e.g. Small Island Developing States); and
 - adopt more efficient programme policies and processes supporting affordability and ensuring the Programme's sustainability;

- ii) the conduct of the USOAP CMA should be supported by specific subject matter experts in areas such as legal, aerodrome operational, dangerous goods, etc.;
 - iii) the concept for the future evolution of USOAP, currently presented by the Secretariat, would serve the programme's long-term objectives or if alternative, more impactful changes may need to be implemented;
 - iv) data and information resulting from the USOAP CMA can improve safety and contribute to standard-making and implementation support activities;
 - v) guidance material and/or training activities could be enhanced or expanded; and
 - vi) corrective action plan (CAP) policies, including timelines, should be revised.
- c) liaising with the Task Force on the USAP CMA to identify opportunities in streamlining USOAP and USAP methodologies and modernizing existing audit processes.
- d) performing any other tasks deemed relevant by the Secretariat.

Working Sessions and Expected Outcome

In-person meetings of the USOAP-SG are planned to take place at the ICAO Headquarters between September 2026 and May 2027. In addition, remote work will be conducted through teleconferences and/or online meetings. Members are expected to participate in an independent capacity, and discussions and correspondence will in English.

The work programme of the USOAP-SG will include; assigned responsibilities, tasks to be accomplished and expected deliverables.

Further information and updates on the progress and the outcome of the USOAP-SG work will be provided in the next newsletters. We all wish the group continued success and we look forward to their recommendations!



Strengthening USOAP Capabilities for Assessment of SMS Acceptance and Oversight

SMS Familiarization Training has been delivered to the entire roster of USOAP current auditors.

Ariel Weiss, Standards and Procedures Officer - Safety Management OAS/MOC

As part of the incorporation of the new Safety Management System Protocol Questions (SMS PQs) into USOAP audit activities, effective 1 August 2026, an SMS PQ familiarization training package was developed and delivered to more than 110 USOAP auditors.

The training was delivered by Ariel Weiss, Standards and Procedures Officer – Safety Management, and Mihail Peytchev, Programme Implementation Officer.

This programme was designed to support the standardized and harmonized integration of the new PQs in USOAP activities. Participants examined the intent underlying the relevant safety management requirements and discussed how they should be assessed within the broader context of State safety oversight.

Particular attention was given to identifying and evaluating appropriate evidence. The sessions explored what may constitute sufficient and reliable evidence of effective implementation, the areas in which States commonly encounter difficulties when overseeing service providers' SMS, and how auditors can distinguish between the formal existence of processes and their meaningful application in practice.

Practical case studies were used throughout the training to develop professional judgment and promote greater consistency in this new audit approach. Exercises conducted also enabled participants to examine different types of evidence, identify weaknesses in implementation, and determine when further questions or additional verification may be required.

Other important objectives of this training were; strengthening auditors' confidence in asking the right questions, critically evaluating the evidence presented, and reaching clear, consistent and well-supported conclusions.

The completion of this training represents an important step in preparing USOAP auditors for the new SMS PQ assessments. It also reinforces a broader principle for effective safety oversight - meaningful assessments require a combination of technical knowledge, practical judgment, and the ability to translate complex requirements into clear and consistent audit determinations.



Update on the Implementation of the New Nominee Self-Service

This is a follow up on the progress of the implementation of the new Nominee Self-Service module.

By Mihail Peytchev, Programme Implementation Officer, OSU/MOC

Update on the Implementation of the New Module

Since December 2025, when the new Nominee Self-Service Module was announced, significant progress has been made towards its effective implementation. The project team cleared the backlog of pending nominations, confirmed the actual count of current nominations at each step of the process, defined time limits for every step, and advanced nominations according to priority.



Further to this, the module functionality was re-evaluated, amended, tested and confirmed. The associated process described below was also reviewed and tested for feasibility.

In order to properly introduce the new Nominee Self-service to States and candidates, an Electronic Bulletin (EB) explaining the new nomination process in detail was issued (EB 2026/25 dated 28 July 2026).

Process Improvements with the New Nominee Self-Service

With the latest improvements, the process for nominating qualified candidates for short-term secondment to the USOAP CMA will become:

- a. **Candidate-driven**, as candidates will be solely responsible for their application and progress;
- b. **Simplified**, with a single-entry point for nominations through the USOAP CMA public website and online framework (OLF);
- c. **More transparent**, by involving States through their National Continuous Monitoring Coordinators (NCMCs);
- d. **More effective**, as the identification of inactive and uncommitted candidates will enable ICAO to focus on prioritizing the most suitable and qualified candidates whose expertise aligns with the needs of the USOAP; and
- e. **Automated and easy to track**, with the introduction of the OLF Nominee Self-Service module as of August 2026.

Official Launch

The new process of nomination is outlined step-by-step on the USOAP public website under [Becoming a Qualified USOAP CMA Auditor and Nomination of Prospective Auditors](#).

As further guidance to States who would like to support USOAP and nominate candidates, the current needs of the programme with respect to specific technical areas and language skills are listed on its website under [USOAP Priority Areas](#). It should be noted that these priority areas will be revised on continuous basis, and ICAO will be accepting applications from prospective auditors in these priority areas only.

The new Nominee Self-Service will be officially launched in August 2026.

How Data Analytics Supports the USOAP CMA

Discussion of the significance of data-driven oversight.

By Rita Ntolo, Consultant, MOC

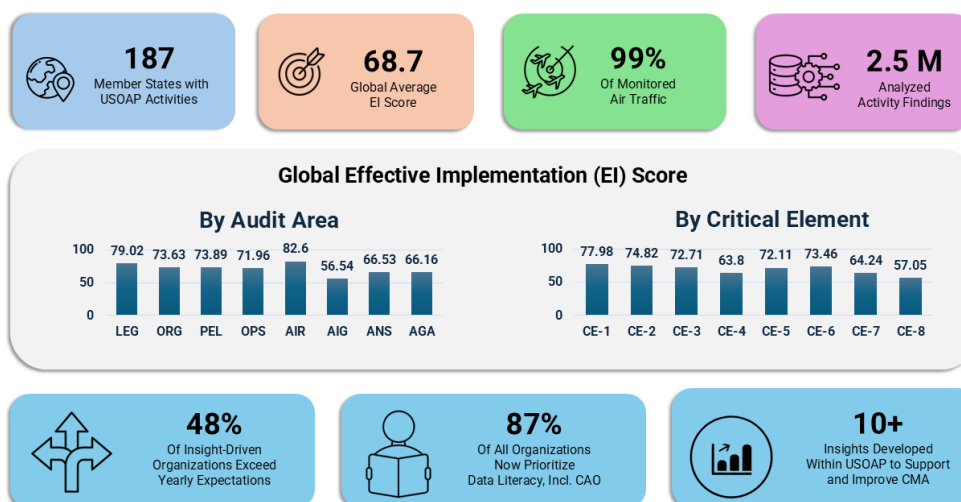


Significance of Data-Driven Oversight

Data-driven organisation is defined as supporting decision-making by data and insights. The positive effect of this is well documented, and as of today, 87% of organizations prioritize data literacy according to Gartner. It was proven that 48 per cent of organizations adopting insight-driven culture had exceeded their goals within a year. The figures below consolidate the global USOAP outreach and underline the importance of introducing data-driven culture into the programme.

USOAP GLOBAL REACH

* Data Up to 2025 reports



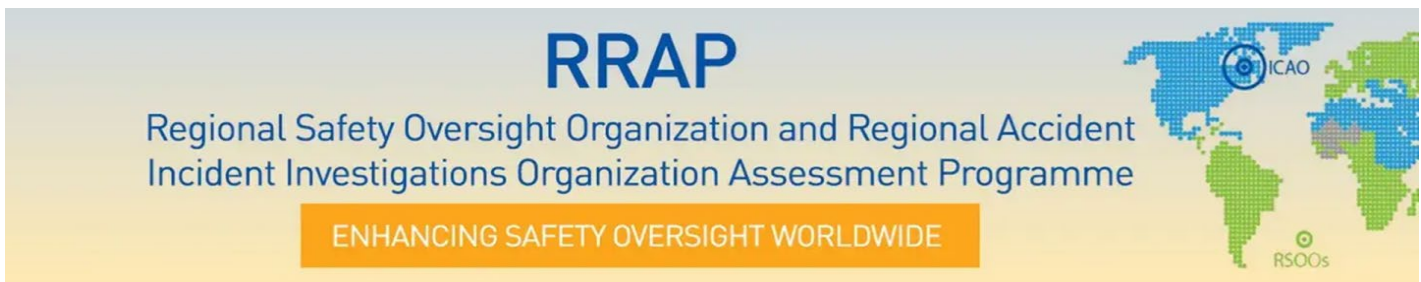
MOC Data Analytics Team

At the heart of this effort is the MOC Data Analytics Team, a dedicated group that translates audit records into meaningful insights. The team helps to draw a clearer, more complete picture of global aviation safety oversight by examining trends in Effective Implementation (EI) scores across cycles, comparing performance across regions, and identifying patterns in the Electronic Filing of Differences system (EFOD) reporting. The team also continuously analyzes a growing wealth of data that was collected since 1999 from USOAP activities in 187 Member States.

Analytics also helps explain outliers, which are cases of unexpected results, when taking a State's overall profile into consideration. Rather than drawing conclusions, these cases open conversation and guide where follow-up or targeted assistance may be most useful.

As reporting practices continue to improve, data analytics is helping to shift continuous monitoring from a purely retrospective and evaluation exercise, towards one that is a more proactive approach for supporting States.

News from Regional Safety Oversight Organizations



The Evolution of the RRAP: From Concept to a Cornerstone of Regional Aviation Safety

From GASOS to RRAP – A Transformation.

By Haaba Baldeh, Technical Officer RSCU/MOC

The RSOO and RAIIO Assessment Programme (RRAP) has come a long way since its conceptual origins in 2017, when a global strategy for what was then known as the Global Aviation Safety Oversight System (GASOS) was first adopted at the RSOO Forum in Eswatini. In 2019, GASOS received formal approval at the 217th session of the Council and was endorsed by the 40th Assembly, laying the institutional foundation for a structured approach to assessing regional organizations.

Between 2019 and 2023, ICAO refined the concept, introducing an assessment score in place of a recognition model, and the GASOS Electronic Monitoring System (GEMS) was made available at no cost to all RSOOs and RAIIOs. In 2024, the programme was renamed RSOOs and RAIIOs Assessment Program (RRAP) to more accurately reflect its purpose assessing these collaborative regional bodies. The evolution culminated in 2025, when Resolution 24/4: Regional cooperation and assistance to resolve safety deficiencies was adopted during the 42nd Assembly, formally rescoping GASOS into the RRAP.

What RRAP Is Today

RRAP is a voluntary, cost-recovery assessment programme that leverages selected USOAP processes to objectively evaluate the qualifications and capabilities of RSOOs and RAIIOs against applicable provisions of the Chicago Convention and its Annexes. RSOOs or RAIIOs assist Member States in fulfilling their safety oversight or investigation obligations, and each assessment culminates in an assessment score (AS) that determines a measure of confidence when certain tasks and functions are delegated to them by States. Following pre-pandemic pilot assessments of the Central American Agency of Aviation Safety (ACSA), Banjul Accord Group Aviation Safety Oversight Organization (BAGASOO) and Pacific Aviation Safety Office (PASO), the first assessment under the revised programme was completed in October 2024 for CASSOA (general assessment criteria (GEN) and airworthiness of aircraft (AIR) domains).

Momentum on the Ground

At the Seventh East African Community (EAC) Aviation Symposium in Mombasa, Kenya in May 2026, growing interest in RRAP was evident, including expressions of interest from two RSOOs. Positive feedback from the EAC Civil Aviation

Safety and Security Oversight Agency (CASSOA), following its 2024 assessment, reinforced that structured assessment helps regional organizations demonstrate maturity, build trust, and deliver greater impact for their Member States. The African and Malagasy Civil Aviation Authorities (AAMAC) will undergo an assessment by the end of 2026. Furthermore, during the PASO Annual General Meeting in May 2026, it was proposed to have an RRAP assessment in 2027 for this organization. These activities would play a pivotal role in determining progress from the pre-pandemic pilot assessment that was conducted, as well as paving a way forward for strengthening the organization.

Where Is RRAP Going

RRAP is now positioned as a pillar of ICAO's effort on strengthening regional safety and investigation mechanisms, alongside targeted strategic support and harmonized guidance and tools. Looking ahead, several developments will shape its trajectory including:

- **Quality assurance role.** RRAP will serve as a quality-assurance mechanism providing States with confidence in the tasks and functions that RSOAs and RSOOs perform and that they are done in accordance with ICAO Standards, alongside strengthened synergies with the USOAP programme.
- **New guidance.** Publication of the following guidance material:
 - the new edition of the *Safety Oversight Manual* (Doc 9734, Part B);
 - the first edition of the RRAP Manual; and
 - the first edition of the Manual on Investigative Cooperation Mechanisms.
- **A more accessible cost structure.** A simplified fee model to reduce barriers to participation.
- **Global dialogue.** The ICAO/EASA 3rd Global RSOO/RAIO Forum for Aviation Safety, to be held in Georgetown, Guyana from 29 to 30 September 2026, will advance practical solutions for governance, delegation, capability development, resource optimization, and translating policy commitment into coordinated regional action.

Conclusion

The evolution of RRAP reflects a broader shift in how ICAO supports regional cooperation: from conception to a mature, performance-based instrument that enables trust, learning, and stronger regional impact. As RRAP moves forward; better resourced, better understood and better integrated into ICAO's framework, it is set to become an essential enabler of safer skies, and a practical expression of the **No Country Left Behind** commitment.



USOAP CMA RESULTS: 2025

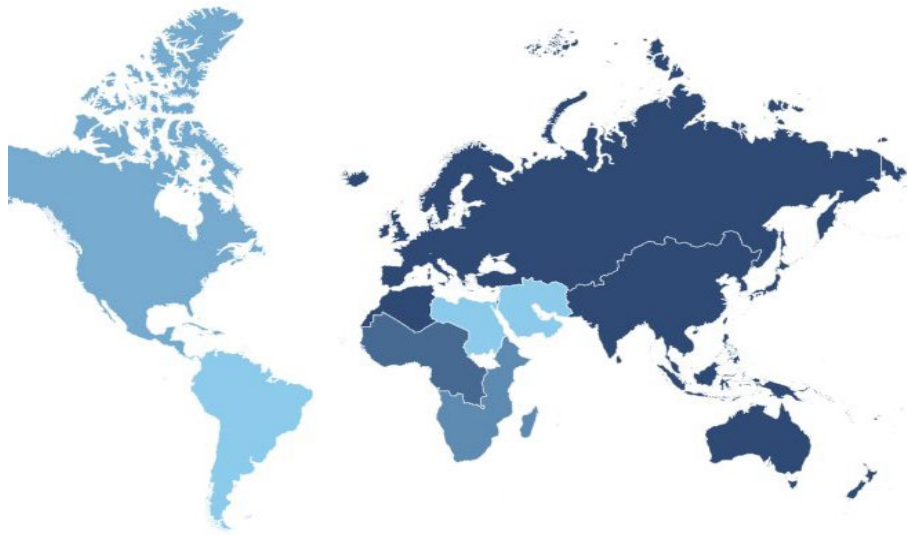
Total number of activities: 20

Postponements: 7

Identified findings: 2,862

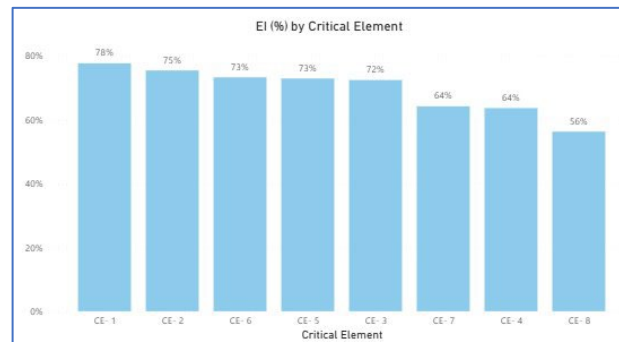
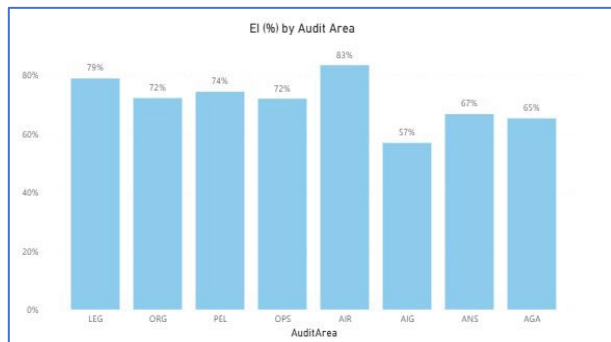
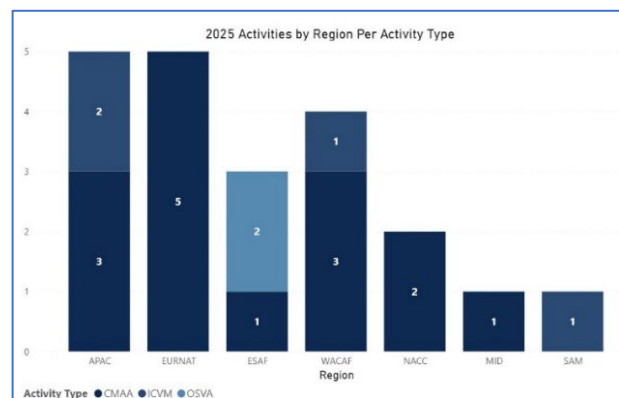
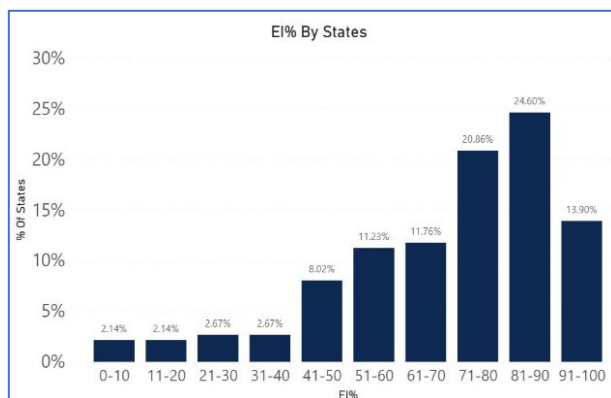
Closed findings: 985

Number of Activities By Region



Legend

■ 5 Activities ■ 4 Activities ■ 3 Activities ■ 2 Activities ■ 1 Activity





DEPARTURES: Farewell and thank you to all outgoing MOC team members!

 Departures 2026						
Time	Destination	Terminal	Flight	Gate	Remarks	Status
31:01	Saulo Da Silva	ADD/MOC	MOC 3101	ANB	GIS/ANS	Departed
31:05	Adel Ramlawi	SPO/AGA	MOC 3105	OAS	Retired	Departed
06:05	Jean Francois Aubin	TO/AIR	MOC 0605	OAS	Secondee	Departed

ARRIVALS: A warm welcome to all new MOC Team Members!

 Arrivals 2026						
Time	From	Terminal	Flight	Gate	Remarks	Status
02:02	Serkan Simitcioglu	DD/MOC	MOC 0202	ANB	IATA	Landed
22:06	Mohamed Iheb Hamdi	SPO/AGA	MOC 2206	OAS	MID RO	Landed
07:07	Daniel Jung	RSCO/RSCU	MOC 0707	RSCU	Sec. FAA	Landed