



ICAO

Pacific Small Island Developing States Implementation Support Roadmap (PSIDS Roadmap)



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Acronyms

ACI - Airports Council International
 ADB - Asian Development Bank
 ANB - Air Navigation Bureau of ICAO
 ANS - Air Navigation Services
 APAC – Asia and Pacific
 APANPIRG - Asia/Pacific Air Navigation Planning and Implementation Regional Group
 ASIAP - Aviation Safety Implementation Assistance Partnership
 ASPA - Association of South Pacific Airlines
 AVSEC - Aviation Security
 CAA – Civil Aviation Authority
 CAPSCA - Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation
 CAT - Combined Action Team
 CDI - Capacity Development and Implementation Bureau
 CE – Critical Element
 CMA - Continuous Monitoring Approach
 CORSIA - Carbon Offsetting and Reduction Scheme for International Aviation
 CP – Corporate Platform
 DCTP - Developing Countries Training Programme
 DGCA - Director General of Civil Aviation
 EASA - European Union Aviation Safety Agency
 EI – Effective Implementation
 ERSSOO – Enhanced Regional Safety and Security Oversight Organization
 FAA - Federal Aviation Administration
 GANP - Global Air Navigation Plan
 GAsEP - Global Aviation Security Plan
 GASP - Global Aviation Safety Plan
 GASOS - Global Aviation Safety Oversight System
 GSI – Government Safety Inspector
 IATA - International Air Transport Association
 ICAO – International Civil Aviation Organization
 ISPC - Implementation Support Planning and Coordination Section
 iSTARS - ICAO Integrated Safety Trend Analysis and Reporting System
 LDCs -Least Developed Countries
 MDB - Multilateral Development Bank
 NCLB - No Country Left Behind
 PAEP - Pacific Aviation Enhancement Programme
 PAM – Priority Assistance Map
 PASO - Pacific Aviation Safety Office
 PICASST - Pacific Islands Civil Aviation Safety and Security Treaty
 PICAT - Pacific Islands Civil Aviation Treaty
 PIFS - Pacific Island Forum Secretariat
 PRAAP - Pacific Regional Aviation Action Plan
 PRAS - Pacific Regional Aviation Strategy
 PREF – Pacific Regional Engagement Framework
 PRIF – Pacific Region Infrastructure Facility

PSIDS - Pacific Small Island Developing States
RAMM - Regional Aviation Ministers Meeting
RAIO - Regional Accident and Incident Investigation Organizations
RAO - Regional Aviation Organization
RASCF-APAC - Regional Aviation Security Coordination Forum – Asia and Pacific Region
RASG-APAC - Regional Aviation Safety Group - Asia and Pacific Regions
RO – Regional Office
RRAP - RSOO and RAIO Assessment Programme
RSCU - Regional Safety Cooperation Unit
RSO - Regional Sub-office
RSOO - Regional Safety Oversight Organization
RSSOO - Regional Safety and Security Oversight Organization
RTCF - Regional Training Cooperation Framework
SAR - Search and Rescue
SARPS - Standards and Recommended Practices
SRO - Sub-regional Office
SSC - Significant Safety Concern
SSeC – Significant Security Concern
SSP - State Safety Programme
UN - United Nations
USOAP – Universal Safety Oversight Audit Programme
WB - World Bank

0.0 Executive Summary

0.1 The aviation development needs of the PSIDS remain broad and multi-fold. The scope of this document reinforces following three key themes:

- a) Development and maintenance of a robust aviation safety and security oversight systems sustained through a combination of an up-to-date legal and organizational framework proportionate to the local aviation environment, availability of competent technical and management personnel, established work processes and guidelines, and law implementation and enforcement mechanisms for the aviation operators.
- b) The development of an adequate aviation human capital and sectoral capacity through systematic training and skill development, and measures to retain the trained personnel in both operational functions, and oversight system functions.
- c) Air transport physical infrastructure needs such as the modernization of airport infrastructure, upgrading air traffic management and aeronautical telecommunication facilities and services, and operational and technical infrastructure for air operators and associated services. An example of this is the Common Aeronautical Virtual Private Network (CRV), which is critical to enabling IP-based telecommunication of aeronautical data, information and communications in the APAC region, and to PSIDS neighbouring States.

0.2 The core tenets of the 2019 PSIDS Study remain extant. A review of Effective Implementation (EI) under USOAP-CMA and USAP-CAM indicates that the majority of PSIDS are still significantly below global averages (noting that ICAO has in recent years undertaken a reduced number of audits of PSIDS). Notwithstanding the current EI results, PSIDS continue to be disadvantaged through constrained resources to engage with ICAO at a regional or global level – attending workshops, training or meetings (with the majority at the APAC Regional Office) is simply beyond the PSIDS resources for with budget or personnel, and conducting events in Fiji, considered the central hub of the Pacific) still presents a challenge for most PSIDS to attend. Coupled with high volumes of engagement correspondence from ICAO, ongoing evolution of technical standards, and the reduced ability to participate in events that could assist PSIDS has led to the issues identified in 2019 largely remaining constant.

0.3 According to most recent assessments, two PSIDS (Fiji and Papua New Guinea) have made significant progress in Effective Implementation (EI) for safety and security oversight (as assessed through respective the Universal Safety Oversight Assessment Programme – USOAP, and the Universal Security Assessment Programme – USAP). While gaps remain in oversight systems, it is clear that the efforts to close the gap by the two States and achieve or exceed global average EI scores has been underscored by commitment to effectively resource trained and competent personnel. The commitment by the remaining 11 PSIDS to strengthen has been hampered by the ability to marshal sufficient State resources required for oversight systems (expertise across licensing, operations, airworthiness, aerodromes, ANS, accident investigation). This is clearly demonstrated by the inability to address the two PSIDS recommendations from the 2019 PSIDS Study regarding improvements to Establishment and Implementation Critical Elements (CE). Therefore, of the 13 PSIDS, two States appear to have sufficient momentum to maintain national safety and security oversight systems, while PNG has an established independent investigation function, and Fiji is progressing this through legislative reform. In accordance with the South-South Cooperation and ICAO's No Country Left Behind, the progress by both States is able to be leveraged

for Roadmap support for resource contribution and technical expertise for other PSIDS, noting that these States are already providing bilateral support to other PSIDS.

0.4 Compliance and safety or security gaps that could be addressed through increased resources (budgetary and human) remain unresolved due to continued resource constraints. These resourcing constraints are assessed as being unlikely to be resolved by the majority of PSIDS, while resourcing issues are currently impacting the ability of the regional cooperation body (the Pacific Aviation Safety Organization – PASO) to render PSIDS effective assistance.

0.5 The fundamental drivers for sustainable improvement in the majority of PSIDS remain. Three critical barriers must be addressed simultaneously for sustainable oversight and form the foundational deliverables of the Implementation Support Roadmap:

- a) Legal framework deficiencies (will take the longest to address, but is foundational)
- b) Human resource constraints (will have most immediate operational impact)
- c) Enhancing systematic regional coordination (absence of harmonized and standardized regional framework will amplify all other issues)

0.6 In respect to the progress made to overcome the barriers through actions arising from the PSIDS Study recommendations, while developments have occurred, significant outstanding actions require attention, commitment, resource mobilization, and support from ICAO, and donor States and Organizations to assist PSIDS and PASO (as a preferred RSSOO). The establishment of the ICAO Pacific Liaison Office (PLO) in Nadi, Fiji, in 2023 has enabled closer engagement between the APAC regional office and PSIDS, and the effectiveness of the function (and opportunities to improve the effectiveness of the PLO operation) should be evaluated at the three-year mark of the establishment.

0.7 While an amended Pacific Islands Civil Aviation Treaty (PICAT) has been lodged by the depository State, and ratified by one other PSIDS, no further progress has been made, rendering issues raised in the PSIDS Study unresolved resulting in ongoing downstream challenges for PASO. The emphasis remains that PSIDS need to achieve several critical milestones as a priority to advance their aviation safety and security oversight capabilities. From ICAO's position the acceptance of the amended PICASST by the States and the establishment of a structured RSSOO are identified as top regional priorities. These two achievements will serve as key performance indicators for the overall success of the Pacific Regional Aviation Strategy (PRAS) under the Regional Aviation Ministerial Meeting (RAMM) framework.

0.8 While some PSIDS have embarked on primary and secondary legislative reform, most PSIDS remain under adopted regulatory rulesets, with inherent challenges as outlined in the PSIDS Study. PSIDS undertaking legislative reform independently from a regional cooperation framework risk undermining the benefits of harmonized, standardized rulesets, and increased friction for a regional cooperative organization such as PASO to provide efficient services to member States. This aligns with the 'Harmonised Regulatory Systems' as one of the seven priorities identified in the Pacific Regional Aviation Strategy 2022 – 2032. PSIDS who elect to remain outside of a regional cooperative framework provided by the amended PICAT, and the support of PASO to undertake delegated oversight functions, face significant risk to successfully uplift internal State oversight mechanisms to meet ICAO compliance.

0.9 The commitment to the RSSOO model and foundational requirements for a regional framework underpin the sustainability of oversight systems in the Pacific region. The deliverables identified in this roadmap focus on actions to overcome the extant barriers cited above, namely addressing legal reform, enabling systematic regional coordination through delegation and recognition of equivalence and a strong PASO able to deliver delegated service functions to member States, and strengthening training capability to support operational and regulatory functions. While core deliverables are designed to address the foundational deficiencies in the three key areas, immediate prioritization capacity support to address compliance or safety/security deficiencies will be tactically managed under a Priority Assistance Map (PAM). Thus, the roadmap addresses twin objectives simultaneously: establishing foundational regional cooperation mechanisms underpinned by the PICAT, legislative reform, and strengthening PASO; and addressing immediate implementation compliance and safety/security issues under the PAM. The strengthening of PASO enables PSIDS without resources to achieve increased levels of compliance and effective implementation of safety and security oversight systems is the only pragmatic option, while also offering PSIDS that have or are increasing State authority resources a phased or hybrid implementation mechanism to meet their obligations by selectively accessing PASO for specific oversight function support.

0.10 The deliverables provided in this roadmap have been developed using a methodology of identifying:

- a) stakeholders
- b) rationale for the deliverable and expected implementation outcome(s) and impact
- c) dependencies for implementation
- d) priority and expected implementation timeframe
- e) funding required
- f) risk (including risk(s) associated with delivery, and risk(s) of not achieving the deliverable).

0.11 Overall, taking into account the ongoing challenges facing the Pacific region and the progress outstanding to address PSIDS EI in safety and security, this ISR is assessed as carrying a high risk for successful implementation in accordance to the desired timelines without the commitment of all stakeholders – PIF, PSIDS, PASO, ICAO, and Partners (States, Multilateral Development Banks, and other organizations providing assistance). In particular, the emphasis of key deliverables that enable PASO to provide member States expected oversight function services delegated to it by the member State is predicated on a sustainable funding model for PASO, which has been highlighted at RAMM, and is an ongoing action. Certain ISR Deliverables are critical to success and require stakeholder commitment; without this, the ISR risks failure and continuation of the status quo. For these key Deliverables, no additional mitigation or contingency measures are available. Achieving the Roadmap objectives depends on both commitment and regular progress monitoring. Most Deliverables rely on resource mobilization, supported by ICAO's Global Appeal 2026-2028¹. ICAO will also continue engaging major Assistance Partners, both collaboratively and directly in the Pacific, to advance these Deliverables. Progress against Roadmap timelines will be proactively monitored and reported by ICAO at relevant forums (RAMM, APAC DGCA, PSIDS-ICAO/Assistance Partners Coordination Meetings) to maintain awareness and focus on delivery.

¹ [Global Appeal 2026-2028](#)

1.0 Implementation Support Roadmap Objective and Applicability

1.1 Purpose

1.1.1 This report documents the proposed PSIDS Implementation Roadmap which has reference to the outcome of the 2019 ICAO Pacific Small Islands Developing States Aviation Needs Analysis (PSIDS Study). ICAO engaged an external contractor at the Pacific Small Island Developing States (PSIDS) Liaison Office, Nadi, Fiji to identify tangible actions to strengthen the implementation of ICAO's recommendations from the 2019 ICAO PSIDS Aviation Needs Analysis (hereinafter referred to as the 'PSIDS Study'). The Terms of Reference (ToR) were to develop an Implementation Support Roadmap (ISR) for the PSIDS and, identify and prioritize capacity development actions for the PSIDS region in consultation with the PSIDS, APAC Regional office, and the PSIDS Liaison Office.

1.1.2 The ISR primary purpose is aligned to the following ICAO Strategic Goals:

- a) Every Flight Is Safe and Secure: Achieve zero fatalities and ensure continuous protection for air passengers, cargo, and staff.
- b) No Country Left Behind: Enable achievement of safety, security, efficiency, and sustainability goals through collaboration and support
- c) The International Civil Aviation Convention and Other Treaties, Laws and Regulations Address All Challenges: Maintain responsive international air law addressing current and emerging challenges.

1.2 Scope

1.2.1 The information and data sources used comprised of ICAO documents and material which included inter alia:

- a) the PSIDS study report
- b) ICAO technical assistance mission reports
- c) meeting working papers
- d) ICAO Doc. 9734 - Safety Oversight Manual Part A and Part B
- e) ICAO Doc. 9735 – Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP CMA) Manual
- f) ICAO Integrated Safety Trend Analysis and Reporting System (iSTARS)
- g) Pacific regional interactions including:
 - i. Pacific Regional Aviation Ministers Meetings
 - ii. Pacific Aviation Safety Office (PASO)
 - iii. active stakeholders and internal coordination within ICAO.

1.2.2 This document is structured into three thematic areas:

- a) Contextual review of the 2019 PSIDS Study of the aviation environment in the Pacific in 2025
- b) ISR deliverables, rationale, expected outcomes, risks, and accountabilities and responsibilities of stakeholders to stimulate continued resource mobilization through a coordinated pragmatic approach.

- c) Implementation progress of the recommendations in the PSIDS study (that inform progressive ISR actions for the Pacific region, and all stakeholders of the achievements and engagements of the respective parties)

1.2.3 In-depth discussions with the PSIDS Liaison Officer of the PSIDS Liaison Office provided key contributions, important pacific insights and experiences.

1.2.4 The analysis in this roadmap has been undertaken objectively based on the of information gathered within the constraints of resources and time of the project, however, does not preclude that fuller analysis of all available information may present alternate viewpoints. In addition, the analysis may not be representative of future results from USOAP and USAP activities or preclude any future findings under these audit and monitoring programmes.

1.3 Acknowledgement

1.3.1 The consulting Technical Assistance Officer expressed gratitude to those at ICAO HQ, APAC Regional Office and PSIDS Liaison Office for the support given as well as the valuable information provided. Deep appreciation also goes out to those individuals from the PSIDS and Organizations who supported with information and updates promptly when requested, which was vital to understanding the progress and provide a focussed Implementation Support Roadmap. This report is provided to assist the ongoing strengthening of aviation in the Pacific Small Island Developing States.

2.0 Contextual Review

This section evaluates the extant challenges PSIDS face in meeting their obligations under the Convention on International Civil Aviation (Chicago Convention) and interventions by ICAO and stakeholders to assist the States to address these issues and challenges. This overview provides information regarding the commencement of ongoing Pacific initiatives aimed at strengthening aviation safety and security oversight resilience.

The Asia and Pacific region include 13 Pacific Small Island Developing States² who represent one third of the 39 Asia and Pacific (APAC) of ICAO Contracting States that the ICAO Asia and Pacific Regional Office (APAC RO) are responsible for. The PSIDS are recognized for their distinct sustainable development challenges characterized by factors such as remoteness in terms of distances, poor connectivity, high cost of travel, limited financial resources, shortage of trained and competent human resources, and susceptibility to natural disasters. The PSIDS depend heavily on external support to meet their development needs. Aviation is a crucial sector which requires extensive international support in different aviation branches in consideration of the pivotal role played by aviation in these island nations for connectivity, supply chain, trade, and tourism. Aviation's directly contributes to socio-economic development and disaster response, and sustainable transport and aviation are widely recognized as essential enablers integral to other economic sectors in the PSIDS³.

Under the No Country Left Behind (NCLB) initiative of ICAO (which supports the global overarching development goals including the United Nations 2030 agenda for sustainable development) the PSIDS must continue to receive the attention of ICAO and other stakeholders such as the States and PSIDS' donor partners, including the international financial institutions, to provide the required financial and in-kind technical expertise to build a resilient aviation sector. Achieving sustainable aviation safety and security oversight capability of the PSIDS, supported is considered an utmost priority.

2.1 Pacific Regional Outlook - Post PSIDS Study

2.1.1 The PSIDS study provided detailed information on the PSIDS' average effective implementation (EI) of the critical elements (CEs) of a State safety and security oversight systems. It stated that, overall, both with respect to aviation safety oversight and security oversight, the PSIDS region has performed well below the APAC average and the world average, although the performance may vary significantly from one PSIDS to another. This situation was a clear illustration of the challenges faced by the PSIDS with respect to aviation regulatory oversight.

2.1.2 The PSIDS study reported that the average USOAP-CMA effective implementation (EI) score for the 11 audited PSIDS was 36.79% at the time of reporting. This falls significantly below the global average of 66.59%, the APAC average of 61.78% and the GASP target of 60%. The information used in the PSIDS study originated from ICAO sources, i.e. results of USOAP and USAP activities as directly

² Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, Palau, Papua New Guinea, Solomon Islands, Samoa, Tonga, Tuvalu and Vanuatu

³ Refer to [Pacific Regional Aviation Strategy](#) (PRAS) & 2050 Strategy for the Blue Pacific Continent [Technology and Connectivity](#) thematic

provided by the Sections in charge of the respective audit programmes at ICAO Headquarters to the PSIDS project.

2.1.3 In addition to low EI scores, the PSIDS region is also characterized by a relatively high number of unresolved significant security concerns (SSeCs) and a relatively high risk of situations which could lead to significant safety concerns (SSCs). However, most PSIDS have not had a recent USOAP. The risk of having an SSC situation in one or more of the PSIDS remains relatively high, particularly due to the poor resources and the resulting lack of effective certification, in particular with respect to the handling of non-compliances, as identified during USOAP activities⁴.

2.1.4 The average USOAP-CMA⁵ effective implementation (EI) score for the same group of 11 audited PSIDS was 36.73% as of end-May 2025, according to ICAO's iSTARS 4.0 platform. This falls significantly below the global average of 70.29%, the APAC average of 66.58% and the GASP suggested target of 75% by 2024. The details are presented in the following Table 1.

State	Last USOAP audit activity	USOAP overall EI %	Status of Corrective Action Plan (CAP) on CMA online framework (OLF) in the past 12 months.	
			Updates for uncompleted CAPs provided on CMA OLF for CAPs	Updates for uncompleted CAPs not actively provided on CMA OLF in the past 12 months
Cook Islands	2013	4%	Provided	
Fiji	2019	76.25		Not provided
Kiribati	-		USOAP audit not done	
Marshall Islands	2010	41.70		Not provided
Micronesia (Federated States of)	2010	16.63		Not provided
Nauru	2008	25.64		Not provided
Palau	2010	19.55		Not provided
Papua New Guinea	2025	80.55	Provided	
Samoa	2010	46.92		Not provided
Solomon Islands	2014	32.30	Provided	
Tonga	2019	36.78	Provided	
Tuvalu	-		USOAP audit not done	
Vanuatu	2016	43.65		Not provided

Table 1 – PSIDS USOAP EI

2.1.5 The comparison of 2019 and 2025 USOAP effective implementation (EI) scores indicates that there has not been any improvement of the PSIDS' safety oversight performance over this period. Only Fiji, Papua New Guinea, and Tonga have undergone an ICAO USOAP CMA audit During this period. Five PSIDS were audited under the USOAP program more than 15 years ago, two within the past 10–15 years, and one State was audited nine years ago. Kiribati and Tuvalu have never received a USOAP audit.

2.1.6 The iSTARS 4.0 information (as of end-May 2025) also shows that seven PSIDS with uncompleted Corrective Action Plans (CAPs) have not been actively providing updates to the CAP on

⁴ [PSIDS study](#) (paragraphs 2.1.6.4.1 and 2.1.6.4.2)

^{5 5} Due to information protection for aviation security, an equivalent USAP detailed analysis is not provided.

High level data is that that 11 PSIDS have received USAP assessments since 2019, with the average EI score of 49% for all PSIDS. A total of 8 SSeCs are active across 3 PSIDS (February 2026).

the CMA online framework (OLF) in the past 12 months. Four of these seven States have received a Combined Action Team (CAT) - Safety mission of APAC RO which provided, inter alia, advice on development of a CAP and functionality of the USOAP CMA OLF including practical hands-on exercises.

2.1.7 The criteria for the determination of a USOAP CMA activity is described in ICAO Doc. 9735 – USOAP CMA Manual in sections 3.4 and 3.5 for reference if necessary. In general, it is reasonable to assume that an increase of a State’s effective implementation score following an USOAP CMA audit could be a likely scenario, the opposite cannot be ruled out if the State regulatory oversight system has been functioning ineffectively.

2.1.8 Regarding the PSIDS’ attendance at ICAO regional meetings, no significant improvement has been observed in recent years compared to the findings of the PSIDS study. However, the PSIDS study has attributed the lack of PSIDS’ attendance to the following: *“The cost and time of travel of PSIDS representatives to attend events at the ICAO Regional Office in Bangkok, paired with the risk of slow administrative processes to grant authorizations to State/CAA officers for official travel, often results in having very few or no participants at all from these States, including for major regional events such as meetings of the Regional Aviation Safety Group (RASG-APAC) and Asia/Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG). This problem is often compounded by the significant lack of experts in PSIDS to adequately represent their States in these regional meetings. In the most recent key APAC aviation event, the 56th APAC DGCA meeting (held in Kathmandu, Nepal, in August 2014), only four PSIDS sent participants. These States were Fiji, Kiribati, PNG and Tonga.”*⁶

2.1.9 Reviewing statistics on PSIDS’ attendance at key ICAO regional meetings during 2014 –2025 have been provided in [Appendix 1](#). It should be noted that RASG-APAC, APANPIRG, and RASCF-APAC meetings had facilitated virtual participation in 2020, 2021, and 2022. Nonetheless, it is important to recognize the challenges presented for the PSIDS by the pandemic and time zone differences during the period 2020-2022 to attend virtually. Low engagement results in the PSIDS region continuing to remain partially disconnected from broader regional collaboration and information exchange on aviation planning and implementation. It also limits opportunities to present PSIDS’ challenges, participate in discussions, and gain exposure to best practices and learning experiences.

2.1.10 It is not just attending or engaging in various ICAO fora (symposiums, meetings, training, workshops, working groups (and sub-entities)) that PSIDS face challenges with budget and sufficient experts to release. The issue is conspicuous when viewed through the lens of available personnel within the PSIDS regulatory organizations to undertake oversight functions. The PSIDS Study⁷ examined the number of personnel available for flight safety (Aircraft Operations, Airworthiness and Personnel Licensing) and reported that in several States the number ranged from zero to less than six. Many PSIDS have less than 15 staff to cover all technical areas of safety and security oversight. In the context of technical information required to be established and implemented under oversight systems, as well as manage ICAO State Letters, consider responses to requests for information or decision-making PSIDS regulatory resources are stretched beyond capacity (as are any State oversight authority with similar numbers). The volume of oversight functions and tasks, and engagement is simply outside the capacity of dedicated personnel.

⁶ [PSIDS study](#) (paragraph 2.11.1.1)

⁷ [PSIDS study](#) (section 2.4.3)

2.1.11 Stretching personnel resources further is the continuous evolution of SARPs – from late 2026 Amendment 2 of Annex 19 becomes effective, which in turn expands the USOAP PQs with an additional audit area for safety. Noting that PSIDS already have insufficient resources for technical areas, the expansion of USOAP-CMA presents further challenges and risks for PSIDS to demonstrate compliance, with potential, if resources and capability assistance are not mobilized for authorities, that low EI scores will be degraded further.

2.2 ICAO's Intervention

2.2.1 PSIDS Study Project and Report⁸

2.2.1.1 The PSIDS study provided a comprehensive evaluation of both the existing challenges and future opportunities for the Pacific Island States in the field of civil aviation. Stakeholder engagement to foster transparency and inclusiveness ensured the perspectives of governments, aviation authorities, and international organizations were considered. The PSIDS Study resulted in a set of broadly applicable strategic recommendations for the Pacific region.

2.2.1.2 The report contains 30 recommendations for the consideration of the PSIDS, the Pacific Islands Forum, and ICAO. Of the 30 recommendations, five were directed specifically for consideration of ICAO in relation with its resources and activities while further 10 recommendations were directed for the consideration of ICAO in relation with assistance donors, training institutions and multilateral development banks. The study report concluded one recommendation for consideration of the Pacific Islands Forum (PIF) while there were 14 recommendations for the consideration of the PSIDS.

2.2.1.3 The study derived main conclusions on PSIDS' situation, challenges and needs through an analytical approach⁹. In reaching the recommendations, the study considered three main forms of regional oversight support mechanisms^{10,11}:

- a) Regional cooperative arrangements (e.g. Cooperative Development of Operational Safety and Continuing Airworthiness Programme); or
- b) Institutionalized RSSOOs/RSSOOs; or
- c) Regional CAAs

2.2.1.4 The study recommended supporting an institutionalized Regional Safety and Security Oversight Organization (RSSOO), identified as an enhanced RSSOO (ERSSOO) to achieve direct support to the State's regulatory oversight tasks. The study noted that the Pacific Aviation Safety Organisation (PASO) already provides regulatory support both for safety oversight and security oversight, therefore the term RSSOO would not introduce a totally new concept. The choice of the institutionalized RSSOO prevailed over the other two forms of regional oversight support mechanisms considered in the study.

⁸ [PSIDS study](#)

⁹ [PSIDS study](#) (Chapter 4, Section 4.1, sub-sections 4.1.1 - 4.1.20)

¹⁰ [PSIDS study](#) (Chapter 3, Section 3.2, sub-sections 3.2.1 – 3.2.5)

¹¹ The request for an ICAO sub-regional office (SRO) to directly carry out safety and security oversight on behalf of PSIDS (e.g. certification, surveillance and/or quality control) is not supportable due to a conflict of interest. [Reference: PSIDS study - Chapter 3, Section 3.3]

2.2.1.5 The study also recommended establishing an ICAO liaison office in the Pacific which would address the need and long-standing demand of the Pacific States for interacting with ICAO, thereby bringing ICAO closer to the PSIDS.

2.2.1.6 The recommendations were formulated with a view to enable a holistic approach in the development and implementation of a 'Pacific aviation roadmap' to achieve effective, sustainable and resilient aviation regulatory oversight in the Pacific region. The findings of the study were expected to help both ICAO and the Pacific region in subsequent decision making.

2.2.1.7 Due to the limitations in the number, expertise and availability of team members, the study omitted certain civil aviation activities, in particular, the area of air navigation services (ANS). However, the study mentions that a number of observations, conclusions and recommendations contained in the report, being of a systemic nature, would also apply to the ANS area, for example with respect to safety oversight and investments in infrastructure.

2.2.2 40th ICAO Assembly response to the PSIDS Study

2.2.2.1 During the 40th session of the ICAO Assembly in 2019 (A40), the ICAO Council presented working paper A40-WP/47¹² on the PSIDS study under Agenda Item 20: No Country Left Behind (NCLB) initiative. The working paper mentioned that the study has increased the level of knowledge and understanding of the Secretariat on the situation and challenges faced by the PSIDS with respect to civil aviation. It further mentioned that close coordination between ICAO and all relevant stakeholders will be necessary for follow up and eventual implementation of the recommendations contained in the report. The working paper received wide acknowledgement.

2.2.2.2 Three further working papers related to the PSIDS study were presented at A40:

- a) A40-WP/210¹² - presented by Australia and co-sponsored by New Zealand, Samoa, Singapore, Tonga and PASO, noted the challenging demographic and operational conditions of the small island States located in the Asia-Pacific Region. The paper called for adequate support to enhance the implementation of SARPs in the area of safety, as well as air navigation capacity and efficiency, with a particular focus on the PSIDS, in line with the Beijing Declaration and the findings of the PSIDS study.
- b) A40-WP/310¹² - presented by Papua New Guinea, on behalf of Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, Palau, Papua New Guinea, Solomon Islands, Samoa, Singapore, Tonga, Tuvalu and Vanuatu, highlighted the unique set of challenges faced by the PSIDS, linked in particular to their limited resources, remoteness, and susceptibility to natural disasters, while noting the key importance of aviation for these States' socioeconomic development. In this context, the paper welcomed the efforts undertaken by ICAO and donor States to enable the conduct of the PSIDS study.
- c) A40-WP/385¹² - presented by New Zealand, emphasized the importance of the PSIDS study in promoting a regional approach to support PSIDS and in facilitating their ownership of the subsequent recommendations. Being mindful of the challenges faced by most small PSID States, New Zealand encouraged the actions of the PSIDS study to ensure its recommendations are practical, proportionate and cost-effective.

¹² [A40 Working Papers](#)

2.2.2.3 The Executive Committee of the Assembly noted the information on the scope, purpose, methodology and principles of the study and extended its appreciation to Australia, Chile, China, Fiji, Singapore, the United Kingdom and the United States for their in-kind and financial contributions. The Executive Committee was informed that due consultation had taken place on the study's draft conclusions and recommendations with the 14 States included in the study. The Executive Committee further noted that the ICAO Secretariat would present the final report to the 218th Session of the ICAO Council, which would be directed to review the recommendations and develop an implementation roadmap. It was noted that the recommendations may require the mobilization of resources and expansion of partnerships with Governments, the private sector and the relevant United Nations organizations.

2.2.2.4 The Executive Committee also noted the wide support expressed by States for the recommendations included in the working papers. It was also acknowledged that the lessons learned through the development of the PSIDS study could benefit other Small Island Developing States.

2.2.2.5 In particular, the Executive Committee noted that a number of States drew attention on the necessity to devote appropriate resources to the APAC Regional Office, in light of the specific characteristics of the PSIDS. The Committee also noted that additional support would be needed for the implementation of the recommendations stemming from the PSIDS study. In that respect, the Executive Committee recommended that the Assembly, inter alia, to:

- a) call for the results of the PSIDS study to be duly taken into consideration in the strategic planning of ICAO activities; and
- b) direct the Council to review the recommendations contained therein and develop an implementation roadmap.

The corresponding Executive Committee report was approved by the Assembly and Resolutions therein were adopted.

2.2.2.6 The PSIDS Study made a significant impact on the expectations to support the PSIDS to improve the aviation systems in their respective island States, in particular towards the development of resilient aviation safety and security regulatory systems and oversight capabilities.

2.2.2.7 During its second meeting of the 218th Session in November 2019, the ICAO Council considered the PSIDS study based on an oral report and a Council working paper. The working paper detailed the scope and methodology of the study, summarized its conclusions, and presented related recommendations. The meeting was informed that all recommendations directed to ICAO were generally supported by the ICAO Secretariat provided that appropriate resources would be available for their implementation in the 2020-2022 triennium.

2.2.2.8 In light of the discussion, the Council, inter alia, endorsed in general terms, the overall direction of the PSIDS study and its recommendations as the basis for future work with stakeholders in developing an implementation roadmap. Further, the Council endorsed, in principle the recommendations in the PSIDS study related to ICAO which included moving forward to create the ICAO Pacific Liaison Officer position as soon as possible.

2.2.2.9 It was further agreed to take a two-track approach for the implementation of the PSIDS study's recommendations, with a short-term implementation roadmap including actions that would alleviate the safety and security concerns identified in the Pacific region, and a long-term implementation roadmap, to be developed by a Task Force representing the PSIDS, in consultation with possible partners in the Pacific region under the leadership of the APAC Regional Office.

2.2.2.10 In establishing the above-mentioned short and long-term implementation roadmaps for the prioritization and implementation of the PSIDS study's recommendations, the need was stressed to opt for sustainable solutions, which would also be resilient to the possible political, social and economic changes that would affect the Pacific region.

2.3 Pacific Regional Bodies

2.3.1 Pacific Islands Forum (PIF)¹³

2.3.1.1 The Pacific Islands Forum (hereinafter referred to as “the Forum” or the “PIF”) is an inter-governmental organization that aims at enhancing cooperation between countries and territories of the Pacific Ocean, spanning membership of North, Central and South Pacific Island States. The PIF has an observer status at the United Nations.

2.3.1.2 Australia, Cook Islands, Fiji, French Polynesia, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu are the current 18 member States of the PIF. The PIF has four Associate Members (Tokelau, Wallis and Futuna, Guam and American Samoa) and several observers. The Asian Development Bank and World Bank are amongst the PIF observers.

2.3.1.3 The mission of the Forum is to work in support of Forum member governments, to enhance the economic and social well-being of the people of the region by fostering cooperation between governments and between international agencies, and by representing the interests of Forum members in ways agreed by the Forum. Its decisions are implemented by the Pacific Islands Forum Secretariat (PIFS). The PIFS, headquartered in Suva, Fiji, has four main divisions - Policy, Governance and Engagement, Programmes and Initiatives, and Corporate Services, each of them with direct responsibility for a range of programmes designed to improve the capacity of the Forum members and to coordinate action on matters of common interest.

2.3.1.4 Pacific States and the PIF have developed a Framework for Pacific Regionalism, which was endorsed by Forum Leaders in July 2014. It sets out the strategic vision, values, objectives and approaches to achieve deeper regionalism in the Pacific. The Forum's Pacific Vision is for a region of peace, harmony, security, social inclusion and prosperity, so that all Pacific people can lead free, healthy, and productive lives.

2.3.1.5 At their meeting in August 2019 in Tuvalu, Forum Leaders endorsed the development of a 2050 Strategy for the Blue Pacific Continent to build upon the successes of the Framework for Pacific Regionalism as well as address gaps in connectivity as a core driver of sustainable development for the region. Aviation was intended to feature prominently.

¹³ [Pacific Islands Forum](#)

2.3.1.6 The decision to convene a PIF Regional Aviation Ministers Meeting was an outcome of the 50th Pacific Islands Forum, held in Tuvalu from 13 to 16 August 2019 with the Forum Leaders agreeing to convene a Regional Aviation Ministers Meeting in 2020. This meeting was intended to *‘consider and discuss aviation specific matters of importance to the region, in particular aviation safety and security, compliance with International Civil Aviation Organization standards and opportunities for increased connectivity for the subsequent consideration of Leaders at their meeting in 2020, as appropriate’*. The Forum which met in August 2019 was attended by the Heads of State, Government, and Territories of Australia, Cook Islands, Fiji, Kiribati, the Marshall Islands, Micronesia (Federated States of), Nauru, New Caledonia, New Zealand, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu. Niue, Palau and French Polynesia were represented by Ministers.

2.3.1.7 The decision to convene the first meeting of the Regional Aviation Ministers in 2020 constituted an important step for civil aviation in the Pacific Region and illustrates the commitment of States and Governments in the Region as well as the leading role of the PIF. Progress outcomes of the Regional Aviation Ministers Meetings (RAMM) are provided in section 3.2.2.

2.3.2 Pacific Aviation Safety Office (PASO)¹⁴

2.3.2.1 Many of the Pacific Island States experience challenges to implement safety and security oversight systems to ensure compliance with ICAO SARPs and related provisions. Concluding that regional cooperation provided a solution to overcome their challenges, the Pacific Aviation Safety Office (PASO) as a Regional Safety Oversight Organization (RSOO) was established as a concept on 7th August 2004 by the formation of the Pacific Islands Civil Aviation Safety and Security Treaty (PICASST) by four pioneering signatories, and subsequently a total of 10 States¹⁵ ratified the Treaty. PASO, as an organization, was formalized as an RSOO in 2008.

2.3.2.2 The ADB, in collaboration with donor States, provided a series of loans to support the establishment of PASO. The main objectives of the loans were to harmonize the legislative and regulatory frameworks of Member States, ensure airline compliance with international standards and establish a regional surveillance system. In practice, PASO also carries out tasks related to Aviation Security (AVSEC) and therefore constitutes a broader body as a Regional Safety and Security Oversight Organization (RSSOO).

2.3.2.3 The PASO Office is overseen by a General Manager, responsible to the Council (PASO members), through the Chairman, for the overall direction and implementation of the strategic and business plans determined by the Council. The General Manager is also required to foster close cooperation among the Members of PASO and positively engage with organizations with observer status at PASO (ICAO is an observer organization of PASO).

2.3.2.4 PASO provides regulatory support to its Member States in the areas of personnel licensing, aircraft operations, airworthiness, air navigation services (ANS), aerodromes and AVSEC. PASO predominantly relies on a roster of experienced aviation safety and security contractors (inspectors) for surveillance and/or provide technical advice as required by its member States and at the State’s

¹⁴ References include the PSIDS study report

¹⁵ The 10 States who were parties to the PICASST and therefore members of PASO are Cook Islands, Kiribati, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu. Associate members of PASO, but not parties to the PICASST are Australia, Fiji and New Zealand.

cost and provides to the State's regulatory authority with a report of findings and recommended corrective actions. These activities are undertaken using the State's legislation and ICAO SARPs as base materials. However, the PSIDS Study found that the regulatory support provided by PASO to its Member States using the framework was significantly limited by the lack of resources within PASO (PASO does not have any technical personnel (inspectors) in a full-time capacity¹⁶).

2.3.2.5 One of the key recommendations in the PSIDS study which was directed to the PSIDS was the establishment of an Enhanced Regional Safety and Security Oversight Organization (ERSSOO), with specific functions that the ERSSOO should perform. Whilst the recommendation for the establishment of the enhanced RSSOO remains a major safety and security regulatory oversight organizational infrastructure improvement collectively for the PSIDS, there is another strategically significant recommendation to review and amend the PICASST. Subsequent developments related to these two PSIDS study recommendations undertaken under the main Pacific Regional Ministers Meeting (RAMM) umbrella are contained in Chapter Three.

2.3.3 Post PSIDS Study progress (2019-2025)

2.3.3.1 Annex A to this roadmap summarizes actions undertaken by all stakeholders that demonstrate progress toward the recommendations of the PSIDS Study. These actions, while not always taken directly in response to specific recommendations, reflect both objective and subjective assessments of progress based on information available to ICAO during the development of this document. The analysis is structured into the following sub-sections:

- a) ICAO Initiatives and Measures (including in relation to Training Institutions and MDBs)
- b) PIF Initiatives and Measures
- c) PASO Initiatives and Measures
- d) PSIDS Initiatives and Measures

2.3.3.2 The following roadmap chapter 'PSIDS Implementation Support Roadmap' has been informed by the recommendations from the 2019 PSIDS Study, the context of the PSIDS outlook (section 2.1), the presence and efforts of regional bodies (sections 2.2-2.3), and in the context of actions undertaken and outlined in Annex A.

¹⁶ PASO appointed an AGA inspector in late 2025.

3.0 PSIDS Implementation Support Roadmap

3.1 Developing a PSIDS Implementation Support Roadmap

3.1.1 This section articulates the vision of the Implementation Support Roadmap (ISR – ‘Roadmap’) to strengthen ICAO’s and stakeholders’ actions to achieve the expeditious objective of sustainable compliant and robust safety and security oversight systems, that enable competent, authorised persons and organizations to deliver national and regional economic benefits from aviation activities. The Roadmap is aligned in pursuit of the recommendations outlined in the PSIDS study, in the context of the initiatives implemented to date of both the PSIDS region and ICAO since the PSIDS study.

3.1.2 It is encouraging to note that ICAO member States, development partners, and multilateral development banks with existing engagements in the PSIDS region have continued their strong support to the PSIDS aviation development, including assistance to PASO. In addition, new potential collaborators have expressed strong interest in contributing to these efforts, including for ICAO’s initiatives. The Roadmap presents deliverables that represent an effective and efficient direction towards reaching the expected outcomes of the PSIDS study recommendations. The first iteration of the Roadmap includes major deliverables, actions, expected outcomes and correlate interdependencies.

3.1.3 Close coordination, cooperation and collaboration of ICAO, PSIDS and all concerned stakeholders is critical for the successful implementation of the Roadmap deliverables. The PSIDS study recommendations are assigned to distinct implementing entities. Nevertheless, it is important to understand that there are interdependencies between some of the recommendations listed for the PSIDS region and those directed to ICAO, that necessitates that a well-coordinated and collaborative approach by all responsible parties is crucial in such circumstances to avoid duplication of efforts and establish clarity in implementation activities / projects. It is also important to share regular updates for progress monitoring of respective undertakings.

3.1.4 Noting that both PNG and Fiji have made significant progress to achieving USOAP-CMA and USAP-CMA global averages, the core benefits for regionalism and PASO services remains extant for the 11 remaining PSIDS. The progress by Fiji and PNG is underscored through the resourcing commitment for sufficient capacity for oversight systems, noting that resource levels for both States exceeds 70 personnel. For the 11 PSIDS not at the same state of progress, the identifiable strategic options to match the progress made by PNG and Fiji are to either:

- a) commit to national authority resources at a commensurate level (noting a baseline requirement of technical staff across all facets of safety and security irrespective of extent of aviation activity in the State must be sufficient to ensure all relevant SARPs from Annexes, PANS and other documents, including governance support functions, and ability to engage with ICAO and the APAC Regional Office on matters are available for the oversight organization (CE-3)), or
- b) strengthen PASO as regional mechanism to support the progress of oversight through delegation, which is the clear direction articulated in RAMMs and in the PRAS, PRAAP and PREF.

3.1.5 To continue to progress strengthening aviation oversight systems within PSIDS, and by extension PASO, requires twin objectives and parallel pathways:

- a) Strategic deliverables that provide sustainable improvement. These deliverables are reflected in the need to progress to the PICAT ratification, primary legislation reform for PSIDS to enable the PICAT, harmonized and standardized aviation regulations, establishment of robust, assured delegation mechanisms between PSIDS and PASO (or other States as required, including developing a Pacific regional 'Recognition of Equivalence' framework, and uplifting PASO to meet the delegation expectations of PASO members and ICAO
- b) Tactical deliverables that address immediate safety or security compliance or risk concerns. While Strategic deliverables will continue to take time and effort to implement, there is a recognized ongoing need to address concerns affecting aviation safety and security (e.g. international aerodrome certification). As Strategic deliverables are implemented, it is expected that tactical improvements will become more sustainable, as oversight systems become more robust to proactively and reactively effectively resolve safety and security concerns (CE-8).

3.1.6 The Roadmap is intended to act as an ongoing reference marker for stakeholders with a five-year timespan for Strategic Deliverables, and an annual priority review of the PAM for Tactical Deliverables¹⁷. This facilitates continuation of the reasonable progress that has already been made to implement some of the key recommendations directed to both the PSIDS and ICAO which are essential for the implementation of sustainable tactical deliverables. A five-year timespan also accommodates the implementation of supporting elements which have regional consensus already, for efficient management of resource mobilization. The Roadmap (and PAM) are intended to be living documents and reviewed suitably to accommodate evolving regional developments as they occur (such as the ratification of the amended PICASST, establishment of PASO as the RAO, establishment of a PSIDS regional training framework). Note the iteration of the Roadmap to this document (Attachment 1) has not raised deliverables for all PSIDS Study recommendations; for example *Rec/PSIDS/13/Continuous monitoring* has not been specifically addressed due to a number of key pre-cursor Deliverables required. Subsequent iterative updates to the Roadmap will consider advancing such Deliverables according to progress.

3.1.7 The Strategic deliverables recognize that complex factors including resources and assistance from stakeholders (including the PSIDS internal State stakeholders, PASO, Partner States/Organizations, and ICAO) are required and will result in long-term implementation. Taking into the strategic direction articulated in the PRAS, the long-term implementation Roadmap deliverables represent the commitment by PSIDS with development stakeholders in the Pacific region and under the leadership of the APAC Regional Office to build sustainable frameworks.

3.1.8 Tactical deliverables are intended for short-term implementation to alleviate safety and security concerns identified in the PSIDS region. A key deliverable is the development and maintenance by ICAO of a Priority Assistance Map (PAM) to provide PSIDS, ICAO, and Partner stakeholders with clear direction on issues requiring more urgent attention (inter alia addressing safety or security concerns, addressing APANPIRG deficiencies, implementation of amended or new

¹⁷ Note that both PNG and Fiji are not precluded from receiving tactical assistance as required from ICAO and assistance partners, or support for national strategic development, however the strategic deliverables are targeted towards supporting PSIDS requiring assistance of a Regional Aviation Organisation.

ICAO SARPs). However, all stakeholders should be mindful that ongoing delivery of tactical assistance and support without progressing the strategic deliverables will result in continued deferment in achieving the outcome of sustainable aviation oversight and ultimately fail to significantly shift the PSIDS Effective Implementation (EI) scores towards global averages.

3.2 Implementation Support Roadmap Deliverables

3.2.1 A total of 25 Strategic and Tactical Deliverables have been identified in the first iteration of the Roadmap. Tactical deliverables not associated with the PAM technical assistance actions are included to facilitate Strategic deliverables. Roadmap deliverables meet one of the following three categories:

- a) Reinforcement of original a PSIDS Study recommendation, seen as necessary to enable progress of key outcomes (an example being the Assistance Coordination Platform)
- b) A deliverable that enables progress of actions in progress or completed for a PSIDS Study recommendation (an example being the ratification by PSIDS of the amended PICASST (PICAT))
- c) New or revised deliverable as a methodology to support a PSIDS Study recommendation (an example being a secondment of a Delegation expert to PASO).

3.2.2 Deliverables have also been cross-referenced to the PRAAP where applicable to ensure alignment of the ICAO Roadmap with the PIF strategy. Additionally, ICAO's collaboration in some of the PRAAP action items (e.g. PRAAP A5.1, A5.2, D1.1, E 1.1, F1.1, F3.2, G1.1, G2.1, G3.1) would be desired in view of ICAO's expertise to strengthen these processes. It is important to emphasise that this proposal in no way suggests any infringement upon PSIDS' ownership of the PRAAP, nor does it indicate that ICAO would assume the control for implementation of these action items.

3.2.3 Table 2 summarizes the Deliverables, with full details provided Attachment 1 on each Deliverable. Sections 4.3 and 4.4 provide a high-level overview of the rationale behind Strategic and Tactical deliverables.

Deliverables Reference Table		
Group	# Ref	Deliverable
ICAO	DEL/I.1	Priority Assistance Map
	DEL/I.2	PASO recognized Organization
	DEL/I.3	PASO enabled as a Member to CASP-AP
	DEL/I.4	PSIDS Civil Aviation Profiles
	DEL/I.5	CAT/CAT-AVSEC; Go-Team Missions (e.g. Aerodrome Assistance)
	DEL/I.6	PSIDS Liaison Office review
	DEL/I.7	PLO Secondment
	DEL/I.8	ICAO Regional Engagement
PSIDS	DEL/P.1	Centralized PSIDS Civil Aviation Competency Register
	DEL/P.2	Recognition of Equivalence
	DEL/P.3	CE-1 reform (Primary Legislation)
	DEL/P.4	CE-2 reform (Operating Regulations)

Deliverables Reference Table		
Group	# Ref	Deliverable
	DEL/P.5	PASO RRAP review
	DEL/P.6	PICAT Ratified by PSIDS
	DEL/P.7	RSSOO Delegation Expert Secondment
	DEL/P.8	PSIDS Accident and Incident Investigation Capacity
	DEL/P.9	CE-4 assurance
Training	DEL/T.1	Letter of Intent
	DEL/T.2	Pacific aviation training framework strategy analysis
	DEL/T.3	Establish CATC operations
	DEL/T.4	TRAINAIR PLUS
	DEL/T.5	Pacific Aviation Qualification Framework (PAQF)
	DEL/T.6	Equivalent recognition and Delegation of Training, Assessment, and Competency
Assistance Partners	DEL/A.1	Assistance Coordination Platform
	DEL/A.2	ICAO-Parter Civil Aviation Cooperation Forum

Table 2 – Roadmap Deliverables

3.3 Strategic Deliverables

3.3.1 Regional Strategic Engagement Focus

DEL/I.8 - ICAO Regional Engagement

3.3.1.1 All 13 Pacific Island Contracting States are members of the PIF and parties to the RAMM. The RAMM framework has provided a unique opportunity for the PSIDS to promote regional collaboration and organize political support around harmonization and cooperation for Pacific regional aviation safety, security and air transport development. The Pacific Ministers have underscored the significance of capacity building and have further emphasized the importance of regional partnerships to advance safety, security, and sustainability, while highlighting the need for resilience in the face of challenges such as global pandemics. The RAMM has also recognized the need for further prioritization of the PRAAP key actions in view of the significant implementation cost and resource constraints for the PSIDS.

3.3.1.2 RAMM serves as a platform for advancing regional collaboration and fostering unified solutions, while strategically mobilizing political support for cooperative efforts and harmonisation in the development of Pacific regional aviation safety, security, and air transport. Its comprehensive scope encompasses essential initiatives designed to create an enabling environment for PSIDS to strengthen oversight capabilities in aviation safety and security.

3.3.1.3 ICAO has enhanced its collaboration with the region at the political level and has effectively supported the Pacific Regional Aviation Meetings conducted to date, providing inputs to the Port Moresby Declaration, Suva Declaration, meeting agendas for RAMM/1, RAMM/2 and RAMM/3 through ‘Dialogue’ presentations and other relevant briefings. In addition, interactive discussions with PSIDS representatives have been conducted at regional events such as the APAC DGCA Conferences. By invitation ICAO has attended RAMMs, with provided speaking slots on specific topics, however

attendance presents the opportunity for ICAO to contribute paper/s on agenda items of mutual interest to advance cooperation and collaboration on aviation oversight in the Pacific.

3.3.1.4 Deliverable DEL/I.8 continues this engagement between ICAO and the Pacific region at the highest level to promote dialogue and progress on the PRAS for the region and align cooperative assistance efforts with the strategy to mitigate the risk of fractured progress.

3.3.2 PSIDS & PASO Focus

3.3.2.1 A number of deliverables are identified for implementation for the PSIDS and/or PASO, of which four are considered High priority as precursor outcomes to enable further progress: member States ratifying the amended PICASST (PICAT); enshrining in CE-1 (Primary Legislation) appropriate delegation powers to PASO (or bilaterally with other States); reforming operating regulations (CE-2) (noting that work has commenced on this); and identifying RRAP gaps for PASO to direct support and assistance to PASO to address these.

DEL/P.5 PASO RRAP review

3.3.2.2 The Pacific Aviation Ministers have expressed commitment to support collaborative initiatives and strives to establish and develop a Regional Safety and Security Oversight Organization (RSSOO) in accordance with the principles and guidance of the ICAO RSOO and RAIO Assessment Programme (RRAP). To ensure that both PSIDS and PASO progress to a RAO able to meet the requirements under an RRAP, DEL/P.5 is a High priority to support this objective through a new RRAP assessment conducted to benchmark current RSSOO capabilities, with a pre-validation of PASOs services (provided since 2019 PSIDS Study (refer to paragraphs A4.1.4-A4.1.18), and proposed under the forthcoming Service Menu) to inform the scope of the RRAP.

3.3.2.3 The Pacific Aviation Ministers have endorsed the proposed PICASST amendments, which are being progressed via Treaty actions. The Pacific Aviation Ministers supported the Pacific Aviation Safety Office (PASO) evolving into RAO and agreed that the RAO is aligned to the PRAS for providing the core functions of aviation safety and security oversight. The progress for the ratification of the PICAT (DEL/P.6) is a dependency for several other key deliverables (DEL/P.3, DEL/P.7) and the overall uplift of PASO as a RAO.

3.3.2.4 The PICAT enables PASO as a RAO to achieve RSSOO level 2 functions for PSIDS. Level 3 functions (where the RSSOO is delegated responsibility to for example to issue authorizations on behalf of the PSIDS) is restricted due to the PICAT clauses on immunity for RAO (PASO) personnel. Therefore, under the immunity conditions, PASO would not be able to hold delegated responsibility to issue authorizations and have immunity from the act of issuing such authorizations.

3.3.2.5 Strengthening PASO is the most critical element for successful improvement by PSIDS (under the PRAS) with respect to the EI of safety and security oversight systems. In response to the PSIDS study the Pacific Region Infrastructure Facility (PRIF) was engaged to identify sustained funding and financing model for a RAO. Aside from the progression of the PICAT ratification, the key risk to the success of the PRAS for PSIDS signatories is the ongoing financial sustainability of PASO to provide technical assistance to members at RSSOO level 1 or level 2.

3.3.2.6 The Regional Safety Cooperation Unit (RSCU) within ICAO Air Navigation Bureau (ANB) is responsible for providing support and guidance to Regional Safety Oversight Organizations (RSOs),

Regional Accident and Incident Investigation Organizations (RAIOs) and other regional cooperation mechanisms. The RSCU develops guidance material, tools and workshops to support and strengthen regional cooperation mechanisms around the world. Additionally, the RSCU works closely with the Regional Offices to support capacity building and sustainability of RSOOs and RAIOs in coordination and collaboration with assistance partners / donors.

3.3.2.7 The RSCU manages the Regional Safety Oversight Organizations Cooperative Platform (RSOO-CP), the Regional Accident and Incident Investigation Organizations Cooperative Platform (RAIO-CP), and the RSOO and RAIO Assessment Programme (RRAP). PASO is a member of the RSOO Cooperative Platform.

3.3.2.8 Noting that the completion of DEL/P.5 (PASO RRAP review) will provide clear direction on progressive assistance to support PASO, an opportunity exists to under a phased RSSOO uplift program to ensure that the RRAP expectations are provided to members, and assistance provided to members adequately addresses USOAP-CMA and USAP-AP assessment criteria. While not directly called out in the preliminary iteration of the Roadmap (Attachment 1), a generic assistance priority is identified in the PAM (refer to paragraph 4.3.3.3) to provide assistance support, potentially via a workshop (or series of workshops) opportunity to increase awareness of the PSIDS region and PASO on the insights into the ICAO RSOO and RAIO Assessment Programme (RRAP), and the functions of an RSSOO against oversight system CE expected to be delegated by PSIDS to PASO under the PICAT.

DEL/P.9 – CE-4 Assurance

3.3.2.9 Notwithstanding the prioritized assistance for PASO noted in the PAM, for PASO Members (operating in a RSSOO framework) currently engage PASO assistance (through Service Level Agreements - SLA) to provide assistance for safety and security oversight functions, currently limited to mainly CE-7. Based on the delegation of technical functions to an RSSOO that should be undertaken by personnel with CE-4 standards acceptable by the delegating PSIDS the first of the workshops in the PAM would focus on CE-4 processes and procedures¹⁸ for PASO, and PASO member States processes and procedures for recognising PASO CE-4 standards to enable traceable delegation.

DEL/P.2 – Recognition of Equivalence

DEL/T.6 - Equivalent recognition and Delegation of Training, Assessment, and Competency

3.3.2.10 The PSIDS, in addition to ensuring that delegation of technical functions to PASO are performed by CE-4 PASO certified personnel (in processes assessed and validated by the PSIDS) should undertake this process in the most efficient manner possible, noting the constrained resources for both PSIDS and PASO. Each State must undertake their own assessment and validation of the PASO process(es); however, this will lead to all PASO members replicating the full assessment and validation process. While a State is unable to ‘adopt’ another States’ assessment and validation process, the principles of recognising equivalence of an assessment reduces the effort for other States to undertake assessment and validation independently. The principles also apply if a PSIDS elect to receive bilateral assistance provided by another State, for example GSI training or OJT, or operational training such as Air Traffic Services.

3.3.2.11 Most PSIDS have and will continue to receive assistance from PASO, as well as from supporting States. For safety assurance and acceptance of assistance in USOAP-CMA or USAP-CMA

¹⁸ Refer ICAO Doc 9734B

areas across Critical Elements, PSIDS are required to demonstrate that the provision of assistance is equal to and meets the national requirements of the State. Accepting assistance in absence of assessment and validation against national requirements prevents assurance that the assistance is fit-for-purpose for the State. Once the assessment and validation are completed the State may then under delegation of oversight functions accept external assistance as meeting the State requirements. For this reason, PSIDS are urged (with support from ICAO and Assistance Partners) to focus on DEL/P.3 (CE-1 reform of Primary Legislation) (as required) as a High priority to ensure that State legislation enables the effective delegation of safety and security oversight functions external to the State itself.

3.3.2.12 Recognition of equivalence of a delegated oversight function to external State or PASO (under the revised PICASST (PICAT – DEL/P.6)), and how other PSIDS may leverage the assessment and validation by that State for their own acceptance of external oversight functions by their State are provides increased efficiency for acceptable oversight functions not delivered by the State itself.

3.3.2.13 The above model will also enable the acceptance of regional training deliverables (DEL/T.3 and DEL/T.4) and be further enabled by DEL/T.5 – Pacific Aviation Qualification Framework (PAQF).

DEL/P.8 – PSIDS Accident and Incident Investigation Capacity

3.3.2.14 While noting that AIG among PSIDS there is generally a low EI score from USOAP results, the presence of available AIA organizations surrounding the Pacific region, and the resources available in PSIDS presents significant challenges to establish/maintain State AIG functions or a RAIO. In addition, effort directed to addressing safety and security oversight systems, and addressing immediate safety risk reduction for HRC events needs to balance the effort to improve AIG. Aside from PNG (Accident Investigation Commission - AIC), and Fiji's Civil Aviation Bill to establish an AIA, for PSIDS determining that delegation is a pragmatic solution for AIG function compliance, a phased approach to first establishing an Investigation Cooperation Mechanism (ICM)¹⁹, prior to establishing an RAIO.

3.3.2.15 The PSIDS Study included a recommendation (Rec/PSIDS/12) regarding establishing national independent investigation bodies, or sign agreement with a Pacific RAIO. However, currently no Pacific RAIO exists, and majority of PSIDS are resource constrained to establish independent investigation organizations. While an MoU exists between PNG Accident Investigation Commission and PASO, it is not recommended that PASO also perform as an RAIO, due to conflict of interests potentially occurring between delivering delegated oversight functions that a RAO provides and those oversight functions being subject to an investigation. Additionally, the PICAT does not provide for PASO to undertake investigation functions for member States.

3.3.3 ICAO Focus

3.3.3.1 While ICAO has nine Deliverables assigned as an (seven under ICAO and two associated to Assistance Partner coordination), ICAO is also a stakeholder across the majority of all Deliverables in the Roadmap.

DEL/I.2 PASO recognized Organization

DEL/I.3 PASO enabled as a Member to CASP-AP

¹⁹ [List of RAIOs and ICMs](#)

3.3.3.2 To promote recognition of PASO as a RSSOO (RAO under PICAT), ICAO will through a number of actions ensure that PASO has access to the information and activities as the PASO member States, on the basis that in undertaking delegated functions on behalf of the PSIDS, PASO must be equally knowledgeable, capable with skilled and qualified technical personnel to perform such functions. Additionally, in AVSEC through the CASP-AP Steering Committee and ICAO/CDI to explore the ability for PASO access aviation security support to strengthen PASO ability to provide technical assistance to PSIDS.

3.3.3.3 However, while PASO as a recognized partner for oversight organization for PSIDS able to receive information, assistance, attend meetings and workshops to ensure that it remains current with ICAO developments (otherwise PASO would be reliant on the PSIDS to maintain technical currency, which in the current environment adds unnecessary burden on PSIDS unable themselves to maintain pace with ICAO, to then also ensure PASO is also current), PASO currently faces two challenges to engage with ICAO. The first is the ability to ensure that adequate technical expertise is available to attend workshops, training, meetings and other events, and second if technical expertise is available, PASO faces similar financial constraints as the PSIDS themselves. However, notwithstanding these two engagement challenges, ICAO must ensure that PASO has the mechanism to engage with ICAO.

DEL/I.7 PLO Secondment

3.3.3.4 Strengthening and resourcing the ICAO APAC RO through appropriately qualified personnel for temporary deployments or short-to-medium term secondments to support PSIDS-focused activities and projects as well as Subject Matter Experts (SMEs) and funding for the continuing implementation of the PSIDS Study recommendations has been highlighted at various APAC regional meetings (e.g. RASG-APAC meetings in 2022, 2023, 2024, APANPIRG meetings in 2023 and 2024, APAC DGCA Conference in 2024) as well as during the ICAO's 41st Assembly in 2022 where a number of States drew attention on the necessity to devote appropriate resources to the APAC RO, in light of the specific characteristics of the Pacific Small Island Developing States. The Executive Committee also noted that additional support would be needed for the implementation of the recommendations stemming from the PSIDS study.

3.3.3.5 The PSIDS Liaison Officer is the solitary ICAO staff member dedicated full time to the PSIDS Liaison Office and the APAC RO resources for the Pacific Liaison Office should be increased through secondment of a suitable SME. In regard to secondees in the area of Aerodromes and Ground Aids, the voluntary support extended by ACI Asia-Pacific and Middle East are options for further consideration to execute this deliverable.

3.3.4 Training Focus

3.3.4.1 To support PSIDS regional capacity and capability development, various training activities as well as technical assistance activities have been conducted by ICAO consistently. These activities have not been fully utilized across the PSIDS region, hindered by resource constraints on the part of the States. This is not expected to change in the immediate future based on existing PSIDS staffing constraints, and ICAO and assistance Partners are strongly encouraged to examine alternate delivery methodologies, including hybrid (observer attendance), fully virtual or online accessible content to support technical capacity development and uplift.

DEL/T.2 – Pacific aviation training framework strategy analysis

DEL/T.3 – Establish CATC operations

3.3.4.2 Noting that ICAO and the Government of Fiji are pursuing closer cooperation for a regional training framework, to ensure that both operational and oversight training delivery for the Pacific region is optimized a Pacific aviation training framework strategy analysis should be undertaken (DEL/T.2). The objective is to comprehensively understand all training needs, current training availability across all aviation domains with the resulting gap analysis driving targeted resource mobilization for opportunities for assistance to cost-effectively address gaps, potentially through options identified in the analysis including a Civil Aviation Training Centre (DEL/T.3).

3.3.5 Assistance Partner States and Organizations Focus

3.3.5.1 ICAO's normative work and implementation support activities contributes substantially to sustainable development of aviation at national, regional, and international levels. Contributions provided by States and other organizations on a voluntary basis as well as the in-kind support received through the deployment of gratis experts and other personnel, including provision of secondees have become an important means to reinforce ICAO's ability to provide technical implementation support.

3.3.5.2 The PSIDS have received substantial funding support within the aviation sector from multilateral development banks (MDBs) such as the Asian Development Bank (ADB) and the World Bank (WB). While providing information about the active support of the MDBs, the PSIDS study noted some limitations / areas for improvements to optimize the outcomes generated through their projects. Based on these observations and suggestions, five recommendations have been developed by the PSIDS study to enhance the quality and standards of MDB project technical output for the PSIDS.

3.3.5.3 ICAO has endeavoured to increase the engagement of the assistance donors and training institutions to contribute to the PSIDS aviation system development through regional activities such as the APAC Implementation Support Dialogue 2024 and ICAO Asia Pacific Regional Aviation Training Symposium 2025 to complement ICAO's resource mobilization efforts. However, the Dialogue in 2024 was not sufficiently inclusive with the omission of MDBs, who, along with ICAO and States are a key stakeholder in capacity assistance in the Pacific.

3.3.5.4 The support ICAO has been receiving to strengthen its programmes, and the significant direct assistance in aviation safety and security PSIDS have received from various States and organizations has been instrumental to support the most under-resourced of these States. The PSIDS study has noted that overall effectiveness and efficiency of the support framework has been limited by a lack of systemic coordination between the various assistance donors. Furthermore, the assistance provided has sometimes been on an ad hoc basis, as a one-off effort, rather than as part of a long-term strategy and plan. The PSIDS study further states that, except for few exceptions, the assistance provided has not followed a risk-based systemic approach (with clear objectives, action plans, timelines and measurable outcome) and has not resulted in effective, sustainable and resilient capacity building.

DEL/A.2 – Pacific Aviation Partner Cooperation Forum

3.3.5.5 The PSIDS Liaison Office has been able to gradually build up a coordination process with the assistance donors actively engaged with the PSIDS bilaterally or multilaterally. The PSIDS Liaison Office has also initiated a coordination process to improve the engagement with the MDBs. Coordination processes are able to be further enhanced through a Pacific Aviation Partner

Cooperation Forum that brings all stakeholders together on a formal regular basis to engage on assistance in the region and to share information and updates for collaborative support to the ICAO activities coordinated by the PSIDS Liaison Office and avoid duplication of efforts. The forum provides the opportunity to review the PSIDS study recommendations relating to Assistance Donors and MDBs to advance active support to the region. This deliverable has linkage to the Tactical deliverable DEL/A.1 (Assistance Coordination Platform), an initiative in progress by ICAO to a solution for PSIDS assistance coordination/project implementation for coordination of assistance to the PSIDS and invite assistance partners, along with training institutions and Multilateral Development Banks (MDBs) to participate. This forum also implements the pledge at the **APAC Implementation Support Dialogue in 2024** to maintain visibility to avoid duplication of efforts by the parties and work with greater collaboration to improve aviation standards in the region.

3.4 Tactical Deliverables

3.4.1 All tactical actions (which may include sub-actions required for Strategic Deliverables) are recommended to be progressed by all stakeholders utilizing the following pre-requisites for successful implementation. Each PSIDS recipient State should:

- a) determine which obligations for aviation regulatory and oversight responsibility require delegation support
- b) identify the need for external assistance for training / technical assistance in a particular subject /domain
- c) allocate timeframes and commit adequate human resources to coordinate and receive external assistance
- d) follow up and monitor/supervise post activity performance to achieve productive outcomes; and
- e) establish means to consolidate the knowledge gained and for skill development.

Assistance stakeholders should:

- a) ascertain the specific need for assistance
- b) verify the commitment and preparedness to receive the external assistance by the recipient State
- c) establish the ability to receive external assistance
- d) secure resource mobilization; and
- e) monitor the outcomes.

These prerequisites are intended to apply equally if PASO receives assistance missions or capacity building support from an assistance stakeholder.

DEL/I.1 – Priority Assistance Map

3.4.2 To assist PSIDS and inform ICAO and Assistance Partners (States/Organizations), ICAO will prepare an annual Priority Assistance Map (PAM) of specific civil aviation areas (e.g. PEL, AIR, AGA) (training/workshops/projects) that should be the focus of assistance to be delivered by ICAO, or to inform Partners. The specific areas should prioritize the following:

- a) Removing APANPIRG Deficiencies
- b) Supporting implementation of technical civil aviation changes (e.g. amendments to SARPs)
- c) Mitigation of immediate safety or security risks
- d) Assistance to strengthen compliance
- e) Support oversight authority capacity deficit on regional basis (as required)

f) Annual PSIDS/PASO consultation and inputs

3.4.2.1 The PAM as a Tactical delivery document for assistance will be reviewed and updated annually by ICAO, based on information provided by PSIDS, ICAO assessments (including formal and assistance missions, and feedback from stakeholders), and Civil Aviation Profiles. Where feasible, Tactical actions identified in the PAM may remain as multi-year programmes and/or projects, noting that assistance mobilization for delivery may not be immediate, or tactical actions may be required to be delivered in a phased approach for implementation by the PSIDS. Where the PAM includes assistance in relation to ISR strategic deliverables (e.g. sub-projects to Deliverables or related to DEL/P.9 (CE-4 capability/capacity), the inclusion of these will be aligned with and support the sequence of those deliverables.

3.4.2.2 A preliminary PAM is provided in [Appendix 2](#), with assistance prioritised according to an assessment of contributory factors to the assistance outcomes and objectives. Additionally, while Attachment 1 of this Roadmap is intended to be progressively updated to reflect progress on deliverables, assistance of a tactical nature supporting strategic deliverables may from time to time be included in the PAM²⁰.

3.4.2.3 Recognizing that PSIDS and PASO are constrained to engage in training and workshops due to limitations personnel and budget, flexible delivery modes (hybrid, virtual, online accessible content) should by default be the delivery modality (where practicable) for any PAM activities. In addition, the must consider the ability of States with critically constrained absorptive capacity to phase the type and pace of assistance delivery accordingly by ICAO and Assistance Partners.

DEL/I.5 – CAT/CAT-AVSEC; Go-Team Missions

3.4.3 The CAT/CAT-AVSEC missions aim at providing assistance (from ICAO and voluntary States), in order to conduct an assessment and gap analysis of USOAP or USAP Protocol Questions (PQs) in areas with low EIs and to identify where the improvement can be achievable. The objective of a Go-Team is to improve EI (Effective Implementation) in a specific technical audit area. A Go-Team is a team of voluntary experts (e.g. AGA, WHM) from States, Industry Partners and International Organizations formed to provide technical assistance to a State, in need of such assistance. Prioritization of PSIDS that need technical assistance to be based on ICAO USOAP CMA results, deficiencies, the existence of significant safety or security concerns, and through consultation with the State itself.

3.4.3.1 The ICAO APAC RO has undertaken a limited number of CAT and Go-Team missions in the Pacific region. The missions generate targeted guidance and recommendations to directly address deficiencies, including at an operational level. Notwithstanding the value of the guidance and recommendations, PSIDS may still be challenged to undertake implementing actions due to various constraints (resources, capability). PSIDS are encouraged to share Mission reports and recommendations with Assistance Partners, so that Partners are informed and able to make assistance decisions and priorities with confidence that capacity support will address authoritative recommendations made by ICAO, and therefore directly assist in improving safety and security oversight and EI.

²⁰ The blue text in [Appendix 2](#) indicates that the tactical assistance is associated to DEL/P.6 as an expected outcome of the RRAP gap analysis update, and DEL/P.4 updating Primary Legislation to enable delegation mechanisms effectively.

DEL/1.4 – PSIDS Civil Aviation Profiles

3.4.4 A key element in identifying prioritization of assistance and developing tactical actions (including sub-actions to strategic deliverables), is for all assistance stakeholders operating to a common understanding of the aviation operational and regulatory environment of the State. A key deliverable is the development and maintenance of PSIDS State profiles. Currently, the efforts are underway through a holistic regional approach under the RAMM framework to address the longstanding aviation safety and security oversight system challenges faced by the PSIDS. This process is supported by ICAO and other relevant stakeholders through technical assistance and resource mobilization.

3.4.4.1 To assess and prioritize States' capacity and assistance development needs in relation to ICAO's aviation safety and security audits under the continuous monitoring approach, a Civil Aviation Profile for each State is required for stakeholders engaged planning for assistance and delivery of the Roadmap to ensure effective and efficient mobilization of resources. Profiles also enable the development and review of the PAM for tactical actions, and delivery of appropriate assistance where common alignment across the PSIDS exists, and in limited cases, State specific critical needs. Profiles are also expected to provide guidance on meeting assistance pre-requisite criteria, as per paragraph 4.1.1.

3.4.4.2 Profiles are intended to capture the responsibilities, functions and duties of a Contracting State in aviation safety and security oversight and follow a need identification and result oriented approach. Profiles will also provide organizational, operational, and aviation industry information that is contextualized against ICAO audit Protocol Questions (PQs) to provide clear insight to the current needs of States for strengthening their aviation safety and security oversight systems and accident/incident investigation capabilities.

ANNEX A: Post PSIDS Study progress (2019-2025)

A.1 ICAO Initiatives and Measures

A.1.1 PSIDS Study – ICAO’s Initiatives

A.1.1.1 The PSIDS Study directed 15 recommendations to ICAO. Of these, five recommendations were directed to ICAO for consideration in relation with its resources and activities while further ten recommendations were for the consideration of ICAO in relation with assistance donors (four recommendations), training institutions (one recommendation) and multilateral development banks (five recommendations).

A.1.1.2 Following the 40th Assembly and the ICAO Council meeting in 2019, necessary measures were taken immediately by the ICAO Secretariat, in coordination with the APAC Regional Office, to implement the key recommendations directed to ICAO. As the first step, and more importantly, the establishment of the PSIDS Liaison Officer mechanism (ref: *Rec/ICAO/1/ PSIDS liaison officer mechanism*) took precedence. Additionally, emphasis was placed on supporting the Pacific Regional Aviation Ministers Meeting, which had been planned for 2020 (ref: *Rec/ICAO/3/Support to PIF and PASO for upcoming Regional Aviation Ministers Meeting*). Concurrently, ICAO continued to support the PSIDS by addressing identified training needs for capacity building through various assistance activities. To support future initiatives, steps had been taken to prepare a draft implementation roadmap, which incorporated the recommendations from the PSIDS study directed to ICAO.

A.1.1.3 In order to maintain visibility of the ICAO’s implementation plans of the recommendations as well as to seek support of some of the key partner States, a meeting had been convened by the ICAO APAC Regional Director with the Directors General of Civil Aviation from Australia, New Zealand, and Singapore, as well as the Asia Pacific Regional Director of the Federal Aviation Administration (FAA) of the United States, on the sidelines of the 30th APANPIRG meeting in November 2019. It was agreed at this discussion that PASO would be the most appropriate agency to lead the way forward to develop the implementation plan of the PSIDS Study and related activities including the preparations for the March 2020 Ministerial meeting of the Pacific Ministers which was considered to be crucial to make progress on the major recommendations of the PSIDS study. It was also agreed that PASO should be supported in this process in so far as able by ICAO, close partners/major donors (Australia, New Zealand, Singapore, United States) and the Multilateral Development Banks (MDBs), especially the Asian Development Bank and World Bank who have been active in the Pacific region.

A.1.1.4. ICAO’s engagement during COVID pandemic

A.1.1.4.1 The COVID-19 outbreak temporarily affected the implementation of the PSIDS study results by ICAO as the organization's primary focus shifted to supporting the governments and industry operators with practical and aligned guidance to restart the international air transport sector and recover from the impacts of COVID-19. Similarly, among APAC State governments, including the PSIDS, aviation related priorities shifted to mitigating the pandemic risks associated with air travel as well as reinforcing effective aviation safety and security oversight through the State aviation recovery process.

A.1.1.4.2 During these extraordinary times, the APAC Regional Office conducted a dedicated information sharing video conference with the PSIDS Directors General of Civil Aviation in May 2020 to provide useful information and updates from ICAO and allow for sharing experiences in the Pacific region on the challenges created by the prevailing circumstances, in particular, the contingency measures that have been put in place to ensure business continuity within the State aviation regulatory bodies, airports, airlines and air traffic services units. The virtual forum was also meant to bring to light any concerns in the areas of aviation safety, security, ANS and other, for discussion and guidance.

A.1.1.4.3 There was another virtual session conducted later, in November 2021, for the benefit of the PSIDS, for further sharing of useful information from ICAO at a time when resumption of cross border commercial air travel had become the most crucial factor for resurgence of island economies and build back the lifelines of people who depend much on aviation and tourism. This meeting also endorsed ICAO's support to the PSIDS to overcome the challenges created by the pandemic when aviation was gradually resuming and aviation safety and security compliance had special risk-based considerations for the aviation restart. This virtual session was conducted in collaboration with the Airports Council International Asia Pacific.

A.1.1.4.4 During this period, the APAC RO continued to invite the PSIDS for other regional meetings (viz. RASG-APAC, APANPIRG and other contributory bodies), training sessions and webinars/seminars (virtual) of technical nature as well as pandemic related virtual engagements such as the DGCA's sessions of the ICAO APAC COVID-19 Contingency and Recovery Planning Group (ACCRPG), ICAO's COVID-19 Response and Recovery Implementation Centre (CRRIC) related virtual activities delivered via regional webinars, workshops and orientation sessions, and meetings of the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA) etc.

A.1.2 Implementation of PSIDS Study Recommendations by ICAO

Rec/ICAO/1/ PSIDS liaison officer mechanism

A.1.2.1 The PSIDS study concludes that supporting the State's regulatory oversight tasks could be achieved by creating and operating an enhanced RSSOO (ERSSOO). It further mentions that creating and operating an ERSSOO itself would not resolve the various challenges faced by PSIDS in interacting with ICAO. The PSIDS study therefore determined that there is a need for a solution which would enable PSIDS to interact with ICAO in a more effective, efficient and timely manner, and the most effective and cost-efficient option would be for ICAO to establish a position of 'PSIDS liaison officer' to facilitate support to the PSIDS.

A.1.2.2 The PSIDS Liaison Officer who should be based in a suitable location within the Pacific Region, is tasked with fulfilling three primary functions:

- a) Enhance the communication and coordination between ICAO and, PSIDS, PASO, UN Organizations having offices in the PSIDS region, MDBs and other pertinent international/regional stakeholders.
- b) Act as a liaison with the APAC RO to enhance and facilitate technical assistance.
- c) Facilitate continuous monitoring over the regional safety and security oversight support system.

Amongst the duties and functions, the PSIDS Liaison Officer would also establish cooperation mechanisms with the diverse stakeholders in the Pacific; provide substantive support to PSIDS on technical matters; and analyse aviation programme activities and make recommendations on policy development and its implementation.

A.1.2.3 Accordingly, the PSIDS Liaison Officer selected through a competitive process was appointed in August 2023, and deployed to Nadi, Fiji, in October 2023. The deployment was enabled by the hosting agreement between the Government of Fiji and ICAO which was formalized in May 2023, after ICAO's assessment of the expression of interest and generous offers made by those PSIDS interested in hosting the ICAO Liaison Officer for the PSIDS. The PSIDS Liaison Office was formally opened by the Acting Prime Minister and Minister for Tourism and Civil Aviation for Fiji and ICAO Secretary General in August 2024.

A.1.2.4 In the presence of the ICAO Secretary General and APAC Regional Director, the PSIDS Liaison Officer took the opportunity presented at the 58th APAC DGCA Conference held in Dhaka, Bangladesh in October 2023 to meet with the attending delegations from the PSIDS to provide a briefing on deployment arrangements and preliminary activities being undertaken since the appointment. It was emphasized that the ICAO presence in the Pacific was intended to establish close collaboration with the PSIDS, and with other States and organizations, and to harmonize activities and efficiently mobilize resources. ICAO also noted that, since the time of the PSIDS study, there had been significant global disruption which may have resulted in some changed circumstances and priorities in the PSIDS. While several projects were at their initial or planning stages, the ICAO PSIDS programme would be further developed and modified as necessary to address needs that had been identified, including air navigation services.

A.1.2.5 PSIDS Liaison Office functions as a part of the APAC Regional Office. However, in-house office management functions and local operational interphases established for effective service delivery are an integral part besides the main scope of work of the PSIDS Liaison Officer.

Rec/ICAO/2/Post-implementation evaluation of the liaison officer mechanism

A.1.2.6 The PSIDS study also included a recommendation to review the liaison mechanism to be undertaken at least every three years following the establishment of the PSIDS Liaison Officer framework, to assess the effectiveness, efficiency and the continuing need of the position taking into consideration the views of the PSIDS. This post-implementation evaluation should be planned as a part of ICAO's future work programme within the PSIDS. Refer to section 4 for further information on the review deliverable.

Rec/ICAO/3/Support to PIF and PASO for upcoming Regional Aviation Ministers Meeting

A.1.2.7 It was a PSIDS Study recommendation that ICAO should support the Pacific Islands Forum Secretariat (PIFS) and Pacific Aviation Safety Office (PASO) in the preparation, conduct and follow up of the upcoming Regional Aviation Ministers Meeting which the Pacific Islands Forum was preparing to convene in 2020. Following a postponement, the first meeting occurred in June 2021 and the second in June 2022; both meetings were conducted virtually. The third meeting was held in person in March 2025 (refer to sub-section 3.2.2, paragraph 3.2.2.12).

A.1.2.8 The ICAO Secretary General delivered remarks at the opening session of all three meetings. The ICAO delegation was represented by the Director of the Air Navigation Bureau (ANB)

and the Director of the Air Transport Bureau (ATB) at RAMM/1, while the APAC Regional Director and other relevant officials participated in all three meetings. The RAMMs were well supported by ICAO as follows:

- a) Providing useful inputs to improve the Port Moresby Ministerial Declaration and the associated Ministerial Statement in 2021, and the Suva Ministerial Declaration in 2025
- b) Speaking during the RAMM/3 Dialogue in March 2025 with important ICAO updates
- c) Providing inputs to relevant meeting papers at PASO's request.
- d) Participating at some of the RAMM preparatory, Senior Officials meetings, on invitation
- e) Providing necessary RAMM-related updates to main APAC meetings and APAC DGCA Conferences
- f) Following up on the meeting outcomes where necessary

A.1.2.9 The ICAO Secretary General also participated in the PASO Council of Directors meeting held virtually on 24 November 2021 and provided Opening Remarks as well as participated in the 'Dialogue' session which focused on "Increasing collaboration with ICAO". The Secretary General and APAC Regional Director provided responses during the Question-and-Answer segment that followed.

A.1.2.10 ICAO (through the APAC RO) provided its perception on the role and performance of PASO during the period 2018 – 2022 as well as provided ICAO's perspectives for the development of Pacific 10-year Strategic Plan for 2022-2032 (Pacific Regional Aviation Strategy), which was a key element of the Framework for Aviation in the Pacific, endorsed by the Ministers at RAMM/2 in 2022.

Rec/ICAO/4/ On-site visits, training and assistance to PSIDS²¹

A.1.2.11 The implementation of recommendation Rec/ICAO/4 involves a long-term ongoing process, which relies on efficient two-way communication between PSIDS / PASO (or ERSSOO when established), as appropriate, and ICAO.

A.1.2.12 The PSIDS Liaison Officer's PSIDS visit programme has conducted country specific missions to seven of the 12 PSIDS (noting the PLO is based in Fiji) as a part of the programme of visits to all PSIDS for the purpose of improving collaboration and coordination and further developing understanding of the aviation situation and environment in the visited States.

A.1.2.13 The PSIDS Liaison Officer has engaged with the PASO Council and Aviation Officials including attending the following meetings:

- a) PASO Council Week and AGM, Port Vila, Vanuatu, 27 – 31 May 2024 – to meet and interact with PASO, PASO member States and partner States, and observe progress of PASO in its aspirations to become a Regional Aviation Organization (RAO).
- b) PASO Council and Aviation Officials Meeting, Rarotonga, Cook Islands, 4 – 6 November 2024 – to observe Council discussions and to engage with representatives of member States and partner States; participate in the Aviation Officials Meeting which was reviewing the progress on the Pacific Regional Aviation Action Plan and

²¹ The [PSIDS study](#) Section 2.11.2 has a description of ICAO's involvement with the PSIDS preceding the Study.

discussing other relevant matters in preparation for the Third Regional Aviation Ministers' Meeting (RAMM/3).

- c) PASO AGM and Council Meeting, Apia, Samoa, 26 – 30 May 2025 – to meet and interact with PASO, PASO member States and partner States. Participate in PASO workshop with particular focus on PASO regional safety oversight harmonization project. Follow-up to this meeting included an introductory meeting between PASO, Chief / Regional Safety Cooperation Unit (RSCU) of ICAO and PSIDS Liaison Office, and coordination with PASO and RSCU on a PASO presentation to the planned Regional Safety Oversight Organization – Corporate Platform (RSOO CP) side-meeting to be held at the 42 session of the ICAO Assembly (23 Sept. - 3 Oct. 2025).
- d) PASO Council Meeting, Port Vila, Vanuatu, 3-5 November 2025 - to meet and interact with PASO, PASO member States and partner States. Provide update on ICAO global, regional activities, and PSIDS Liaison Officer forward work programme including 2nd annual Coordination Meeting, and Delegations workshop.

A.1.2.14 Following the PSIDS study and pending a coordinated and inclusive long-term capacity development roadmap for the PSIDS, ICAO has provided various forms of implementation support to the States, including during pandemic recovery efforts. The following summarizes provides a non-exhaustive list of these activities targeted to the PSIDS. ICAO Member States and assistance partners contributed resources, including financial support, to carry out most of these activities.

A.1.2.14.1 The ICAO training course on 'Managing Compliance with ICAO SARPs (MCIS)', modified specially for the PSIDS and funded by donor contributions was delivered virtually from 19-29 July 2022 to 18 registered participants from seven PSIDS (Cook Islands, Fiji, Kiribati, Papua New Guinea, Samoa, Tonga and Vanuatu) including Directors of Civil Aviation from three States. This engagement had been interactive and provided the opportunity to increase the understanding of compliance requirements.

A.1.2.14.2 As a part of APAC RO's technical support programme, the APAC Regional Office invited the PSIDS through a State Letter in March 2022 for bilateral virtual meetings to discuss urgent country specific needs and find ways to practically address them during the challenging period of aviation recovery. In that regard, a Regional Officer of the APAC RO was appointed in March 2022 as the Coordinating Officer to coordinate immediate term technical assistance. Accordingly, three PSIDS requested for APAC RO's Combined Action Team (CAT) - Safety missions to enhance safety oversight capabilities and level of Effective implementation (EI) which were later delivered virtually covering LEG, ORG, PEL, OPS, AIR, ANS and AGA to CAA Kiribati in August 2022 and CAA Fiji in September 2022. A similar follow-up CAT mission was conducted onsite for the CAA Vanuatu for five days in January 2024. Since the introduction of the APAC RO's CAT (Safety) Missions in 2016, eight PSIDS (Fiji, Kiribati, Marshall Islands, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu) have received a total of 12 onsite CAT missions from 2016 to 2019. [Note: The CAT missions planned for Micronesia (Federated State of) and Palau in 2019 had been cancelled on request].

A.1.2.14.3 All but three PSIDS received an APAC CAT AVSEC Technical Assistance Mission. Continuous outreach support has been provided to Nauru, Micronesia (Federated States of), Papua New Guinea, Samoa and Vanuatu for the resolution of specific AVSEC related deficiencies. There has been on-going engagement with three PSIDS having Significant Security Concerns (SSeCs) to implement their Corrective Action Plans to address the significant findings.

A.1.2.14.4 The Cook Islands, Fiji, French Polynesia, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu participated in the two-day ‘Common aeRonautical Virtual Private Network’ (CRV) Workshop delivered for the PSIDS by the APAC RO in March 2025 in Wellington, New Zealand in support of CRV Implementation in the PSIDS. An ICAO APAC CRV Seminar for the Pacific States was delivered in January 2024 as well, in conjunction with the 12th meeting of the CRV Operations Group. This seminar was attended by the Cook Islands, Fiji, Kiribati, Samoa and Tonga.

A.1.2.14.5 Fiji and Papua New Guinea participated in several technical training courses and webinars such as the Procedures for Air Navigation Services – Aircraft Operations (PANS-OPS) Procedure design Initial courses and other related modules, Quality Assurance online Workshop, Procedure Design Webinar [Ground Based Augmentation System / Satellite-based Augmentation System (GBAS/SBAS)] etc., delivered during 2022 – 2024 by the APAC Flight Procedure Programme (FPP-APAC) based in Beijing, China.

A.1.2.14.6 ICAO Global Reporting Format (GRF) for Runway Surface Conditions Reporting Webinar for the PSIDS was conducted in May 2020, which was attended by 13 participants from five States, namely, Cook Islands, Fiji, Papua New Guinea, Samoa and Solomon Islands. Fiji attended the webinar on ‘Practical Solutions to Challenges in Implementing GRF in Asia/Pacific Region’ conducted in August 2021. ICAO/AAWHG Wildlife Hazard Management (WHM) Webinar conducted in 2020 and 2021 was attended by four States and PASO. Individual virtual teleconferences on the status of aerodrome certification were conducted for Fiji, Kiribati, Micronesia (Federated States of) Palau and Tuvalu.

A.1.2.14.7 ICAO has undertaken a series of on-site and virtual capacity-building activities to support PSIDS in environmental matters. Two on-site workshops were conducted in Fiji in 2023 and 2025, complemented by additional virtual sessions, to assist PSIDS in developing their State Action Plans (SAPs) on CO₂ emissions reduction. As a result, Fiji, Kiribati, Papua New Guinea, Solomon Islands, Tonga, and Vanuatu have submitted SAPs to ICAO. ICAO has also provided online assistance to enhance PSIDS understanding of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Several PSIDS—Cook Islands, Kiribati, Micronesia (Federated States of), Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu—have volunteered to participate in CORSIA. In addition, Cook Islands, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu have joined the ICAO ACT-CORSIA programme, to receive targeted assistance through phased buddy partnership training sessions to support the implementation of CORSIA monitoring, reporting, and verification (MRV) requirements.

A.1.2.14.8 Based on need identification, ICAO has offered complimentary Implementation Packages (i-Packs) to several APAC States including the PSIDS through ICAO’s funding as well as donor funding. In that regard, complimentary i-Packs were delivered to Cook Islands [Facilitation (FAL)], Fiji [Aerodrome Restart (ADRM), and Public Health Corridor (PHC)], Papua New Guinea [AVSEC and National Aviation Safety Plan (NASP)] and Samoa [Facilitation (FAL)]. An implementation package (i-Pack) is a solution designed to provide a standardized package of expert consultation, guidance material, and training tools that States need to implement ICAO SARPs across specific areas effectively. Introduced during the COVID-19 pandemic, the i-Packs consist of aviation recovery related solution packages as well.

A.1.2.14.9 The 'COVID-19 Aviation Safety Risk Management for CAAs (ASRM)' one day course aimed at improving decision-making through application of safety management principles to address COVID-19 challenges and support safe aircraft operations was delivered virtually to APAC States in 2021 through five sessions. A total of 22 participants representing Cook Islands, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Solomon Islands, Tonga, Vanuatu attended this course arranged by ICAO Global Aviation Training (GAT).

A.1.2.14.10 ICAO delivered the Civil Aviation Master Planning (CAMP) Training Course for five days in April 2023 in Nadi, Fiji. The course was attended by participants from five PSIDS, namely, Fiji, Kiribati, Papua New Guinea, Samoa, and Tonga.

A.1.2.14.11 The following training activities were delivered through the APAC RO and PSIDS Liaison Office in 2024-2025 for the Pacific region:

- a) ICAO Common aeRonautical Virtual Private Network Operations (Crv Og) Seminar for Pacific States, Nadi, Fiji, 22 January 2024: 46 participants from 15 Member States/Administrations (Australia, Cook Island, Fiji, France, Hong Kong China, Kiribati, New Zealand, Pakistan, Philippines, Republic of Korea, Samoa, Thailand, Tonga, USA, and Vietnam, and the telecommunication provider PCCW Global). This was followed by the Twelfth Meeting of the Common aeRonautical Virtual Private Network Operations Group (CRV OG/12) – 23-26 January 2024, also in Nadi, Fiji.
- b) ICAO Universal Security Audit Programme – Continuous Monitoring Approach (USAP CMA) Auditor Training Course, Nadi, Fiji, 06 to 14 May 2024: 17 participants including seven from five PSIDS (Fiji, Kiribati, Samoa, Tonga and Vanuatu) participated. (The remaining participants were from Cambodia, Hong Kong China, Malaysia, New Zealand, Pakistan, the Philippines, Republic of Korea, and Thailand).
- c) Government Safety Inspector – Airworthiness (GIS AIR), 15 July to 02 August 2024: 10 participants from five PSIDS (Fiji, Papua New Guinea, Samoa, Tonga, Vanuatu) and PASO participated.
- d) Instrument Flight Procedures Oversight Workshop (ICAO), Nadi, Fiji, 29 to 30 October 2024: 20 participants including 11 from five PSIDS (Fiji, Kiribati, Papua New Guinea, Solomon Islands and Tonga) participated. (The remaining participants were from Australia, Malaysia, Mongolia, New Zealand and the USA).
- e) National Aviation Safety Plan Workshop, Nadi, Fiji, 18 to 21 November 2024: 17 participants from six PSIDS (Fiji, Kiribati, Papua New Guinea, Solomon Islands, Tonga and Tuvalu) participated. (Australia, New Zealand and Viet Nam also participated).
- f) Combined Action Team (CAT) mission to Samoa, August 2025: Assist Samoa in enhancing their safety oversight capacity in civil aviation and improving Universal Safety Oversight Audit Programme (USOAP) Effective Implementation score (EI), through the Asia/Pacific (APAC) Combined Action Team (CAT) Mission under the initiative of No Country Left Behind.
- g) Delegations Workshop, Nadi, Fiji 1-3 December 2025: An introduction to the concept of delegation, addressing it from a high-level legal and practical understanding of the different way(s) by which States can utilize RSOOs/RAIOs; attended by 12 participants from Cook Islands, Fiji, Kiribati, PNG, Samoa, Tonga, Tuvalu, and Vanuatu (also in attendance were Australia, UAE, PASO, and World Bank).

A.1.2.14.12 A PSIDS Search and Rescue (SAR) capability Improvement project was initiated by ICAO and implemented through its Capacity Development and Implementation Bureau (CDI) with the PSIDS Liaison Officer acting as the Technical Project Lead. The overall objective of the project was to provide technical assistance to the PSIDS to support the development and improvement of their SAR capabilities. The project also aimed to help PSIDS prepare for upcoming USOAP-CMA audits as well as improve their engagement with ICAO regional activities in the SAR field, including the implementation of the objectives of the Regional SAR Plan, and participation in regional SAR-related discussions through the Asia/Pacific SAR Workgroup (APSAR/WG) and its parent bodies. The Phase 1 of the project, which involved conducting a gap analysis of the current SAR regulations and operational capabilities, was conducted from August to October 2024. Phase 2 will encompass SAR workshop, while Phase 3 will focus on developing recommendations for SAR implementation planning. Phase 2 is yet to begin.

A.1.2.14.13 The APAC RO has been continuously exploring ways and means to help those PSIDS having APANPIRG deficiencies in the air navigation domain to address such deficiencies.

A.1.2.14.14 PSIDS – ICAO liaison (a core function of the PSIDS Liaison Officer role) has been enhanced through the following activities:

- a) PSIDS – ICAO Collaboration and Coordination Workshop held on 15-16 August 2024 in Nadi, Fiji, was a cornerstone event that strengthened collaboration and coordination between ICAO and the PSIDS. The workshop reviewed the PSIDS Study, which laid the foundation for the establishment of the PSIDS Liaison Office and its work program. A dialogue to identify aviation priorities of individual PSIDS and the Pacific region collectively was held, and the workshop provided PSIDS representatives with opportunities to contribute to ICAO's planning and initiatives, ensuring their unique needs are addressed.
- b) The second PSIDS-ICAO Coordination Meeting was held on 4-5 December 2025 in Nadi, Fiji, further built on the first Collaboration and Coordination Workshop, reviewing the progress of the PSIDS Study recommendations, discussion on PSIDS aviation capacity assistance priorities, and developments on a coordination platform. The meeting was attended on the first day by donor/partner stakeholders (States and international organizations) who provided update and overview of assistance activities, and mechanisms for PSIDS to access assistance.
- c) The PSIDS Liaison Officer holds regular online informal meetings with key PSIDS (expanded to include PASO) aviation officials to provide information on upcoming ICAO global and regional Activities, actions required on State Letters, and PSIDS Liaison Office work planning updates.

A.1.3 Aviation Security (AVSEC) implementation support

Rec/AD/4/Assistance related to aviation security

A.1.3.1 In regards the PSIDS study recommendation, ICAO's assistance donor support has been provided to the PSIDS region over the years through the regional office in coordination with HQs Implementation Support and Development Section - Security (ISD-SEC) including through provision of annual AVSEC training or workshops directly within the PSIDS or at the ASTC Auckland. The APAC RO provides / coordinates aviation security technical assistance and capacity building training for the APAC States including the PSIDS. In this process, close coordination is maintained with the ISD-Sec

of ICAO ATB which largely provides the funding support for these activities, supporting ICAO Member States in resolving significant security deficiencies identified through the ICAO Aviation Security Audit Programme (USAP), and enhancing effective implementation of the Critical Elements of States AVSEC Oversight System and enhancing compliance with the Standards and Recommended Practices (SARPs) of Annex 17 – *Aviation Security* and security-related provisions of Annex 9 – *Facilitation*.

A.1.3.2 For example, following analysis of pressing needs in the region, there were three sessions of the ICAO Risk Management Workshop conducted in 2021 by the Aviation Security Training Centre (ASTC) Auckland which benefitted participants from Fiji, Kiribati, Papua New Guinea, Samoa, Tonga and Vanuatu. Papua New Guinea and Vanuatu participated in the virtual Security Culture Workshop conducted by the ASTC Auckland in April 2022. The Cook Islands, Fiji, Kiribati, Papua New Guinea, Tonga and Vanuatu participated in the National AVSEC Inspector capacity-building training delivered by the ASTC Auckland in March 2023, March 2024 and May 2025. Kiribati, Samoa and Papua New Guinea benefitted by participating in the Insider Risk Workshop conducted by ASTC Kuala Lumpur in Oct 2023 and ASTC Singapore in April 2024. Tonga participated in the Risk Management Workshop conducted by the ASTC Singapore in April 2023.

A.1.3.3 The APAC RO, in coordination with the ISD-SEC, has proposed an annual AVSEC-related capacity building training activity specifically for the PSIDS to be delivered commencing with an AVSEC Risk Management Workshop being conducted in Nadi, Fiji 3-7 November 2025. The APAC RO also aims to continue to conduct onsite missions and tailored *Ad Hoc* assistance activities such as CAT-AVSEC missions with the support of the ISD-SEC to targeted States with identified or potential ‘Significant Security Concerns’ (SSeCs) and/or low levels of Effective implementation (EI) and Standards compliance. Commencing in 2019, CAT-AVSEC Missions have already been conducted for Nauru, Solomon Islands, Kiribati, Vanuatu, Papua New Guinea, Samoa and Tuvalu (as well as Palau). The Regional Office and ISD- SEC will continue to seek to secure funding for additional annual training events in the PSIDS as tactical actions in the Priority Assistance Map (PAM – refer to Chapter Four).

A.1.3.4 Additional support from the donors active in the PSIDS region is recognized, including extensive bilateral and multilateral support from New Zealand, and international organizations such as ACI and the Regional Office coordinates assistance activities with donors to the extent possible to maximise efficiency and avoid duplication of effort.

A.1.4 PSIDS Study Recommendations for ICAO in relation to external stakeholders

Rec/TIs/1/Enhancing effectiveness in the assessment of training needs and the provision of training

A.1.4.1 The PSIDS study provides a thorough review²² of the significant gaps that exist in both the capacity to receive essential staff training and the process for identifying training needs in the States. Frequently, the cost of training remains prohibitive for PSIDS unless external sponsorship is available, such as scholarships, fellowships, or complementary programmes. Even with sponsorship, there are often remaining expenses for States to cover, including travel and allowances. A recurring issue described in the PSIDS study is that the training opportunities have not been aligned systematically with prioritized needs, as proper identification of training needs is often lacking. This results in less effective outcomes. Additionally, persistent staffing constraints within regulatory bodies, combined

²² [PSIDS study](#) (paragraph 4.1.12)

with difficulties covering roles during training periods, contribute to a complex environment that hampers effective training, capacity building, and skill development in the PSIDS.

A.1.4.2 The [Developing Countries Training Programmes \(DCTPs\)](#) established by States in partnership with ICAO continued to deliver training courses catering to regionwide and common global training needs in both aviation regulatory and technical / operational areas. These Programmes have been providing scholarships and fellowships for aviation professionals from developing ICAO Member States. Accordingly, PSIDS continued to benefit from the following training programmes. Training courses have been offered²³ by:

- a) Indonesia – ICAO Developing Countries Training Programme, sponsored by the Government of Indonesia
- b) Qatar – ICAO Developing Countries Training Programme, sponsored by the Government of Qatar.
- c) Republic of Korea – ICAO Developing Countries Training Programme, sponsored by the Government of Republic of Korea.
- d) Singapore – ICAO Developing Countries Training Programme, sponsored by the Singapore Government.
- e) Singapore – ICAO Programme for Young Aviation Professionals (PYAP), sponsored by the Singapore Government.
- f) Singapore – ICAO Next Generation of Aviation Professionals (NGAP) Scholarship Programme, sponsored by the Singapore Government.
- g) Thailand - ICAO Developing Countries Training Programme (DCTP) was initiated in 2025²⁴, sponsored by the Government of the Kingdom of Thailand and administered by ICAO.
- h) China – ICAO Senior and Middle Managers Training Course Managing Compliance of ICAO SARPs from 2018-2019, sponsored by the Government of China.
- i) China – ICAO Civil Aviation Master Planning Training Course from 2021-2023, sponsored by the Government of China.
- j) United Arab Emirates (UAE) – Fellowship Training Programme 2025 sponsored by the General Authority of Civil Aviation (GCAA).
- k) ITAérea Aeronautical Business School (Madrid, Spain) - ICAO Developing Countries Scholarship Programme (DCSP) (April 2025 to April 2027).

A.1.4.3 In order to develop a comprehensive, coordinated and collaborative mechanism to enhance the provision of training overall across the APAC Region, including an emphasis on the Pacific region through establishment of a network of existing academic and training institutions, ICAO planned and conducted the **ICAO Asia Pacific Regional Aviation Training Symposium 2025** for two days in July 2025, hosted by the Civil Aviation Authority of Singapore. The Symposium was a key initiative under the ICAO Asia-Pacific Regional Training Cooperation Framework (RTCF), established in 2024 to enhance cooperation amongst the civil aviation authorities, civil aviation training academies and industry in the Asia and Pacific region. The Symposium conducted in a format of panel

²³ In addition the Malaysia Aviation Academy, through the Civil Aviation Authority of Malaysia has also provided Fatigue Risk Management System course for PSIDS ANSPs.

²⁴ This DCTP is a one-year programme running from January to December 2025

discussions, assembled civil aviation authorities, aviation training organizations, academic institutions, institutes of higher learning and industry partners in the APAC region, to foster collaboration in human resource development and aviation training through networking and sharing of best practices.

A.1.4.4 In the PSIDS context, the momentum gathered during the Symposium acted as a catalyst to open new avenues for pacific intra-regional training collaboration through formalized arrangements as well as coordinated and transparent arrangements for provision of training to the PSIDS by pacific partner States and other training collaborators. This objective which APAC RO is pursuing should be enabled through a proper training needs analysis of the aviation regulators and key service provider functions such as air traffic services in the PSIDS, led by ICAO and PASO (or ERSSOO when established).

Rec/AD/1/Assistance coordination platform

A.1.4.5 The Implementation Support Planning and Coordination Section (ISPC) of ICAO ANB uses the Implementation Support (IS) Platform effectively for transparent coordination of project development, garner financial support from the donor community and project implementation. Therefore, support from the ISPC may be coordinated to explore the possibility of developing a separate page on the IS to implement the above PSIDS study recommendation. The PSIDS Liaison officer as engaged through the RSCU to develop a solution for PSIDS assistance coordination / project implementation by creating a platform for coordination of assistance to the PSIDS and invite assistance donors, along with training institutions and Multilateral Development Banks (MDBs) to participate. The concept was promoted at the RASG-APAC/15, APANPIRG/36, (refer to [Appendix 3](#) for details), and the 2nd PSIDS-ICAO Coordination meeting – all forums supporting the implementation of the concept.

Rec/ADs/2/Systemic, long-term and risk-based approach to assistance

Rec/AD/3/Continuous monitoring

A.1.4.6 The PSIDS have received substantial support from many stakeholders over an extended period, which include States, organizations and MDBs. This support has encompassed assistance to regulatory authorities and service providers, as well as PASO. There has been considerable support provided for aviation infrastructure building as well, predominantly by the MDBs. The PSIDS study has summarized²⁵ the main support provided by States such as Australia, New Zealand, Singapore and the United States to regulatory authorities at the national level as well as PSIDS regional level. Other States which have provided support in the PSIDS include China, Indonesia, Japan and the Republic of Korea.

A.1.4.7 The PSIDS Study noted that “assistance provided to the PSIDS has been instrumental to support the most under-resourced States. However, the overall effectiveness and efficiency of the support framework has been limited by a lack of systemic coordination between the various assistance donors. Furthermore, the assistance provided has sometimes been on an ad hoc basis, as a one-off effort, rather than as part of a long-term strategy and plan”.²⁶ The PSIDS study also indicated, that except on few occasions, the assistance provided has not followed a risk-based systemic

²⁵ [PSIDS study](#) (Section 2.12)

²⁶ [PSIDS study](#) (paragraph 4.1.18.1)

approach (with clear objectives, actions plans, timelines and measurable outcome) and has not resulted in effective, sustainable and resilient capacity building. In many cases, the PSIDS' CAA staff members still face challenges in progressively taking ownership during and following the completion of assistance projects.

A.1.4.8 Considering the apparent disparity of aviation development across the Asia and Pacific region which has 13 PSIDS (of which three are classified as Least Developed Countries - LDCs²⁷), the APAC RO convened the **APAC Implementation Support Dialogue: “Enhancing Regional Capacity in Partnership”**²⁸ in January 2024 at the APAC RO with the objective to discuss a collaborative approach to coordinate and consolidate the assistance provided by the States and development assistance partners in the region. Another objective of the Dialogue was to avoid duplication of efforts in the provision of implementation support to increase efficiency.

A.1.4.9 The participant States and development assistance partners included Australia, China, Indonesia, Japan, Malaysia, New Zealand, Republic of Korea, Singapore, the US Federal Aviation Administration (FAA), European Union Aviation Safety Agency (EASA) and Airports Council International (ACI) Asia-Pacific & Middle East.

A.1.4.10 While convening this Dialogue, the attention was also drawn to the Assembly Resolution A41-25: *Consolidated statement of ICAO policies on technical cooperation and technical assistance* which explicitly call on the better resourced States and development assistance partners to collaborate and effectively address the inherent challenges of those States lagging, provide implementation support ensuring quality of deliverables and assist in enhancing capacity and efficiency in SARPs compliance.

A.1.4.11 The meeting generated an interactive dialogue between the States, development assistance partners and APAC RO mainly on the 2024 implementation support priorities presented at the meeting. The meeting pledged to maintain visibility to avoid duplication of efforts by the parties and work with greater collaboration to improve aviation standards in the region. Some specific implementation support activities were discussed in relation to serving the PSIDS region. The APAC RO subject matter experts and, States and development assistance partners were expected to continue to coordinate the implementation of the activities came under discussion.

Rec/MDBs/1/Coordination with ICAO APAC RO

Rec/MDBs/2/Mapping of strategies and activities with the Sustainable Development Goals (SDGs)

Rec/MDBs/3/Employment of aviation experts

Rec/MDBs/4/Compliance in aerodrome-related projects

Rec/MDBs/5/Systemic, long-term and risk based approach to support provision

A.1.4.12 The PSIDS study has five recommendations for ICAO to be considered in relation to the MDBs, including one recommendation to encourage MDBs active in the PSIDS region to enhance coordination, information-sharing and cooperation with the ICAO APAC RO to enhance effectiveness, sustainability and resilience in the support they provide to PSIDS in the aviation sector.

²⁷ UN Trade and Development (UNCTAD) statistics on LDC ([2024 Report](#))

²⁸ View Dialogue presentation [here](#)

A.1.4.13 The PSIDS have received substantial funding support within the aviation sector from multilateral development banks (MDBs) such as the Asian Development Bank (ADB) and the World Bank (WB). While providing information about the active support of these MDBs in PSIDS study²⁹ some limitations/areas for improvements have also been noted to optimize the outcomes generated through their projects.

A.1.4.14 However, the coordination between ICAO and, ADB/WB has improved since the establishment of the PSIDS Liaison Officer position which has provided the opportunity for information sharing between the parties. In that regard, the following information about the ongoing WB civil aviation engagement in the Pacific had been provided to the PSIDS Liaison Officer by the WB Pacific regional sources³⁰:

A.1.4.14.1 The WB has current projects and initiatives in the Pacific Aviation Investment Program (PAIP). The primary goal of PAIP is to enhance operational safety and security oversight of air transport and associated infrastructure at international airports:

- a) Samoa Aviation and Roads Investment Project (SARIP)
- b) Tuvalu Safe and Resilient Aviation Project (TUSRAP)
- c) Kiribati Kiritimati Infrastructure Project (KKIP)

A.1.4.14.2 Additionally, WB is supporting a series of aviation activities under the Safety of Aviation for Regional Resilience (SOARR) initiative. This initiative aims to address common regional challenges like operational safety and resilience to natural disasters that affect regional air transport connectivity. These activities are part of three transport projects in the Pacific

- a) Tonga Climate Resilient Transport Project II (TCRTP II)
- b) Samoa Aviation and Roads Investment Project (SARIP)
- c) Second Solomon Islands Roads and Aviation Project (SIRAP2)

A.1.4.14.3 Recognizing the aviation sector's critical role in tourism, which significantly contributes to the Pacific Island economies' GDP, the WB is also supporting aviation infrastructure development for tourism, currently focusing on Fiji with the Fiji Vanua Levu Tourism Development Program (FVLTDTP).

A.1.4.14.4 The WB has been undertaken a regional civil aviation study to develop an updated air transport sector outlook for the Pacific region. The study aims to identify current challenges and constraints, with an in-depth analysis of Fiji, Kiribati, Papua New Guinea, Tonga, Samoa and Vanuatu to inform the next strategy of civil aviation engagement in the Pacific region.

A.1.4.14.5 The Pacific Regional Infrastructure Fund (PRIF)³¹ is a multi-partner coordination and technical assistance facility that aims to improve the quality and coverage of infrastructure and service delivery in the Pacific. The PRIF partners are the Asian Development Bank, Australian Department of Foreign Affairs and Trade, European Union, European Investment Bank, Japan International Cooperation Agency, New Zealand Ministry of Foreign Affairs and Trade, United States Department of State and the World Bank Group.

²⁹ [PSIDS study](#) (section 2.13)

³⁰ As of April 2025

³¹ [Pacific Regional Infrastructure Facility \(PRIF\)](#)

A.1.4.14.6 The PRIF have provided support to PASO through a Technical Assistance (TA) flagship project in 2024 - Support for PASO Sustainability (Phase 1)³². The TA project objective was to ensure that PASO and its member states have the information and tools necessary to make informed decisions and to progress towards a long-term sustainable funding model, including clear organizational values, service offerings, and pricing strategies. A three-person TA team consisted of an aviation planning and management specialist (team leader), an aviation finance specialist, and an aviation specialist. The final report for review was received by PASO in February 2025. Additionally, PRIF held an Aviation Commercial Industry Workshop and drafting of the Pacific Regional Aviation Action Plan (PRAAP) in Aug/Sep 2024 (Port Vila).

A.1.5 Coordination of ICAO's Implementation Support – Safety

A.1.5.1 The Implementation Support Planning and Coordination Section (ISPC) is responsible for coordination and managing implementation support activities developed and designed by the ICAO Air Navigation Bureau (ANB). Coordination of such activities involves interaction with other Sections, Bureaus as well as ICAO Regional Offices. In that regard, ISPC directly supports the development of projects and activities by the regional offices toward capacity building. ISPC also supports the funding of activities by managing implementation support related voluntary contributions and provides contribution management support to donors. For transparent coordination of project development, garner financial support from the donor community and project implementation, the Implementation Support (IS) Platform is used effectively by the ANB / ISPC.

A.1.5.2 The Regional Safety Cooperation Unit (RSCU) within ICAO Air Navigation Bureau (ANB) is responsible for providing support and guidance to Regional Safety Oversight Organizations (RSOOs), Regional Accident and Incident Investigation Organizations (RAIOs) and other regional cooperation mechanisms. RSCU manages the Regional Safety Oversight Organizations Cooperative Platform (RSOO-CP), the Regional Accident and Incident Investigation Organizations Cooperative Platform (RAIO-CP), and the RSOO and RAIO Assessment Programme (RRAP). Additionally, RSCU develops guidance material, tools and workshops to support and strengthen regional cooperation mechanisms around the world. Furthermore, RSCU works closely with the Regional Offices to support capacity building and sustainability of RSOOs and RAIOs in coordination and collaboration with assistance partners / donors.

A.1.5.3 To advance aviation safety implementation assistance capacity in the aviation community, the Aviation Safety Implementation Assistance Partnership (ASIAP) was established by ICAO in February 2015. The ASIAP serves as a framework for coordinated efforts that contribute to the provision of assistance to States and Regional Organizations facing challenges in resolving safety deficiencies and exchange of related information to avoid duplication of efforts and maximize the effectiveness and efficiency of assistance programmes. The ASIAP membership is comprised of stakeholders such as ICAO Member States, regional and international organizations, industry partners and financial institutions that voluntarily contribute to success of the framework.

A.1.5.4 Since its establishment, the Regional Safety Cooperation Unit (RSCU) has taken the initiative to perform the technical assistance collaboration functions previously coordinated through

³² [Pacific Region Infrastructure Facility Annual Report 2024](#)

the ASIAP framework. Backed by its dynamic outreach to assistance partners / donors, the RSCU endeavours to garner support for activities / projects developed for States' capacity and capability enhancement while the Implementation Support (IS) platform has provided a centralized framework (and a depository) for sharing project / activity proposals for potential donor uptake for implementation.

A.1.6 Raising APAC regional awareness of PSIDS activities

A.1.6.1 Since the completion of the PSIDS study in September 2019, ICAO has been sharing pertinent updates at key ICAO APAC meetings consistently through Secretariat working papers presented. These include the Regional Aviation Safety Group - Asia and Pacific Regions (RASG-APAC) meetings, Asia/Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG) meetings and some of the meetings of the APAC contributory bodies. The details of such major ICAO meetings, the area of focus of the updates, and the outcome / decision of the respective meetings are provided in [Appendix 3](#).

A.1.6.2 The RASG-APAC, APANPIRG and their contributory bodies as well as RASCF-APAC (Regional Aviation Security Coordination Forum – Asia and Pacific Region) cover aviation technical subject matter, as applicable, related to implementation of relevant ICAO Annex provisions, Procedures for Air Navigation, National AVSEC Programmes, regional implementation plans and roadmaps associated with the Global Plans, and, regional coordination and collaboration to support States' compliance obligations as well as evolving aviation requirements. The updates provided at these meetings were intended also to establish good visibility on the follow-up work of ICAO on the PSIDS study to avoid duplication of efforts when capacity building and assistance activities are planned by the other States, international organizations and other stakeholders.

A.1.6.3 Apart from the RASG – APAC and APANPIRG meetings, the relevant updates have also been shared at the APAC DGCA Conferences, beginning with the 2019 conference held shortly after the PSIDS study was completed. The PSIDS Liaison Officer provides regular updates and briefings on the PSIDS Liaison Office activities at the RASG-APAC, APANPIRG and DGCA meetings.

A.1.6.4 The Conference of the Directors General of Civil Aviation (DGCAs) of Asia and Pacific regions is an important regional forum, which provides an open atmosphere for the aviation Regulators to discuss, inter alia, regional aviation policy and progress of aviation safety, air navigation and capacity, aviation security and facilitation, economic development of air transport, impact of aviation on environment, regional coordination and collaboration on capacity and capability development of the APAC States. The recent conferences have also considered ways for resource mobilization to support the States having limited national resources to manage their State aviation oversight responsibilities. The participation of aviation stakeholders, including the regional representatives of the key international organizations, augments regional collaboration and information sharing. In that context, the conference generates meaningful discussions and Action Items for the benefit of the progress of aviation in the region. The Action Items resulting from the conference are intended to embody the region's commitment to shared objectives and the principle of "No Country Left Behind," thereby fostering a spirit of APAC regionalism.

A.1.6.5 In this regard, the APAC DGCA Conference has acknowledged the updates presented by the Conference Secretariat (APAC RO) concerning the PSIDS study and subsequent actions. Several pertinent Action Items have been endorsed to support the interests of the PSIDS (refer to [Appendix 3](#)).

A.2 PIF Initiatives and Measures

Rec/PIF/1/Strategic policies and plans

A.2.1 Pacific Islands Forum (PIF) - Review of the Regional Architecture³³

A.2.1.1 Initiated in 2019, the ‘Review of the Regional Architecture’ is a Pacific Islands Forum Leader-led mandate designed to assess whether the current regional governance arrangements effectively support collective regional priorities. Phase one and phase two of the review involved technical assessments and broad-based stakeholder consultations. Phase three, the Political ‘Talanoa’³⁴ elevates the review to the highest political level.

A.2.1.2 To that end, a High-Level Persons Group (HLPG) was holding in-country engagements with Forum Heads of Government, Ministers and Senior Officials to gather perspectives on the current regional system, and to shape a more integrated regional mechanism to drive the Leaders Vision under the 2050 Strategy for the Pacific.

A.2.1.3 The HLPG recommendations based on the insights gathered from the engagements with the Forum Leaders had been planned to be presented first to the Forum Officials’ Committee and Forum Foreign Ministers meeting which was scheduled for the second week of August 2025, prior to consideration by the Forum Leaders when they meet at their annual meeting in Solomon Islands in September 2025.

A.2.1.4 The consolidated views of Leaders and Officials are expected to address the four key issues that have framed the consultations so far, viz, Political Leadership and Unity, Membership, Rationalisation of the Regional Architecture and, Strengthened and Deepened Regionalism.

A.2.1.5 Aviation Regionalism is a strategic goal of the Pacific Regional Aviation Strategy 2022 – 2032 and the Pacific aviation regional architecture drives the multilateral collaboration that is effectively growing in the region. Therefore, the outcome of the oncoming Forum Leaders meeting would be strategically important for the continued implementation of the PRAS 2022 – 2032 goals and priorities as well as developing a sustainable aviation system for the PSIDS through implementation of the PSIDS study recommendations.

A.2.2 Pacific Regional Aviation Ministers Meetings³⁵

First Pacific Regional Aviation Ministers Meeting (RAMM/1) – June 2021

A.2.2.1 The two strategically important recommendations of the PSIDS Study to establish an Enhanced Regional Safety and Security Oversight Organization (ERSSOO) and a revised Pacific

³³ [Pacific Islands Forum](#)

³⁴ ‘Talanoa’: meaning, dialogue or conversation

³⁵ Source: RAMM papers and related documents ([RAMM - Pacific Aviation Safety Office](#))

Islands Civil Aviation Safety and Security Treaty (PICASST) for the PSIDS received due prominence during the first Pacific Regional Aviation Ministers Meeting (RAMM) convened as a virtual meeting on 30th June 2021, hosted by the Ministry of Civil Aviation of the Government of Papua New Guinea. RAMM was the first such high-level regional aviation meeting since the initiation of the PICASST in 2004. Due to COVID-19 related circumstances, this meeting had been rescheduled from 2020 to 2021.

A.2.2.2 The meeting, attended by 14 PIF members included Australia, Cook Islands, Fiji, French Polynesia, Kiribati, Nauru, New Caledonia, New Zealand, Niue, Papua New Guinea, Samoa, Solomon Islands, Tuvalu and Vanuatu. Additionally, the Secretary General of PIFS, Secretary General of ICAO and observers from various regional organizations from the PIFS, PASO, as well as Civil Aviation Authority of Singapore, Federal Aviation Administration of the U.S.A and World Bank attended.

A.2.2.3 The RAMM provided a unique opportunity to promote regional collaboration and solutions and organize political support around harmonisation and cooperation for Pacific regional aviation safety, security and air transport recovery. It considered a range of strategic topics including:

- a) The importance of aviation regionally for social and economic activity.
- b) The impact of COVID-19 and economic recovery objectives through aviation connectivity.
- c) A framework for enhanced Pacific regional aviation collaboration.
- d) Development of a Pacific Regional Aviation Strategy.
- e) Amending the Pacific Islands Civil Aviation Safety and Security Treaty (PICASST).
- f) Strengthening and funding multifunctional regional aviation organization.
- g) Continuation of the future Ministerial engagements.

A.2.2.4 The meeting resulted in the Pacific Island Regional Aviation Ministers endorsing the 'Port Moresby Declaration on Aviation Safety and Security'³⁶ and the associated Ministerial Statement³⁷ whereby the Ministers expressed commitment to maintain a safe, secure, resilient and sustainable aviation system in compliance with ICAO Standards, and respond to the obligations of the Convention on International Civil Aviation, as well as strengthen the regulatory oversight capability, capacity and effectiveness of the Member States. The Declaration provided a range of strategic priorities and actions to respond to the critical challenges regarding aviation safety and security performance facing the Members.

A.2.2.5 Of particular importance to the future development of Pacific regional aviation was the endorsement of the Framework for Aviation in the Pacific by the Ministers for an enhanced collaboration framework through:

- a) A Pacific Regional Aviation Strategy
- b) An amended Pacific Islands Civil Aviation Safety and Security Treaty (PICASST); and
- c) A strengthened multi-functional regional organization.

³⁶ [Port Moresby Declaration](#)

³⁷ [RAMM/1 Ministerial Statement](#)

A.2.2.6 The Ministers agreed that the PICASST could be improved, noting that there had been significant changes over the previous fifteen years which have impacted aviation in the Pacific, but were not reflected in the PICASST. Accordingly, the Ministers acknowledged that amendments to the PICASST are required, and as such, the direction was set to work with PASO to improve the PICASST.

A.2.2.7 Strengthened Multi-functional Regional Aviation Organization (RAO): the Ministers recognised that PASO has made important gains in recent years with better governance arrangements and increased financial stability. The Ministers also acknowledged that further enhancements can be made for PASO to ensure it delivers enhanced aviation safety and security services to all Member States. The Ministers directed investigating ways to ensure PASO is appropriately and sustainably resourced (human and financial) to deliver on the priority areas by 2022. An Enhanced Pacific Aviation Organisation which could evolve through the Pacific Aviation Safety Office (PASO) was supported by the Ministers and agreed that an enhanced Pacific Aviation Organisation be aligned to the Regional Strategy providing core function of aviation safety and security oversight, and over time, a broader range of services and functions may be enabled in accordance with the Regional Strategy³⁸. It was noted that the evolution of PASO to an enhanced RAO aligns with the views expressed by ICAO's PSIDS study.

Second Pacific Regional Aviation Ministers Meeting (RAMM/2) – June 2022

A.2.2.8 The second Pacific Regional Aviation Ministers Meeting (RAMM/2) was held virtually on 22nd June 2022, hosted by the Government of Cook Islands and supported by PASO as the RAMM Secretariat. Seventeen PIF members were in attendance, namely, Australia, Cook Islands, Fiji, French Polynesia, Kiribati, Nauru, New Caledonia, New Zealand, Niue, Marshall Islands, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu. Participants included the Pacific Islands Forum Secretariat (PIFS), ICAO, regional organizations from the PIFS, Pacific Islands Development Programme, World Bank as well as the Civil Aviation Authority of Singapore and the United States Federal Aviation Administration. The progress of the key elements of the framework for aviation for the Pacific region which was endorsed at RAMM/1 had been presented to this meeting.

A.2.2.9 The meeting was informed that the States had worked with the RAMM Secretariat to prepare a complete set of proposed amendments to the PICASST to achieve the objectives agreed at RAMM/1. Accordingly, a document which consolidated all the proposed amendments into a final Treaty text had been provided to RAMM/2 for consideration, including a proposal to rename the PICASST as the 'Pacific Islands Civil Aviation Treaty' (PICAT) to reflect the broader role that the Ministers envisaged for an enhanced Regional Aviation Organisation. The Ministers endorsed the proposed PICASST amendments being progressed via Treaty actions and proposed that the PICAT draft to be presented by the RAMM/2 Chair, Cook Islands, to the next Pacific Islands Forum Leaders Meeting for States to indicate their acceptance, accession or support for the proposed amendments.

A.2.2.10 The draft Pacific Regional Aviation Strategy (draft) 2022 – 2032 was endorsed by the Ministers in principle, while noting that the RAMM Secretariat intends to further refine and edit the draft version, including with further input from the aviation industry stakeholders. It was also noted that the Officials will provide an implementation plan for the initial phase of the Regional Aviation Strategy at RAMM/3.

³⁸ [RAMM/2 Outcomes Statement](#) (paragraph 14)

A.2.2.11 In pursuit of a ‘Strengthened Multi-functional Regional Aviation Organization’, RAMM/2 noted that considerable work is still required to prepare the grounds for PASO to transition to a future enhanced RAO, which is contingent on many factors, particularly the proposed PICASST amendments. The RAMM/2 was also informed that the work has been undertaken to develop a proposed funding model for the RAO as directed by the Ministers at RAMM/1. It was observed, however, that it remains premature to propose funding arrangements before the key decisions are made regarding the amended PICASST and the Pacific Regional Aviation Strategy.

Third Pacific Regional Aviation Ministers Meeting (RAMM/3) – March 2025

A.2.2.12 The third Regional Aviation Ministers Meeting (RAMM/3) was held at the Pacific Islands Forum Secretariat, Suva, Fiji, hosted by the Government of Fiji. The meeting was supported by PASO as the RAMM Secretariat. There were 14 States participated, namely, Australia, Cook Islands, Fiji, French Polynesia, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, New Zealand, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu. The meeting was also attended by Singapore, Qatar and United Arab Emirates, several organizations including PIF, ICAO (including the virtual participation of the Secretary General during the opening session), Regional Agencies from PIF, Airports Council International (ACI) Asia-Pacific & Middle East, International Air Transport Association (IATA), Association of the South Pacific Airlines (ASPA), several other organizations, airports and airlines.

A.2.2.13 The highlight of the meeting was the adoption of the ‘Suva Declaration on Strengthening Regional Partnership for Safe, Secure and Sustainable Aviation Connectivity’³⁹ by the Ministers whilst reaffirming their commitment to the principles and actions of the Port Moresby Declaration on Aviation Safety and Security adopted at the RAMM/1 in 2021.

A.2.2.14 Through the Suva Declaration, the Ministers agreed on the following principles and pledged to work together in advancing sustainable aviation connectivity for the prosperity and well-being of the Pacific region:

- a) Strengthening regional collaboration.
- b) Enhancing safety and security.
- c) Promoting environmentally sustainable aviation practices.
- d) Expanding inclusive and accessible connectivity.
- e) Building capacity and resilience.
- f) Enhancing international air law framework.
- g) Advancing innovation and digital transformation.
- h) Ensuring financial and economic sustainability.

A.2.2.15 The Ministers also expressed commitment to uphold the highest standards of aviation safety and security performance by implementing ICAO SARPS, supporting collaborative initiatives, investing in robust regulatory frameworks, striving to establish and develop a robust Regional Safety and Security Oversight Organization (RSSOO) in accordance with the principles and guidance of the ICAO RSOO and RAIO Assessment Programme (RRAP).

³⁹ [Suva Declaration](#)

A.2.2.16 RAMM/3 provided important updates on the Pacific Regional Aviation Strategy (PRAS), Pacific Regional Aviation Action Plan (PRAAP) and Pacific Regional Engagement Framework (PREF), a summary of which have been provided in sub-section 5.2 below. The Ministers expressed firm support for the ongoing implementation of these key regional frameworks, while recognising the critical role of cooperation and collaboration in achieving shared regional goals. The Ministers emphasized that strong national systems are best supported by strong regional cooperation, aligning with the vision of the Blue Pacific 2050 Strategy and the Pacific Regional Aviation Strategy (PRAS).

A.2.2.17 The Ministers also recognised there are significant cost and resource constraints for Pacific Island States to implement the PRAAP, which will require prioritisation of key actions. The Phase 1: Short Term Priorities 2025 – 2028 of the PRAAP has an action item to ‘establish regional regulatory approach working group’ in order to utilise it to, quote, ‘act as platform for development of options for a common/unified regional aviation regulatory approach, with the goal of supporting decision-making on a preferred future form of regional regulatory alignment or integration including options such as regulatory harmonisation, regulatory convergence, mutual recognition, standardisation or the establishment of a centralised regional approach (or various hybrids) to underpin a roadmap toward a regional regulatory approach or harmonisation strategy’.⁴⁰

A.2.2.18 On the technical front, the Ministers expressed support to regional policies and harmonizing national laws, as well as underscored the significance of capacity building alongside recruitment efforts which indicated State political level backing to these areas. The Ministers further emphasized the importance of regional partnerships to advance safety, security, and sustainability, while highlighting the need for resilience in the face of challenges such as global pandemics.

A.2.2.19 Progress on the Enhanced Regional Aviation Organisation, and the revised PICASST were also presented to the meeting. Details on these developments are provided in sub-section 3.2.6.

A.2.3 Pacific Regional Aviation Strategy (PRAS)⁴¹

A.2.3.1 The Pacific Regional Aviation Strategy (PRAS) is a key element of the Pacific regional aviation framework that was agreed at RAMM/1. During RAMM/2, the Ministers endorsed the Pacific Regional Aviation Strategy 2022 – 2032 in principle on the basis that proposed amendments to the Pacific Islands Civil Aviation Safety Security Treaty (PICASST) will be progressively accepted and ratified by the States from 2022 onwards.

A.2.3.2 The Pacific Regional Aviation Strategy 2022 – 2032 represents a major milestone on the Pacific journey to strengthen the regional aviation framework and support the air transport growth in the region. It is recognised that PRAS provides a living document that will evolve over time. Over the ten-year period 2022 – 2032, PRAS would provide a pathway to long term safe, secure and sustainable development of the aviation system for the Pacific region.

A.2.3.3 While PRAS has an immediate and current focus on safety and security and international compliance, it is envisaged that the broader scope of commercial and industry focused issues would be introduced through the development of an industry forum and States collaborating on industry

⁴⁰ [RAMM/3 Communique](#)

⁴¹ [Pacific Regional Aviation Strategy Report](#)

issues. Therefore, as next steps towards strategy implementation, there will be a focus to update the strategy to address commercial and industry needs with the aim to support connectivity, creating jobs, and facilitating growth of regional economy.

A.2.3.4 The PRAS vision includes four strategic goals that align with and support the 2050 Strategy for the Blue Pacific Continent. The strategic goals are long-term and multi-faceted and will require considerable attention and investment to achieve them:

- a) Aviation Regionalism - *Aviation supports the achievement of regional priorities through collaboration, coordination, and harmonisation*
- b) Aviation Development - *Improved prosperity, opportunity and living standards through aviation*
- c) Sustainable Aviation - *An optimised, resilient, and sustainable aviation environment*
- d) Regional Connectivity - *Inter and intra-regional connectivity that is safe and secure*

A.2.3.5 To support the four strategic goals, seven priorities and corresponding expected results, a standalone action plan has been developed to highlight where action is required, and resources should be directed.

- a) Regional Cooperation & Engagement
- b) Aviation Capability Development
- c) Sustainable Economic Development
- d) Pandemic Recovery & Resilience
- e) Environmental Protection
- f) Aviation Safety & Security
- g) Harmonised Regulatory Systems

A.2.3.6 During a special ceremony at ICAO's 41st Assembly in 2022, Pacific States officially launched the new Pacific Regional Aviation Strategy (PRAS) marking a major turning point for the Pacific region. It was noted that the new strategy will help its participating States working together more effectively with ICAO and PASO to assure the safe, secure, and sustainable growth of regional air connectivity and socio-economic development.

A.2.3.7 Two working papers, A41-WP/261⁴² (Revision 1) and A41-WP/301⁴³ (Revision 1), were presented during the Assembly by Samoa, co-sponsored by Cook Islands, Kiribati, Nauru, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu, and PASO. These two papers provided a regional update on the progress of the recommendations from the PSIDS study as well as the outcomes of RAMM/1 which included the 'Revision of the current PICASST', 'Development of the PRAS' and 'Enhanced Regional Aviation Organization (RAO)'.

A.2.3.8 The Executive Committee of A41⁴⁴, while noting the progress made so far on some of the key recommendations originating from the PSIDS study, especially related to the amendment of the PICASST and assessment of a potential Enhanced Regional Aviation Organization, urged the

⁴² [A41 Working Papers](#)

⁴³ *Ibid*

⁴⁴ [A41 Executive Committee report](#) (section 24.7)

Assembly to provide PASO with the technical support needed to further the establishment of an enhanced Regional Organization to support aviation safety and security oversight in the PSIDS.

A.2.4 Pacific Regional Aviation Action Plan (PRAAP)⁴⁵

A.2.4.1 While the Pacific Regional Aviation Strategy (PRAS) serves as the overarching blueprint for achieving a safe, secure, sustainable, and harmonised pacific regional aviation system, the Pacific Regional Aviation Action Plan 2025-2028 (PRAAP) provides the mechanism to operationalise the four strategic goals and seven priorities of PRAS. The action plan describes the specific actions identified under each priority area and corresponding measures against which performance or achievement can be assessed. It was noted that PRAAP has been developed through an iterative and inclusive process and reflects the ways to address the PRAS priorities and diverse needs of the PSIDS while fostering alignment with international aviation standards.

A.2.4.2 The PRAAP has been consolidated into a short-term, three-year aspirational action plan which prioritises high-impact, immediate actions that address the region's most pressing aviation challenges while laying the groundwork for longer-term objectives. PRAAP prioritises 36 critical actions to be implemented over the next three years, from 2025 to end of 2027, which have been categorized under the four PRAS strategic goals and seven priorities. The PRAAP acknowledges a comprehensive long-term action list which includes potential actions beyond the immediate three-year focus. It provides a structured approach to achieve the envisaged safe, secure, and economically viable aviation system across the Pacific Island States.

A.2.4.3 The RAMM/3 was presented with relevant documents which describe the range of actions coming under the PRAAP, reflecting a region-wide commitment to shared responsibility and strategic prioritisation. While acknowledging that PRAAP is a flexible and evolving plan that will be updated regularly to address new challenges and opportunities, supporting the continued advancement of the Pacific Regional Aviation Strategy goals, the Ministers at RAMM/3 recognised there are significant cost and resource constraints for the Pacific Island States to implement PRAAP, which will obviously require prioritisation of key actions.

A.2.4.4 The development of a harmonised regulatory framework has been endorsed as a regional priority which is lined up in PRAAP for implementation. Accordingly, PRAAP aims at progressively working towards achieving cross-Pacific legislative consistency, common regulatory systems and practices. This initiative would offer significant benefits to the participating States as well as enhance the operational efficiency of the future Regional Aviation Organization in its service delivery.

A.2.4.5 A harmonized regional regulatory system is one of the key recommendations of the PSIDS study to strengthen States' safety and security oversight capability and enhance PSIDS' international compliance levels. Notably, PRAAP Phase 1 action plan (short term priorities 2025 – 2028) remarks that *'the three Northern Pacific Island States (Federated States of Micronesia, Palau, and the Republic of the Marshall Islands) and the French Polynesian States (French Polynesia and New Caledonia) operate under independent regulatory and legislative frameworks, and therefore, they may choose not to participate in a harmonised regulatory and legislative system as envisioned by the evolving*

⁴⁵ [Pacific Regional Aviation Action Plan](#)

*pacific aviation framework*⁴⁶. PASO has confirmed this is the current position of the three ICAO Contracting States from the Northern Pacific. This is the sole exception observed in the otherwise consistently evolving Pacific aviation framework.

A.2.4.6 The PASO has advised it is developing the project plan and design of its approach to advancing the PRAAP priorities. The timeline for establishment of the working group is Q4 2025/Q1 2026. For context in the development of the ISR, 24 action items (from the 36 PRAAP Phase 1 short-term priorities for 2025–2028) from PRAAP have been identified that align with the objectives of the roadmap and are provided in [Appendix 4](#).

A.2.5 Pacific Regional Engagement Framework (PREF)⁴⁷

A.2.5.1 The Pacific Regional Engagement Framework 2025-2033 (PREF) is a critical component for the successful operationalisation of the Pacific Regional Aviation Strategy (PRAS) and the Pacific Regional Aviation Action Plan (PRAAP). The PREF is intended to provide a structured foundation for coordination, collaboration and transparent engagement among all aviation stakeholders who have a role to ensure that the PRAAP is implemented successfully and is central role in ensuring that the aspirations of the PRAS are achieved through a coordinated and collaborative approach.

A.2.5.2 At RAMM3, the Pacific aviation Ministers:

- a) Endorsed the Pacific Regional Engagement Framework (PREF) as a critical tool for operationalising PRAS and PRAAP.
- b) Recognised there are significant cost and resource constraints for Pacific Island States to implement PREF which will require prioritisation of key actions of the PRAAP.
- c) Noted that the PREF will be supplemented by other frameworks, such as those relating to stakeholder relationships and, monitoring, evaluation and reporting to support USOAP CMA Effective implementation (EI).

A.2.5.3 The PREF outlines the expectations for engagement among governments, regional organizations, industry and donors, ensuring that actions are well coordinated and the stakeholders, including the RAMM Secretariat, PASO, national aviation authorities, and other entities are well informed of their respective roles and responsibilities. It also references an accompanying monitoring, evaluation, reporting, and learning framework, which provides essential support for tracking and adapting PRAAP implementation.

A.2.6 Revised Pacific Islands Civil Aviation Safety and Security Treaty (PICASST)

Rec/PSIDS/3/Revised Treaty

A.2.6.1 The PICASST, originally adopted in 2005, had been designed as a multilateral framework to improve aviation safety and security in the Pacific. Since then, its provisions have only been amended twice (in 2006 and 2015) despite evolving challenges and opportunities within the aviation sector such

⁴⁶ [Pacific Regional Aviation Action Plan](#) (Strategic Goal 4: Regional Connectivity, Priority G: Harmonised Regulatory Systems)

⁴⁷ [Pacific Regional Engagement Framework](#)

as the obligation to meet the new developments in the international aviation standards, technological advancements, and emerging areas of importance.

A.2.6.2 At the first Regional Aviation Ministers Meeting (RAMM/1), Ministers endorsed a collaborative approach to modernise PICASST, recognising the need to expand its scope to meet current and future aviation priorities. The draft amendments were endorsed at RAMM/2 in June 2022. Substantive amendment of the PICAT was progressed with the endorsement of Regional Aviation Ministers at the RAMM/2 held in June 2022, (known as the 2022 RAMM amendment).

A.2.6.3 In May 2024, the Government of Nauru submitted a proposal for amendments to PICASST, formally depositing them with the Pacific Island Forum Secretariat (PIFS). This proposal has been circulated to the PICASST signatories and other States involved in the RAMM platform for consideration. In accordance with the existing PICASST, these amendments require acceptance by two-thirds of the signatory States to take effect. Of the 10 signatory States of the PICASST currently in force, only two PSIDS ⁴⁸ have deposited their instruments of acceptance of the proposed amendments, as of January 2026.

A.2.6.4 A Noting Paper (an information paper) included in RAMM/3 provided an update on the progress of the proposed amendments to the PICASST. It aimed to inform the Ministers of the States that have already deposited their instruments of acceptance with the PIFS and to encourage remaining States to update their status or raise any reservations that may impact their acceptance of the amendments. In addition, two actions have been listed in PRAAP Phase 1: Short Term Priorities 2025 – 2028 for follow up on the amendments to the PICASST:

- a) A1.2 - Plan for implementation of treaty amendments – (implemented by the development and execution of a comprehensive plan for the PICASST amendments to support PASO's and State implementation activities, ensuring a seamless transition to the Regional Aviation Organisation.)
- b) A1.3 - Ratify and domesticate Treaty amendments – (implemented by undertaking necessary treaty actions to ratify and domesticate amendments to the PICASST.)

A.2.6.5 The key elements of the revised amendments to the PICASST in the PICAT are:

- a) Enhanced Scope and Flexibility:
 - i. Different levels of regional participation enabled; both at the strategic level as well as at an operational assistance level, allowing for different State needs and objectives.
 - ii. Broader role for PASO in regulatory harmonisation, regional advocacy, and environmental standards.
 - iii. Mechanisms for the delegation of functions to PASO.
- b) Sustainable Governance and Funding:
 - i. Updated governance structures to reflect modern aviation needs.
 - ii. Enabling sustainable funding mechanisms to support PASO's expanded role.
- c) Updated Articles addressing:

⁴⁸ Nauru and Tuvalu have deposited their instruments of acceptance of the proposed amendments to the PICASST

- i. Article F - Institution of the 'Regional Aviation Organization' (RAO)⁴⁹
- ii. Article G - Responsibilities of members and associate members
- iii. Article H - Regional Aviation Organisation governance
- iv. Article I - Functions of the Regional Aviation Organisation⁵⁰
- v. Article K - Regional Aviation Organisation funding arrangements
- vi. Article M - Authorisation, recognition, privileges and immunities of regional aviation organisation and its personnel
- vii. Article N - Membership of the Regional Aviation Organisation
- viii. Article O - RAO Service Provision⁵¹

A.3 PASO Initiatives and Measures

Rec/PSIDS/1/Establishment of an Enhanced Regional Safety and Security Oversight Organization (ERSSOO)

A.3.1 Strengthening the Pacific Aviation Safety Office (PASO)

A.3.1.1 The update provided to RAMM/3 (Annex A – 'Update on Port Moresby Declaration and commitments' of the paper on Suva Declaration) noted that strengthening PASO as an important part of the response to the PSIDS study has progressed with the support of the Pacific Region Infrastructure Facility (PRIF) and the work is in Phase 1 to identify proper funding and financing model for an Enhanced Regional Aviation Organisation.

A.3.1.2 As a preliminary step ahead of any planning for transition to a Regional Aviation Organisation (RAO - equivalent of an ERSSOO) with the effect into force of the PICAT, PASO is actively developing a 'Service Menu' for governance approval (tabled at the November 2025 PASO Council Meeting). The service menu is intended to ensure Member States have a clear understanding of the full suite of services currently available, and to support forward planning for evolving needs. PASO has recognised that it is critical for the States to have visibility over PASO's current service capability from core oversight functions to more strategic, system-improvement services, so that effective formal agreements with the RAO could be concluded later.

A.3.1.3 The Menu also provides a practical platform for dialogue, helping States to identify the services the States may need in future, assess national capacity gaps, and consider where regional delivery may be more efficient or impactful. It enables PASO to better align its future service development with Member priorities, donor interests, and the regional strategic directions of the PRAS and the regional action plan, PRAAP. Most importantly, it lays the groundwork for targeted and

⁴⁹ This Article, amongst other provisions, enables PASO to be transitioned into becoming the newly instituted RAO and become a Regional Safety Oversight Organization (RSOO) at the appropriate level

⁵⁰ This Article, among other stipulations, contains the provision to deliver services and perform any delegated functions for Members in accordance with the Service Agreements; participate, and promote the interests of Members, in regional and international aviation and equivalent for a; and facilitate the sharing of regional and international technical expertise.

⁵¹ This Article, among other stipulations, contains the provision for the RAO to enter into an agreement or agreements with Members specifying the nature, scope and degree of services to be provided by the RAO

collaborative planning, so that post-PICASST amendment, States are well-positioned to access support that is tailored and aligned with shared regional goals and specific State needs.

A.3.1.4 While operating as a RSSOO, the new Regional Aviation Organisation will simultaneously facilitate coordination and implementation of goals and priorities of the Pacific Regional Aviation Strategy (PRAS). It will also act as the secretariat to the RAMM in accordance with the RAMM Charter. These functions are presently performed by PASO.

A.3.1.5 Noting that section 3.4 below reflects ICAO's observations based on available information⁵² on the implementation progress of the PSIDS study recommendations directed to the PSIDS, PASO has initiated the following measures that contribute to supporting PSIDS addressing recommendations directed to PSIDS:

- a) PASO is actively developing critical element 5 (CE-5) tools, which include Guidance, Policies, Processes, Procedures, Checklists, Instruction Sheets, Matrix Spreadsheets, Aide Memoires, Job Aids, Process Flow Charts, and Control Sheets, pre-aligned to the regionally adopted Rule Parts and USOAP CMA Protocol Questions. PASO has launched a pilot with one Member State to test the practical use of these tools in oversight activities, and how Comprehensive Oversight Implementation Framework (COIF) should be progressively rolled out across the rest of the PASO Member States.
- b) PASO undertook a training needs analysis for various Member States via consultancy resource in 2020. The scope of work also included training policy development, a national training policy and program for medical professionals for Designated Aviation Medicine Examiner credentials and specific training programs for CAA personnel. This work was piloted in the Cook Islands.
- c) PASO initiated development of organisational models (delegated, supported and standalone) via consultancy resources in 2021. These models were supported by minimum organisation function/position charts and job descriptions for each minimum required role/activity. This work was undertaken to support PASO's model legislation workstreams.

A.3.2 Pacific Aviation Enhancement Programme (PAEP) – PASO Project 2019/2020

A.3.2.1 In 2019 and 2020, PASO implemented a project involving nine of its member States to enhance safety oversight in the Pacific region. The initiative, named the Pacific Aviation Enhancement Programme (PAEP), aimed to support these States in achieving a reliable, safe, and secure aviation sector that contributes to sustainable economic development. The programme was funded by New Zealand's Ministry of Foreign Affairs and Trade with the objectives of:

- a) Short term: Pacific Island States become increasingly compliant with the ICAO USOAP CMA Effective implementation (EI) rating scale.
- b) Medium term: Pacific Island States would acquire the knowledge and resources to implement their respective State Safety Programme (SSP).
- c) Long term: Pacific Island States would have improved aviation safety.

⁵² ICAO observations are based on analyzed observable information and does not represent or warrant a formal assessment as objective evidence obtained by USOAP-CMA and USAP-CMA (refer to section 2.1)

A.3.2.2 The allocated project funding covered the gap analysis and implementation plan development. The intent of the project was for the States to make their own investment decisions and any future donor requests, whether on a bilateral basis or on a more coordinated regional basis via PASO for the implementation of the ICAO USOAP Implementation Plan. The project implementation included two main components:

- a) ICAO USOAP Gap Analysis - An analysis of the extent to which a State is meeting the current ICAO USOAP CMA compliance requirements.
- b) ICAO USOAP Implementation Plan - A Plan for meeting ICAO USOAP CMA compliance requirements by the State and achieving the world average ICAO USOAP score.

A.3.2.3 The common focus areas such as the development of the model primary legislation have subsequently been incorporated into the Pacific Regional Aviation Action Plan (PRAAP) following PASO's engagement with donors. However, according to the current available information, legislative work is effectively on hold as of now, following a workshop in May 2024 when the States concerned needed further clarity on the future direction on these matters. No further updates have been reported regarding actions taken by the States on the proposed ICAO USOAP Implementation Plan, which had been customised for each of the nine beneficiary States included in the project.

A.4 PSIDS Initiatives and Measures

A.4.1 Progress on the implementation of PSIDS Study Recommendations directed to PSIDS

A.4.1.1 The successful implementation of the PSIDS study recommendations directed at the PSIDS is contingent on the revised Treaty (PICASST), the establishment of the Enhanced Regional Safety and Security Oversight Organization (ERSSOO), a coordinated mechanism for aircraft accident and incident investigations, and ongoing regional cooperation within a unified framework.

A.4.1.2 Although the ultimate objective to achieve State aviation regulatory oversight resilience requires continued effort and a collaborative long-term implementation roadmap, notable progress has been made on the PSIDS study recommendations with contributions from various stakeholders. This summary of the progress update of implementation of the ICAO PSIDS study recommendations directed to the PSIDS for consideration includes the observations of ICAO and the inputs received from PASO.

A.4.1.3 Reference to PASO support provided to PSIDS with respect to the recommendations and actions where these are a function of the State safety or security oversight system, and have been undertaken under a SLA, potentially with insufficient assurance delegation required of the oversight system CE (that is demonstratable evidence that PASO is conducting the activities to a standard that the State is required to demonstrate if they were performing the activities themselves. An example is assurance that PASO technical experts undertaking safety or surveillance Government Safety Inspector (GSI) activities hold an assured level of qualified competence that a State must demonstrate under CE-4 itself for its' own GSIs. This is perspective is not to diminish the need by PSIDS for ERSSOO support, or the tangible assistance that PASO provides, but to highlight further progress required to ensure functions delegated to an ERSSOO are done so with the delegation powers of the State, and assurance by the State of the ERSSOO capabilities).

Rec/PSIDS/1/Establishment of an Enhanced Regional Safety and Security Oversight Organization (ERSSOO)

A.4.1.4 Sections 3.2 and 3.2 above articulate the efforts to date by the PSIDS, in a collaborative manner and reaching out to all PIF Members, to strengthen PASO's organization and framework by establishing an enhanced Regional Safety and Security Oversight Organization (ERSSOO). However, there are number of ERSSOO functions cited as sub-recommendations, and the following paragraphs provide as assessment of progress to address these.

A.4.1.5 For sub-recommendations (a) and (b) the amended PICASST contains Article I - Functions of the Regional Aviation Organisation (refer to paragraph 3.2.6.5(c)). Establishing the ERSSOO would follow the implementation of the amended PICASST. In the meantime, PASO has been providing a range of advice and updates to the member States on ICAO matters, particularly RRAP, USOAP and USAP. There are no recent examples of where PASO has provided advice on implementation or domestication of SARPs. Through USAP technical assistance work, PASO has supported States with uploading of information on to the OLF. PASO has not formally represented States in any forum (under formal delegation or authorisation). However, PASO participated in a range of ICAO and other regional meetings, where aggregated perspectives of its member States have been relayed, and facilitated Member participation in such forums.

A.4.1.6 For sub-recommendations (c) at the RAMM/1 in 2021, the Ministers agreed that a 'Regional Legislative Framework' should be one of the five initial priorities to be progressed by the by officials, under the Pacific Regional Aviation Strategy. The PRAS expects the following results through the harmonised regulatory systems:

- a) States have in place, or access to, up to date, complete and fit for purpose regionally consistent legislation and regulatory systems and tools
- b) States are utilising and effectively integrating harmonised legislative frameworks, regulatory systems and practices into domestic State institutional and legal frameworks and
- c) the region is progressively operating in a harmonised way toward greater regulatory convergence to optimise the effectiveness of the Regional Aviation Office and collaborative mechanisms.

A.4.1.7 The PRAAP also includes the action item to develop a comprehensive Pacific Regional Aviation Legislative and Regulatory Framework guide legislation drafting and development of regulatory systems that will outline the design of harmonised legislative and regulatory systems.⁵³ PASO has received preliminary requests from two Member States for targeted legislative work (Rules) which has not commenced yet.

A.4.1.8 Most PASO Member States have adopted the New Zealand Rule Parts, thereby sharing commonality in their regulatory framework. However, minimal progress has been achieved over time by each State to fully integrate the adopted Rule Parts into the respective oversight systems which has caused procedural fragmentation, documentation gaps, and inconsistencies in audit outcomes. PASO has initiated a shift in direction at the start of 2025, adopting a new approach to address the challenges PASO has identified, viz, fragmented procedures, duplicated effort, and oversight systems that no longer reflect the current operating reality. PASO has formalized this approach as the

⁵³ [Appendix 4](#): STRATEGIC GOAL 4: REGIONAL CONNECTIVITY: Priority G: Harmonised Regulatory Systems

Comprehensive Oversight Implementation Framework (COIF). Because the States share the same Rule Parts, and harmonised CE-5 tools, it will enable certification, surveillance, and enforcement activities to be carried out in a consistent manner as well as standardizing of the training and qualifications across all technical areas creating the ability to implement inspector pooling across borders in due course.

A.4.1.9 For sub-recommendation (d) regarding PASO assistance to member States with identification, notification, and publication of differences, this is a potential option within the Service Menu, available under an SLA to provide the requisite technical assistance.

A.4.1.10 For sub-recommendation (e) PASO has been providing support to the member States under existing SLAs⁵⁴, and the Service Menu will continue to provide this to PSIDS, including under an RAO when the PICAT enters into force. Annual reports provide indication of level safety and security oversight tasks conducted by PASO in support of the member States.

A.4.1.11 For sub-recommendation (f), in 2021 PASO, via consultancy resources, undertook work to develop organisational models (termed - delegated, supported and standalone). These models were supported by minimum organisation function/position charts and job descriptions for each minimum required role/activity. This work was undertaken to support the policy work and options sitting behind PASO's model legislation workstreams. While this body of work remains available within PASO, no services have been requested around this functional area. Further expansion of this support may be offered through PASO's Service Menu.

A.4.1.12 For sub-recommendation (g), in 2020 PASO, via consultancy resource, undertook training needs analysis for various Member State CAAs. The scope of works also included training policy development, a national training policy and program for medical professionals seeking or wishing to seek recognition as the Designated Aviation Medicine Examiner, specific training programs for CAA personnel to undertake to achieve basic understanding of individual systems to the point where the individual can actively participate in the processes (AIR, AIG system coordination, PEL) - this work was piloted in the Cook Islands. Further expansion of this support may be offered through PASO's Service Menu.

A.4.1.13 For sub-recommendation (h), PASO has previously supported States with development of policies such as those related to certification, surveillance and exemptions. More recently in 2024/2025, through PASO's USAP support, technical experts have assisted with drafting internal State policies and procedures as part of preparation for USAP ICVM and post-audit corrective actions. Further expansion of this support may be offered through PASO's Service Menu.

A.4.1.14 For sub-recommendation (i), PASO safety and security oversight function support has predominantly been limited to CE-7 (continuing surveillance/quality control) performing audit and inspection activities and issuance of findings and recommendations for the PSIDS action (CE-8). PASO has not been involved in assisting member States with addressing APANPIRG deficiencies (CE-8) through the provision of technical assistance due to limited resources, and the likely requirement to provide these under an SLA. With regards to the initial issuance and re-issuance of certificates, licences, approvals or other authorizations (CE-6), similarly PASO has not been active in taking on this oversight function, unless requested by a member State under an SLA as part of a tasked oversight

⁵⁴ Add reference link to PASO annual reports.

activity (audit/inspection) associated with the authorization renewal. Further expansion of CE-6 and CE-8 support may be offered through PASO's Service Menu.

A.4.1.15 Nonetheless, the Pacific Regional Engagement Framework 2025 – 2033 presented to the RAMM/3 identified the role of PASO as the only technical and advisory aviation focused organisation that is standalone and mandated by Pacific Island States and is currently responsible for aviation safety oversight and technical assistance across the Pacific region, to provide regulatory support, compliance audits, and technical advisory services to member states, assisting member States meet international safety standards and maintain aviation security. PASO plays a pivotal role in capacity building, coordinating training, and offering guidance to enhance aviation regulatory capabilities across the region.

A.4.1.16 For sub-recommendation (j), PASO has provided advice and guidance on the resolution of findings identified during audit or inspection activities. PASO has also provided ad hoc advice (very rarely requested) on the application of regulatory tools/interventions and enforcement options. Typically, advice relates to the imposition of conditions on aviation documents or assistance around fit and proper person processes. PASO has also provided advice and analysis of exemption requests - typically in the context of authorization renewal. Further expansion of this support may be offered through PASO's Service Menu.

A.4.1.17 For sub-recommendation (k), PASO has provided advice at both the participant/certificate level as well as the systems level. Most of the systems level activity has been in the context of post-ICVM activity and addressing corrective action plans. Further expansion of this support may be offered through PASO's Service Menu.

A.4.1.18 For sub-recommendation (l), PASO has through CE-7 activities conducted by technical experts reviewed service providers' Safety Management Systems (SMS) and introduced support for the SSP on the direction of Council (May 2024 meeting), however PASO has since validated functions to focus on improving support to States for core services.

Rec/PSIDS/2/ Multi-stakeholder taskforce on the establishment and funding of the ERSSOO

A.4.1.19 As a part of the 'Strengthened Multi-Functional Regional Aviation Organisation' the Ministers at RAMM/1 tasked the officials with investigating ways to ensure PASO is appropriately and sustainably resourced (human and financial) to deliver on the priority areas by 2022.

A.4.1.20 Regarding the progress of RAMM/1 Ministerial Statement deliverables, the RAMM/2 noted that *'several states have contributed to funding to PASO (including New Zealand and Australia) and new models for sustainably funding PASO in the medium-long term are being investigated, including options for obtaining revenue from the aviation industry income, through fees for services, membership fees, and donors.'* The updates on these funding issues to be provided to Ministers in due course.

A.4.1.21 Currently, PASO budget utilizes annual contributions from member States, and income for services provided. Additionally, New Zealand and Australia provide financial support to PASO via grant funding which is currently required to ensure ongoing financial sustainability of PASO.

A.4.1.22 At RAMM/3, under the Port Moresby Declaration implementation updates, noted that efforts towards strengthening the Pacific Aviation Safety Office (PASO) as an important part of the

response to the ICAO Pacific Small Island Developing States Study and identifying proper funding and financing model for an Enhanced Regional Aviation Organisation is in progress.

A.4.1.23 Article K – Regional Aviation Organisation Funding Arrangements’ in the amended PICASST stipulates that *‘The Council shall set and adopt a Funding Policy that details the funding sources, arrangements and mechanisms that will be used to fund the activities of the Council and the RAO...’*.

A.4.1.24 Regarding implementing the key action item on ‘Empowering the Regional Aviation Organisation’, the following approach has been included in the PRAAP:

‘A1.4 - Resource and empower the Regional Aviation Organisation: Provide adequate resources and empower the Regional Aviation Organisation to operate as a regional safety and security oversight organisation that conforms with the ICAO RRAP⁵⁵ framework to provide the scope and level of aviation regulatory and other mandated services agreed regionally and bilaterally with States.’

A.4.1.25 The update provided to RAMM/3 mentioned that strengthening PASO has progressed with the support of the Pacific Region Infrastructure Facility (PRIF) and the work is in Phase 1 to identify proper funding and financing model for an Enhanced Regional Aviation Organisation (refer to paragraph 3.1.4.14.6).

Rec/PSIDS/4/ Post-implementation evaluation of the ERSSOO

A.4.1.26 Noting that the PICAT has been adopted and opened for signature but has not yet entered into force due to insufficient ratifications, that enables the uplift of PASO as an RAO, this recommendation is not yet applicable for action.

A.4.1.27 However, PASO previously received an RRAP report in 2017, with recommendations to strengthen the operation and function of PASO as an RSOO. A review of the progress against the recommendations has not been subsequently undertaken by ICAO or provided to ICAO by PASO.

Rec/PSIDS/5/ Primary legislation

A.4.1.28 This action is predicated on the PSIDS reviewing and amending its primary legislation as needed in order to give effect to the provisions of the new or amended Treaty (in replacement of the current PICASST) in its national legislation and, in particular, to ensure that PASO (as an RAO), its personnel and contractors are duly authorized, as well as protected from liability, for conducting safety and security oversight tasks on behalf of the State. The PRAAP includes action item A1.3 on ratification of the Treaty amendments. For implementation of this action item, the States are expected to undertake necessary treaty actions to ratify the amendments to the PICASST (refer to section 3.2.6 on the revised PICASST).

Rec/PSIDS/6/ Service Level Agreement with the ERSSOO

A.4.1.29 Service level Agreements (SLAs) in place between PASO with all 10 current Member States that it serves. New agreements in 2026 to reflect implementation of its Service Menu and following confirmation of funding arrangements and pricing.

⁵⁵ RRAP - The Regional Safety Oversight Organizations (RSOOs) and Regional Accident and Incident Investigation Organizations (RAIOs) Assessment Programme (RRAP) is a voluntary ICAO assessment programme for RSOOs and RAIOs. The RRAP has been rebranded from the previous ICAO programme known as the Global Aviation Safety Oversight System (GASOS)

A.4.1.30 Article O of the draft PICAT sets out the requirements on Service Provision by the RAO. It includes the following provisions regarding SLAs:

- a) The RAO will enter into an agreement or agreements with Members specifying the nature, scope and degree of services to be provided by the RAO
- b) Before negotiating or executing a Service Agreement with a Member, the Council may specify minimum requirements that must be complied with as a pre-requisite to the Member accessing the desired services, including, but not limited to:
 - i. establishing and maintaining an aviation legislative framework that is standardised, harmonised or aligned to agreed RAO systems, policies and procedures; and
 - ii. adopting or utilising any specified RAO platform, systems, tools, policies and procedures.

Rec/PSIDS/7/ Effective implementation of Critical Elements 2 to 5

Rec/PSIDS/8/Effective implementation of Critical Elements 6 to 8

A.4.1.31 This recommendation is applicable to each individual PSIDS to achieve independently, or in conjunction with support from PASO (as a RAO) through PSIDS assured delegated functions underpinned by service level agreement between the PSIDS and RAO. In consideration of the PSDIS status (refer to section 2.1 - Pacific Regional Outlook), and progress for ratification of the PICAT, and uplift of PASO as an RAO, significant progress is required across these areas to achieve Effective Implementation across CE2-8.

Rec/PSIDS/9/Threat assessment

A.4.1.32 The rationale for implementation of this recommendation would be that the PSIDS themselves need to do this. PASO could potentially have a role in risk assessment process for the PSIDS in conjunction with the States and other relevant entities, but that lack of access to any information could hinder PASO's engagement. Aspects of work of this nature is being picked up through PASO's USAP technical assistance work with States, especially Samoa, Cook Islands and Tonga.

Rec/PSIDS/10/Aerodrome planning

A.4.1.33 There has been bilateral assistance provided to some of the PSIDS by partners (including foreign governments)/donors) in regard to aerodrome planning and infrastructure development.

Rec/PSIDS/11/ Pacific Regional Accident and Incident Investigation Organization (RAIO)

A.4.1.34 At RAMM/3 in 2025, the Ministers endorsed and agreed to support the PRAAP, with Phase 1: Short Term Priorities 2025 – 2028 an action item is included to Strengthen Regional Arrangements for Aviation Accident Investigation. The proposed approach (endorsed and agreed by RAMM/3) is to progress on regionally consistent arrangements for aviation accident investigation through greater coordination with regional government and institutions to share expertise, resources, and protocols, enabling swift, collaborative responses and enhancing safety standards across the region.

A.4.1.35 It is also noted from RAMM/3 that further implementation planning and resourcing decisions are required on this action item. The situation update informs that PASO is facilitating bilateral discussion between accident investigation organisations within the region and Pacific Islands States on a reactive basis, and State resources or regional resources are required to progress.

A.4.1.36 PASO has sought to connect Member States with ATSB to bilaterally explore future relationships and capacity building initiatives to support development of Member State investigation capability, however this has not progressed. Of note, PNG has signed a Mou with PASO for assistance with accident investigation capability.

Rec/PSIDS/12/National independent investigation authority and possible agreement for delegation of investigations

A.4.1.37 ICAO notes that the Phase 1: Short Term Priorities 2025 – 2028 of the PRAAP has an action item to Strengthen Regional Arrangements for Aviation Accident Investigation. The proposed approach (endorsed and agreed by RAMM/3) is to progress on regionally consistent arrangements for aviation accident investigation through greater coordination with regional government and institutions to share expertise, resources, and protocols, enabling swift, collaborative responses and enhancing safety standards across the region.

A.4.1.38 PASO's activity in this area has been to act as a connector - to connect States with investigation organisations. PASO also understands that there have been initiatives being developed to explore and formalise different forms and levels of relationship. Some States are utilising the services of other State accident investigation bodies. In addition, PASO has undertaken policy work on model legislative arrangements to enable a range of models for accident investigation as part of its model legislation policy work. However, this has not been deployed to States.

A.4.1.39 Papua New Guinea has established an Accident Investigation Commission (AIC) and has entered into MoUs with several PSIDS. Fiji released a draft Civil Aviation Bill in December 2025 for consultation, which includes provisions for the establishment of an independent accident investigation organization.

A.4.1.40 The Eleventh Meeting of the Asia Pacific Accident Investigation Group (APAC-AIG/11) adopted the APAC-AIG Annual Work Programme (AWP) 2023-2024. Task-7 from the AWP was a regional goal to establish an independent Aircraft Accident and Incident Investigation Authority (AAIIA) as required by Annex 13, alongside related investigation systems and procedures by 2025. To support this, ICAO issued a State Letter (T 6/8.3 – AP063/24 (FS)) in May 2024 requesting information (by survey) to assist the APAC-AIG Working Group (WG) to identify the challenges and support required by States/Administrations in establishing an independent AAIIA for the APAC Region. However, only two PSIDS had responded to the survey by December 2025.

A.4.1.41 Several other PSIDS have signed Letters of Cooperation with Australia mutual intention for cooperation under the Pacific Program under the auspices of the Australia-Pacific Partnerships for Aviation (P4A) program. The cooperation is intended to provide assistance with:

- a) help strengthen the PSIDS ability to meet ICAO reporting obligations and develop aviation accident investigation capability
- b) build technical expertise to respond to local aviation incidents and
- c) jointly promote regional aviation safety.

Rec/PSIDS/13/Continuous monitoring

A.4.1.42 Recommendation is dependent on the establishment of the ERSSOO, however such support is included in PASO's draft 'Service Menu' as a possible service area

Rec/PSIDS/14/Strategic policies and plans

Each PSIDS is expected to address this recommendation in line with the amended regional strategic policies and plans. PASO (or ERSSOO) may be requested for assistance, as and when necessary). Recent PASO effort relating to this recommendation has been in the context of USAP technical assistance where PASO has helped develop/update State National Aviation Security Programmes aligned with the Global Aviation Security Plan.

Appendix 1 – PSIDS participation at key ICAO regional meetings

States/Administrations	RASG-APAC/4 (in person) (2014)	RASG-APAC/5 (in person) (2015)	RASG-APAC/6 (in person) (2016)	RASG-APAC/7 (in person) (2017)	RASG-APAC/8 (in person) (2018)	RASG-APAC/9 (in person) (2019)	RASG-APAC/10 (virtual) (2020)	RASG-APAC/11 (virtual) (2021)	RASG-APAC/12 (hybrid) (2022)	RASG-APAC/13 (in-person) (2023)	RASG-APAC/14 (in person) (2024)	RASG-APAC/15 (in person) (2025)
Cook Islands	-	-	-	-	-	-	-	-	-	2	-	-
Fiji	-	2	1	2	-	-	-	-	-	1	2	1
Kiribati	-	-	-	-	-	-	-	-	-	-	-	-
Marshall Islands	-	-	-	-	-	-	-	-	-	-	-	-
Micronesia (Federated States of)	-	-	-	-	-	-	-	-	-	-	-	-
Nauru	-	-	-	-	-	-	-	1	-	-	-	-
Palau	-	-	-	-	-	-	-	-	-	-	-	-
Papua New Guinea	-	-	1	-	-	1	6	2	-	3	1	-
Samoa	-	-	-	-	2	-	-	-	-	-	-	2
Solomon Islands	3	-	-	-	-	-	-	-	-	-	-	-
Tonga	-	1	1	-	-	-	-	-	-	2	-	-
Tuvalu	-	-	-	-	-	-	-	-	-	-	-	-
Vanuatu	-	-	-	-	-	-	-	-	-	-	-	2
(PASO -for information)	-	-	-	-	-	-	5	-	1	-	-	-
Number of participants from PSIDS	3	3	3	2	2	1	6	3	0	8	3	5
Total number of participants	91	109	169	88	89	84	161	195	162	88	109	85
% of PSIDS attendance	3.30%	2.75%	1.78%	2.27%	2.25%	1.19%	3.73%	1.54%	-	9.10%	2.75%	5.88%

PSIDS participation at RASG-APAC meetings 2014 – 2025

States/Administrations	APANPIRG/25 (in person) (2014)	APANPIRG/26 (in person) (2015)	APANPIRG/27 (in person) (2016)	APANPIRG/28 (in person) (2017)	APANPIRG/29 (in person) (2018)	APANPIRG/30 (in person) (2019)	APANPIRG/31 (virtual) (2020)	APANPIRG/32 (virtual) (2021)	APANPIRG/33 (hybrid) (2022)	APANPIRG/34 (in person) (2023)	APANPIRG/35 (in person) (2024)	APANPIRG/36 (in person) (2025)
Cook Islands	-	-	-	-	-	-	-	-	-	-	-	-
Fiji	2	2	2	2	1	-	-	1	3	2	2	3
Kiribati	-	-	2	2	1	-	-	1	1	1	-	-
Marshall Islands	-	-	-	-	-	-	-	-	-	-	-	-
Micronesia (Federated States of)	-	-	-	-	-	-	-	-	-	-	-	-
Nauru	-	-	-	-	-	-	-	-	-	-	-	-
Palau	-	-	-	-	-	-	-	-	-	-	-	-
Papua New Guinea	-	-	2	2	2	-	-	2	7	5	1	2
Samoa	-	-	-	-	2	-	-	-	-	-	-	2
Solomon Islands	-	-	-	-	-	-	-	-	2	1	-	-
Tonga	-	-	-	-	-	-	-	-	-	2	-	-
Tuvalu	-	-	-	-	-	-	-	-	-	-	-	-
Vanuatu	-	-	-	-	-	-	-	-	-	-	-	2
(PASO -for information)	-	-	-	-	-	-	-	2	1	-	-	-
Number of participants from PSIDS	2	2	6	6	6	-	-	4	13	11	3	9
Total number of participants	131	152	16	175	173	151	193	280	334	160	166	186
% of PSIDS participants	1.53%	1.32%	3.61%	3.43%	3.47%	-	-	1.43%	3.90%	6.88%	1.81%	4.84%

PSIDS participation at APANPIRG meetings 2014 – 2025

States/Administrations	<i>RASCF-APAC/2</i> <i>(in person)</i> <i>(2014)</i>	<i>RASCF-APAC/3</i> <i>(in person)</i> <i>(2015)</i>	<i>RASCF-APAC/4</i> <i>(in person)</i> <i>(2016)</i>	<i>RASCF-APAC/5</i> <i>(in person)</i> <i>(2017)</i>	<i>RASCF-APAC/6</i> <i>(in person)</i> <i>(2018)</i>	<i>RASCF-APAC/7</i> <i>(in person)</i> <i>(2019)</i>	<i>RASCF-APAC/8</i> <i>(virtual)</i> <i>(2020)</i>	<i>RASCF-APAC/9</i> <i>(virtual)</i> <i>(2021)</i>	<i>RASCF-APAC/10</i> <i>(virtual)</i> <i>(2022)</i>	<i>RASCF-APAC/11</i> <i>(in person)</i> <i>(2023)</i>	<i>RASCF-APAC/12</i> <i>(in person)</i> <i>(2024)</i>	<i>RASCF-APAC/13</i> <i>(in person)</i> <i>(2025)</i>
Cook Islands	-	-	-	-	-	-	-	-	-	-	-	1
Fiji	-	1	1	1	-	1	-	-	-	-	-	1
Kiribati	-	-	-	-	-	-	-	-	3	-	-	1
Marshall Islands	-	-	-	-	-	-	-	-	-	-	-	-
Micronesia (Federated States of)	-	-	-	-	-	-	-	-	-	-	-	-
Nauru	-	-	-	-	-	-	1	-	-	-	-	1
Palau	-	-	-	-	-	-	-	-	-	-	-	-
Papua New Guinea	-	-	1	-	-	-	2	-	-	-	-	1
Samoa	-	-	-	-	-	-	-	-	-	-	-	-
Solomon Islands	-	-	-	-	1	-	-	-	-	-	1	1
Tonga	-	1	-	-	-	-	-	-	-	-	-	1
Tuvalu	-	-	-	-	-	-	-	-	-	-	-	-
Vanuatu	-	-	-	-	-	-	-	-	-	-	-	-
<i>(PASO -for information)</i>	-	-	-	-	1	1	2	1	1	1	-	2
Number of participants from PSIDS	-	2	2	1	1	1	3	-	3	-	1	7
Total number of participants	59	76	79	56	56	77	94	93	92	58	73	74
% of PSIDS participants	-	2.63%	2.53%	1.79%	1.79%	1.30%	3.19%	-	3.26%	-	1.37%	9.46%

PSIDS participation at RASCF-APAC meetings 2014 – 2025⁵⁶

⁵⁶ Increased participation by PSIDS at RASCF-APAC/13 (2025) was supported by Singapore as RASCF host and Chair of the CASP-AP Steering Committee.

Appendix 2 – Preliminary Priority Assistance Map (PAM)

Assistance area	CE	Audit Area	Priority Factors	Priority
Governance		ORG		
<i>Direct safety and security oversight support, including the ability to delegate the conduct of some or all of the technical evaluations necessary for certification, licensing, approval, surveillance, quality control and follow-up activities requiring expertise and experience in the concerned technical domains;</i>	CE-6; CE-1; CE-7; CE-8	LEG; ORG	1,2,4,5	Critical
<i>Artificial intelligence</i>	-	ORG	6	Enabling
<i>Advice, training and opportunities for sharing of information and experience in safety oversight functions</i>	CE-7		6	Enabling
Treaty ratification		LEG		Enabling
<i>Ratifying amendment to Chicago Convention articles 50 and 56</i>		LEG	7f	Important
Independent accident investigation functions		AIG	1,2,5,6,7a,8	Critical
<i>Immediate response to accident/incident, and managing an accident/incident site</i>		AIG	7e	Important
Aerodrome certification, operations and safety management				
<i>Runway pavement classification changes workshop</i>	CE-5	AGA	7b	Essential
<i>Aerodrome Safety Management System (SMS) and Procedures for Air Navigation Services – Aerodromes Workshop</i>	CE-5	AGA	6	Important
<i>OLS workshop</i>	CE-5	AGA	7b	Essential
<i>Aerodrome certification</i>	CE-6; CE-8	AGA	6,7a,8	Critical
Aviation security				
<i>Supply chain logistics</i>		CGO	6	Important
<i>Cyber security</i>		AUI	6	Enabling
Aviation medicine	CE-6	PEL	6	Essential
Establishment of national aviation planning frameworks	CE-3	LEG		
<i>Civil Aviation Master Plan (CAMP)</i>		ORG	6	Enabling
<i>National Air Navigation Plan (NANP) Workshop</i>		ANS	6, 7e	Important
<i>State Safety Plans</i>	CE-3	ORG	6, 7a	Essential
Government Safety Inspector (GSI) training	CE-4	ORG		
<i>GSI-AIR</i>	CE-4	AIR	6, 7a, 9	Important
<i>GSI-AGA</i>	CE-4	AGA	6, 7a, 9	Essential
<i>GSI-AIR OJT</i>	CE-4	AIR	6, 7a	Essential
Search and Rescue (SAR)	CE-5	ANS	7c	Essential
ADREP workshop / LADR	CE-8	OPS	7e	Important
Infrastructure	?			Enabling
Meteorology				
<i>Amendments for oversight</i>	All	ANS	7b, 7e	Important
<i>Addressing APANPIRG Deficiencies</i>	CE-8	ANS	7c	Essential
CRV	CE-6	ANS	8, 9	Critical

Priority Factors:

- 1 Contributes to recommendation from PSIDS Study
- 2 Contributes to strategic deliverable of ISR
- 3 Contributes to tactical deliverable of ISR
- 4 Contributes to PRAS objective
- 5 Contributes to PRAAP action
- 6 PSIDS identified need
- 7 ICAO identified need: (a) USOAP; (b) New/amended SARP; (c) APANPIRG Deficiency; (d) RASG-APAC issue; (e) Assistance support (f) Treaty/Declaration/A resolution
- 8 Addresses APAC Deficiency
- 9 Assistance Partner identified need

Appendix 3 – PSIDS Regional Awareness at key ICAO meetings

RASG-APAC (Regional Aviation Safety Group - Asia and Pacific)		
RASG-APAC/9 7-8 Nov. 2019 APAC RO (in-person)	WP/27 - Paper on the PSIDS study	The way forward for implementation of the recommendations of the study was discussed briefly. RASG members were requested to provide necessary support to realize the outcomes proposed in the study.
RASG-APAC/11 25-26 Nov. 2021 (virtual)	WP/15 – Provided information on 1 st meeting of the Pacific Regional Aviation Ministers (RAMM/1) of June 2021, Port Moresby Declaration on Aviation Safety and Security and the associated Ministerial Statement including their outcome as it relates to the PSIDS study	The meeting noted that the Minister’s commitment to strengthen PASO and amend the PICASST to suit the current needs, especially in response to the PSIDS study.
RASG-APAC/12 17-18 Nov. 2022 (Hybrid)	WP/32 – An update on the implementation of the recommendations arising from the PSIDS study and other ICAO technical assistance support provided to the PSIDS through ICAO initiatives	The meeting urged States/ Administrations to support ICAO through voluntary support, both Subject Matter Experts (SMEs) when necessary and funding for the continuing implementation of the PSIDS Study recommendations.
RASG-APAC/13 18-19 Dec 2023 HK China (in-person)	WP/26 – An update on the establishment of the ICAO PSIDS Liaison Office and the deployment of the PSIDS Liaison Officer in Oct. 2023 in Nadi, Fiji	The meeting urged APAC States/ Administrations and International Organizations to provide support for ICAO’s PSIDS initiatives through financial and in-kind contributions and providing qualified experts for PSIDS-focused projects, workshops and other training activities.
RASG-APAC/14 28-29 Nov. 2024 APAC RO (in-person)	WP/12 – An update on the work progress of the PSIDS Liaison Office, the support provided by partner States and planned activities 2024/2025. Also, the interaction between the ICAO PLO and PASO. Acknowledged the substantial voluntary contributions and in-kind support provided by Australia, Japan, ROK, Singapore, the US and Saudi Arabia for ICAO-coordinated, PSIDS-focused activities	The meeting urged partner States continue to provide voluntary contributions and in-kind support for PSIDS-related activities. The conclusion RASG/APAC 14/7 was adopted as follows Noting PSIDS’ needs for regulatory and technical training, on-the-job training, and appropriately qualified experts to support ICAO coordinated activities and projects, States/Administrations are urged to provide, • Regulatory and technical training opportunities; • On-the-job training opportunities; and • Appropriately qualified personnel for temporary deployments or short-to-medium term secondments to support PSIDS-focused activities and projects.
RASG-APAC/15 27-28 Nov. 2025 APAC RO (in-person)	WP/5/03 – Overview of changes in the personnel of the PSIDS Liaison Office, development of an Implementation Support Roadmap that builds on the ICAO 2019 PSIDS Study, and	This paper informs RASG-APAC of progress in the work of the PSIDS Liaison Office, the support provided by partner States, and urges partner States to continue to provide voluntary contributions and in-kind support for PSIDS-related activities and adopted Decision RASG-APAC 15/10 that:

	activities undertaken and planned in the 2025/2026 timeframe.	a) Pacific Small Island Development (PSIDS) to introduce a Website/Portal where inputs for the supports related to training and OJTs can be requested against the needs of PSIDS; and b) States/Administrations are urged to provide experts for the requested support once informed through a State Letter on the readiness of the Website/Portal.
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APANPIRG (Asia/Pacific Air Navigation Planning and Implementation Regional Group)		
APANPIRG/34 11-13 Dec 2023 HK China	WP/21 - An update on the establishment of the ICAO Pacific Small Island Developing States (PSIDS) Liaison Office and the deployment of the PSIDS Liaison Officer in October 2023 in Nadi, Fiji	The meeting encouraged APAC States/Administrations, and International Organizations to provide support for ICAO's PSIDS-related activities through the provision of funding and/or in-kind support, particularly provision of qualified, capable experts for PSIDS-focused projects, workshops and other training activities. The meeting also recognized the initiative and collaborative efforts made by the PSIDS to join together to communicate their needs and to take steps to address them.
APANPIRG/35 25-27 Nov 2024 APAC RO	WP/23 – Progress of work of the PSIDS Liaison Office, the support provided by partner States and planned activities 2024/2025. Acknowledged the substantial voluntary contributions and in-kind support provided by Australia, Singapore, United States, Japan, Republic of Korea and Saudi Arabia for ICAO-coordinated, PSIDS focused activities	States were encouraged to continue to provide voluntary contributions and, importantly, in-kind support for PSIDS-related activities, through the Conclusion APANPIRG/35/12: Regulatory and Service Provider Personnel Support for ICAO PSIDS-Focused Activities which was adopted by the Meeting as follows: Noting PSIDS' needs for regulatory and technical training, on-the-job training, and appropriately qualified experts to support ICAO coordinated activities and projects, States/Administrations are urged to provide, • Regulatory and technical training opportunities; and • On-the-job training opportunities; and • Appropriately qualified personnel for temporary deployments or short-to-medium term secondments to support PSIDS-focused activities and projects.
APANPIRG/36 24-26 Nov 2025 APAC RO	WP/17 – progress in the work of the PSIDS Liaison Office on the development of an Implementation Support Roadmap that builds on the ICAO 2019 PSIDS Study; activities undertaken and planned in the 2025/2026 timeframe, the support provided by partner States; and urges partner States to continue to provide voluntary contributions and in-kind support.	The meeting adopted Conclusion APANPIRG/36-1: Coordination of Regulatory and Service Provider Personnel Support for ICAO PSIDS-Focused Activities to continue to receive regulatory and technical training, on-the-job training, and appropriately qualified experts to support ICAO coordinated activities and projects, States and Organizations are urged to provide/update support and activities on a centralized website hosted by ICAO to collate, coordinate and collaborate on assistance being provided to PSIDS by partner States or Organizations.

APAC DGCA Conferences		
56 APAC DGCA Conference 19–23 Aug 2019 Nepal	DP/8/1 – Secretariat Paper - Update of the PSIDS Study	Action Item 56/29: While noting the progress made to complete the Pacific Small Islands Developing States Aviation Needs Analysis (PSIDS study) by September 2019, the Conference: a) requested ICAO to provide an update to APAC DGCA/57 regarding the follow up on the study and eventual implementation of its recommendations; and b) without prejudicing the outcome of the Study, requested ICAO to consider apportioning sufficient funds to implement the recommendations and solutions from the PSIDS study in the next triennium.
57 APAC DGCA Conference 4 – 8 July 2022 Incheon, ROK	DP/1/1 – Secretariat Paper on the Theme Topic - Strengthening Regional Cooperation for Restoration of Air Network (with NCLB)	Updates were provided on strengthening PSIDS regional cooperation and technical assistance provided to the PSIDS.
	DP/8/1 - on Theme Topic, by PASO on behalf of the PASO Member States.	Action Item 57/49: The Conference urged States/Administrations to: a) engage and consider ways to share best practices with PASO to support efforts towards a safe aviation recovery in the Pacific; and b) consider providing appropriate assistance to PASO to further strengthen regional cooperation among the Pacific Island States in support of the ICAO “No Country Left Behind” initiative.
59 APAC DGCA Conference 14-18 Oct 2024 Cebu, Philippines	DP/08/04 – Secretariat Paper - PSIDS Liaison Office Progress and Planned Activities 2024-2025	Action Item 59/38: To continue the support for PSIDS-focused ICAO activities and ICAO PSIDS Liaison Office operations, the Conference encouraged States/Administrations to: 1. continue to provide financial support; 2. provide suitably qualified experts; and 3. provide on-the-job training opportunities for PSIDS personnel following completion of ICAO training courses.
	DP/08/06 - Secretariat Paper - Strategic Planning Approach for Implementation Support in PSIDS	Action Item 59/39: Noting the need to develop and deploy implementation support and capacity development activities that can address challenges faced by the PSIDS, the Conference urged: 1. ICAO and States/Administrations to collaborate in the development of a sub-regional strategic plan of actions to guide ICAO-coordinated, PSIDS-focused activities and the continuous development and update of the PSIDS Liaison Office work programme; and 2. PSIDS, partner States/Administrations and organizations, to participate in annual meetings to strengthen cooperation, exchange of information and experiences, and align efforts to advance the aviation sector in the Pacific region.

Appendix 4 – PRAAP Action items aligned with roadmap objectives

STRATEGIC GOAL 1: AVIATION REGIONALISM		
Aviation supports the achievement of regional priorities through collaboration, coordination, and harmonisation		
Priority A: Regional Cooperation and Engagement		
Collaboration across an increasing range of aviation issues to deliver a stronger Pacific voice		
Key Action A1: Regional Cooperative and Collaborative Mechanisms		
Establish and utilise existing regional cooperative and collaborative mechanisms to act as focal points for strategic progress and to provide a platform to support collective achievement of regional aviation sector objectives		
	Sub action	Intended approach for implementation of sub action
A1.1	Adopt a Pacific Regional Engagement Framework.	Agree and adopt a comprehensive engagement and collaboration framework to guide the development of the Pacific Regional Aviation Action Plan. This framework will outline the roles and responsibilities of key entities, including the RAMM secretariat, PASO, and relevant stakeholders.
A1.2	Plan for implementation of treaty amendments.	Develop and execute a comprehensive plan for the PICASST amendments to support PASO's and State implementation activities, ensuring a seamless transition to the Regional Aviation Organisation.
A1.3	Ratify and domesticate Treaty amendments.	Undertake necessary treaty actions to ratify and domesticate amendments to the PICASST.
A1.4	Resource and empower the Regional Aviation Organisation.	Provide adequate resources and empower the Regional Aviation Organisation to operate as a regional safety and security oversight organisation that conforms with the ICAO RRAP framework to provide the scope and level of aviation regulatory and other mandated services agreed regionally and bilaterally with States.
A1.8	Strengthen Regional Arrangements for Aviation Accident Investigation.	Progress regionally consistent arrangements for aviation accident investigation through greater coordination with regional government and institutions to share expertise, resources, and protocols, enabling swift, collaborative responses and enhancing safety standards across the region.
Key Action A2: Donor Partner Relationship Coordination & Planning		
Enhance coordination, planning and engagement with regional and international donor and development partners		
A2.1	Establish a Partnership Framework.	Create a structured Partnership Framework that facilitates ongoing and coordinated dialogue with development partners, enabling the identification of shared priorities and actions that yield high-impact investments and meaningful outcomes.
	<i>Note: Sub actions of PRAAP intended for Key Action A3 and A4 are not included in this summary</i>	
Key Action A5: Regional Planning & Alignment		
Increase collaborative efforts to address aviation sector challenges and opportunities, focusing on regulatory alignment and integration, cooperative approaches, and coordinated regional planning, especially around State-level international (ICAO) commitments		
A5.1	Establish regional regulatory approach working group.	Establish and utilise a working group to act as platform for development of options for a common/unified regional aviation

		regulatory approach, with the goal of supporting decision-making on a preferred future form of regional regulatory alignment or integration including options such as regulatory harmonisation, regulatory convergence, mutual recognition, standardisation or the establishment of a centralised regional approach (or various hybrids) to underpin a roadmap toward a regional regulatory approach or harmonisation strategy.
A5.2	Establish framework for sub-regional planning.	Establish an operating framework for a working group focused on sub-regional aviation planning covering, safety, security, air navigation and other agreed areas to give effect to the ICAO global plans and their regional components.
STRATEGIC GOAL 2: AVIATION DEVELOPMENT		
Improved prosperity, opportunity and living standards through aviation		
Priority B: Aviation Capability Development		
Creating opportunity for our Pacific peoples through aviation, by increasing access to affordable, quality aviation- related education, training and development while respecting the diverse needs and context of the various States		
Key Action B1: Capacity Building Needs Analysis		
Identify and assess the capacity-building (encompassing training, education and development) needs across the Pacific aviation sector to provide a platform for further actions and initiatives		
	Sub action	Intended approach for implementation of sub action
B1.1	Progressively undertake comprehensive assessment of aviation training and capacity-building needs within the Pacific aviation sector, covering both State, regulatory and industry roles.	Aviation training and capacity-building assessment.
B1.2	Aviation training and capacity-building prioritisation.	Identify key roles or professional areas within the aviation sector where capacity building planning should be prioritised or undertaken.
Key Action B2: Capacity Building Provider Assessment		
Identify and assess the capacity and availability of relevant education, training and development providers in the region and internationally to meet current and future capacity building needs, as well as on-the-job training opportunities		
B2.1	Aviation training and capability building provider and program stock take.	Identify and map the availability and capacity of existing aviation training and capability building programs and providers, both public and private, in the Pacific region.
Key Action B3: Capacity Building Roadmap & Planning		
Develop comprehensive plans, partnerships, programs and pathways to address the capacity-building needs identified in the Pacific aviation sector to ensure resources are allocated efficiently, and the capacity-building efforts are aligned with regional, State and aviation sector development goals		
B3.1	Aviation training and capacity-building roadmap.	Develop and adopt an initial aviation training and capacity-building roadmap ⁵⁷ to prioritise the identified needs based on their urgency and importance, with clear goals and targets for

⁵⁷ Note: ICAO Global Aviation Training has developed a Workshop: "[ICAO Training - Aviation Training and Capacity-Building for States](#)". The workshop aims to train managers selected by each State to implement the three phases of Aviation Training and Capacity-Building Roadmap as per ICAO Doc 10184, Assembly Resolutions in force.

		each identified need, defined timelines and an assessment of required resources (financial, human, and infrastructure) required to implement the plan effectively, to inform States to achieve national objectives in air transportation, the wider industry and PASO/Regional Aviation Organisation actions.
Key Action B4: Capacity Building Implementation Implement well-planned and coordinated aviation training and capacity-building activities in accordance with the aviation training and capacity building roadmap, as well as any other regional, national or sector plans		
B4.1	Implement aviation training and capacity- building roadmap	Once identified, implement capacity building activities in accordance with the aviation training and capacity-building roadmap
STRATEGIC GOAL 2: AVIATION DEVELOPMENT Priority C: Sustainable Economic Development Supporting the acceleration of economic growth across the region and within States through an optimised aviation market, that is affordable, competitive, and viable		
	<i>Note: Sub actions of PRAAP for Priority C are not included in this summary.</i>	
STRATEGIC GOAL 3: SUSTAINABLE AVIATION An optimised, resilient and sustainable aviation environment		
Priority D: Pandemic Recovery and Resilience Ensuring that we transition from a pandemic state to an endemic one and that our aviation systems are prepared for future pandemics and other natural disasters through collaboration to build our regional and individual State resilience		
Key Action D1: Resilience Planning Improve regional coordination to prepare for future pandemics, disasters and other emergencies, with a focus on the role of, and the impact on, the aviation sector		
	Sub action	Intended approach for implementation of sub action
D1.1	Undertake resilience assessment.	Conduct a high-level assessment of the aviation sector's resilience and preparedness for pandemics, disasters, and emergencies, and options for greater regional coordination and planning.
	<i>Note: Sub actions of PRAAP intended for Key Action D2 are not included in this summary</i>	
Priority E: Environment Protection Taking proactive steps to enhance the protection and sustainability of our precious environment and cultures		
Key Action E1: Monitoring, Management and Mitigation of Environmental Impacts Establish agreed measures to monitor, manage and mitigate environmental impacts of the aviation sector		
E1.1	Enable CORSIA implementation and monitoring.	Establish a dedicated function and associated data collection systems within PASO or the future Regional Aviation Organisation (RAO) to assist member states in implementing CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation) and monitoring aviation- related emissions, as well as monitor State progress and compliance with CORSIA commitments to reduce the aviation sector's carbon footprint.
STRATEGIC GOAL 3: SUSTAINABLE AVIATION		

Key Action E2: New Fuel & Technology Preparation		
Prepare for sustainable aviation practices and new technologies		
	<i>Note: Sub actions of PRAAP intended for Key Action E2 are not included in this summary.</i>	
STRATEGIC GOAL 4: REGIONAL CONNECTIVITY		
Inter and intra-regional connectivity that is safe and secure		
Priority F: Aviation Safety and Security		
Collaboration to ensure robust State and regional aviation safety and security oversight systems and practices that enable us to comply with international standards and obligations, and delivers safety and security outcomes that keep our people, and travellers to our region, safe and secure		
Key Action F1: International Compliance		
Progressively work towards increasing State and regional compliance with international obligations, including ICAO SARPS and commitments made under the Beijing Declaration		
	Sub action	Intended approach for implementation of sub action
F1.1	ICAO Pacific Liaison Officer Memorandum of Cooperation.	Develop a Memorandum of Cooperation with the ICAO Pacific Liaison Officer to ensure clarity of roles and responsibilities and ICAO's focus in the region.
Key Action F2: Coordinated Regional & National Planning		
Undertake initial and ongoing coordinated regional and national civil aviation planning		
F2.1	Civil aviation master planning.	Undertake structured and coordinated civil aviation master planning which addresses the interaction of various aspects of aviation at the State level including capacity and efficiency, safety, security, air transport facilitation as well as environmental protection, for the purpose of providing a point of reference for underlying operational and technical plans associated with specific areas of aviation activity.
Key Action F3: Empower the Regional Aviation Organisation		
Mandate and resource PASO and the future Regional Aviation Organisation to provide agreed levels of service		
F3.1	Regulatory operating model.	Continue the development and roll-out of initiatives required for PASO and the future RAO to strengthen its regulatory operating model and practice in accordance with the scope and pace determined in approved organisational Strategic and Business plans.
F3.2	RRAP Implementation.	Continue the development and roll-out of initiatives required for PASO and the future RAO to conform with RRAP framework in accordance with the scope and pace determined in approved organisational Strategic and Business plans.
Key Action F4: Integrate State & PASO Systems		
Progressively strengthen the regulatory oversight capability, capacity and effectiveness of Member States		
F4.1	Integrate State and PASO regulatory systems.	Progressively and systematically integrate the regulatory systems and practices of States with those of PASO to achieve a seamless and more consistent and standardized approach.
STRATEGIC GOAL 4: REGIONAL CONNECTIVITY		
Priority G: Harmonised Regulatory Systems		
Progressively working towards a harmonised regulatory framework, underpinned by cross-Pacific legislative consistency and common regulatory systems and practices to deliver economies of scale and better aviation safety and security outcomes		

<i>'It is acknowledged that Northern Pacific Island States (Federated States of Micronesia, Palau, and the Republic of the Marshall Islands) and the French Polynesian States (French Polynesia and New Caledonia) operate under independent regulatory and legislative frameworks. As such, they (and other States) may choose not to participate in the harmonised regulatory and legislative systems envisioned by this action plan.'</i>		
Key Action G1: Regulatory Alignment & Integration Vision Setting Agree and define the scope of regional regulatory alignment and integration through harmonisation of regulatory systems and legislation		
	Sub action	Intended approach for implementation of sub action
G1.1	Confirm shared vision for regional regulatory alignment and integration.	Utilising the appropriate working group, work towards agreement at the regional leadership level on an agreed vision for regulatory alignment and integration, including defining the nature and degree of harmonisation to be pursued.
Key Action G2: Harmonised Regulatory Systems Strategy & Design Develop a strategy and design and implementation framework for the harmonisation of regulatory systems and legislation		
G2.1	Develop a Pacific Regional Aviation Legislative and Regulatory Framework.	Progress development of a comprehensive framework to guide legislation drafting and development of regulatory systems that will outline the design of harmonised legislative and regulatory systems. The framework will be based on an agreed definition of harmonisation to guide regulatory alignment and integration toward an agreed regional regulatory strategy and approach as a precursor to adoption of a Pacific Regional Aviation Legislative and Regulatory Framework.
Key Action G3: Development & Implementation of Harmonised Elements Implement the harmonised regulatory system strategy and harmonised legislation strategy by progressively developing agreed harmonised systems and elements that will form the Regional Legislative Framework		
G3.1	Harmonised regulatory systems rollout.	Continue development and implementation of already agreed harmonisation initiatives and approaches, including those required to implement the GASOS framework and align State and PASO operating manuals and procedures in alignment with the Pacific Regional Aviation Legislative and Regulatory Framework. <i>{Note: ICAO's GASOS (Global Aviation Safety Oversight System) programme has been rebranded as the RRAP [Regional Safety Oversight Organizations (RSOOs) and Regional Accident and Incident Investigation Organizations (RAIOs) Assessment Programme]. PASO will include this correction in future documents.}</i>
Key Action G4: State Integration of Harmonised Elements Progressively implement and integrate harmonised elements into State domestic institutional and legal frameworks		
G4.1	Integrate harmonised systems and legislation into State systems.	Progressively and effectively integrate harmonised elements into State domestic institutional and legal frameworks in accordance with the Pacific Regional Aviation Legislative and Regulatory Framework.

Deliverables Reference Table			2026				2027				2028				2029				2030				ESTIMATED COST				
Group	# Ref	Deliverable	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
ICAO	DEL/I.1	Priority Assistance Map																						\$0.00			
	DEL/I.2	PASO recognized Organization																						\$0.00			
	DEL/I.3	PASO enabled as a Member to CASP-AP																						\$174,000.00			
	DEL/I.4	PSIDS Civil Aviation Profiles																						\$0.00			
	DEL/I.5	CAT/CAT-AVSEC; Go-Team Missions (e.g. Aerodrome Assistance)																						\$1,332,119.20			
	DEL/I.6	PSIDS Liaison Office review																						\$150,000.00			
	DEL/I.7	PLO Secondment																						\$859,655.11			
	DEL/I.8	ICAO Regional Engagement																						\$150,500.00			
-			Sub Total																				\$2,666,274.31				
PSIDS	DEL/P.1	Centralized PSIDS Civil Aviation Competency Register																						\$120,400.00			
	DEL/P.2	Recognition of Equivalence																						\$150,000.00			
	DEL/P.3	CE-1 reform (Primary Legislation)																						\$200,000.00			
	DEL/P.4	CE-2 reform (Operating Regulations)																						\$200,000.00			
	DEL/P.5	PASO RRAP review																						\$150,000.00			
	DEL/P.6	Updated PICASST ratified by PSIDS																						\$0.00			
	DEL/P.7	RSSOO RRAP Expert Secondment																						\$859,655.11			
	DEL/P.8	PSIDS Accident and Incident Investigation Capacity																						\$420,900.00			
	DEL/P.9	CE-4 assurance																						\$75,000.00			
-			Sub Total																				\$2,175,955.11				
Training	DEL/T.1	Letter of Intent																						\$0.00			
	DEL/T.2	Pacific aviation training framework strategy analysis																						\$350,000.00			
	DEL/T.3	Establish CATC operations																						\$6,405,052.00			
	DEL/T.4	TRAINAIR PLUS																						\$990,144.00			
	DEL/T.5	Pacific Qualification Framework (PQF) alignment																						\$260,544.00			
	DEL/T.6	Equivalent recognition and Delegation of Training, Assessment, and Competency																						\$150,000.00			
-			Sub Total																				\$8,155,740.00				
Assistance Partners	DEL/A.1	Assistance Coordination Platform																						\$20,000.00			
	DEL/A.2	ICAO-Parter Civil Aviation Cooperation Forum																						\$0.00			
																								\$20,000.00			
			GRAND TOTAL																								13,0178,00

Deliverables Gantt Chart



Deliverable #:	DEL/I.1	Deliverable Title:	Priority Assistance Map	Study Recommendation:		Rec/ICAO/4 On-site visits, training and assistance to PSIDS
Stakeholders	Owner:	ICAO				
	Partner:	PSIDS; Partners				
Timeframe	Priority:	Short-term	Duration:	6-12 months	Completion:	Q4 each year
Assistance	Funding:	N	Cost:	-	Source:	ICAO
Status	Stage:	Not Started				
	Notes:					
Deliverable Rationale:	To assist PSIDS and inform ICAO and Assistance Partners (States/Organizations), ICAO should prepare an annual Priority Assistance Map (PAM) of specific civil aviation areas (e.g. PEL, AIR, AGA) (training/workshops/projects) that should be the focus of assistance to be delivered by ICAO, or to inform Partners. Prioritization of technical assistance is to be guided by the following inputs: - Removing APANPIRG Deficiencies - Supporting implementation of technical civil aviation changes (e.g. amendments to SARPs) - Mitigation of immediate safety or security risks (including SSeCs) - USOAP/USAP gap analysis - Assistance to strengthen compliance - Support oversight authority capacity deficit on regional basis (as required) - Annual PSIDS/PASO consultation and inputs [Note - the PAM does not replace or preclude PSIDS receiving or Partners providing other forms of civil aviation assistance to PSIDS] Supports PRAAP Actions A5.3; B1.2; B4.1					
Expected Outcome:	On an annual basis, focused priorities for assistance activities (training, workshops which may form part of a multi-phased project delivery) to be delivered by ICAO or mobilized for delivery by assistance Partners (States/Organizations). Provides clear, specific actions to address either Deficiencies, new Compliance requirements (SARPs), or mitigate safety or security risks.					
Deliverable Impact:	HIGH		Deliverable Dependency/ies:		DEL/I.4	
Deliverable Risks:	MED - Incomplete data to determine priorities (mitigated by DEL/I.3), leading to misrepresented prioritization for PSIDS/ICAO/Partners. Tactical priorities from the Assistance Map for immediate safety/security risk reduction (or USOAP/USAP compliance actions) may impact delivery of higher assistance priorities that strategically strengthen safety and oversight systems					

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Deliverable #:	DEL/I.2	Deliverable Title:	PASO recognized Organization		Study Recommendation:	<i>Rec/PSIDS/1 Establishment of an Enhanced Regional Safety and Security Oversight Organization (ERSSOO)</i>
Stakeholders	Owner:	ICAO				
	Partner:	PASO, PSIDS				
Timeframe	Priority:	Short-term	Duration:	Ongoing	Completion:	Q2 2026 (Establishment)
Assistance	Funding:	N	Cost:	-	Source:	-
Status	Stage:	In-progress				
	Notes:	Refer to Letter E 4/206 from Dir Legal Affairs and External Relations Bureau to General Manager PASO dated 21May25 advising of acceptance for PASO to the List of international organizations that may be invited to attend suitable ICAO meetings (https://www.icao.int/organizations-able-be-invited-icao-meetings#idIONonGov)				
Deliverable Rationale:	To support PASO achieve RSSOO support for Members effectively, and where PASO provides safety and/or security oversight services to Members under delegation arrangement (e.g. AGA surveillance), PASO should have the same access to ICAO information from meetings, training, workshops (or other mechanisms) in order to perform delegated functions to the required standard. On the basis that PSIDS are expected to receive information pertaining to civil aviation safety and security oversight, equally if the PSIDS elects (due to State resourcing constraints) to delegate the oversight support to PASO, then PASO should have equal access to the information as the State (under delegation on behalf of the State). This also delivers consistent information to PASO, in lieu of some or all PSIDS independently conveying information to PASO (if the PSIDS has the capacity to do so, which, based on current resource constraints, the PSIDS themselves are unable to maintain regular access to information). As a practical example with recent Annex 14 amendments regarding OLS, while PSIDS hold State responsibility for ensuring OLS compliance, if this is delegated to PASO through AGA surveillance, then PASO should have equal access to ICAO information on changes, including the OLS workshop.					
Expected Outcome:	PASO is able to maintain currency on ICAO Global and APAC Regional meetings, training, workshops to enable effectively functioning as an RSSOO on behalf of Member States (within scope of it's delegated responsibilities)					
Deliverable Impact:	HIGH		Deliverable Dependency/ies:		N/A	
Deliverable Risks:	LOW - No risk identified to add PASO as a recognized organization to ICAO SL and EB notifications					
	HIGH - Enabling PASO to participate as an equivalent to a PSIDS regulatory authority does not address the resource (funding/human) constraint that PASO faces. With lack of secure adequate funding, and current technical personnel, PASO is in no different situation to majority of PSIDS to attend meetings, trainings, workshops to then act effectively as an RSSOO on behalf of PSIDS member States. Without being an active					

	participant in Global and APAC region civil aviation developments limits the ability of PASO to function as an RSSOO at all levels.
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Deliverable #:	DEL/I.3	Deliverable Title:	PASO enabled as a Member to CASP-AP		Study Recommendation:	<i>Rec/AD/4(b)</i> Assistance related to aviation security	
Stakeholders	Owner:	CASP-AP Members					
	Partner:	ICAO; PASO ; PSIDS					
Timeframe	Priority:	Long-term	Duration:	24-36 months	Completion:	Q2 2029	
Assistance	Funding:	Y	Cost:	\$174,000	Source:	PSIDS	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	Only four PSIDS (Fiji, PNG, Solomon Islands, and Vanuatu) are members of CASP-AP. The remaining PSIDS (excluding Palau, FSM, RMI as non-PASO Members) are not members, and therefore not able to access the benefits of the CASP-AP. By enabling a RSSOO (PASO) (through delegation performs security oversight functions on behalf of the State) to join CASP-AP as a bloc Member organization increases access to all PASO members to AVSEC resources, including security screener training software and Oversight Reporting and Resolution (ORR) system. The cost base spread across all PASO Members would provide a more cost affordable mechanism to access AVSEC support but should not decrease the overall financial position that CASP-AP currently receives from existing Members.						
Expected Outcome:	Enabling PASO to become a designated RSSOO member of CASP-AP assists in accessing aviation security resource assistance on behalf of all PASO Members (note, that currently PSIDS are not Members of PASO - Palau, FSM, RMI). The security resource assistance scope would include access to CASP-AP Screener training software for threat recognition, providing to the 10 PASO Members enables the Study recommendation to be effectively and efficiently addressed, and addresses security risks.						
Deliverable Impact:	MED		Deliverable Dependency/ies:			N/A	
Deliverable Risks:	MED - The mechanism for an RSSOO to join an ICAO regional cooperative programme requires evaluation of financial status of an RSSOO (based on the RSSOO member base), consideration to ensuring viability of the cooperative programme, and subsequent amendments to the programme document to facilitate RSSOO membership.						

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Deliverable #:	DEL/I.4	Deliverable Title:	PSIDS Civil Aviation Profiles (CAP)		Study Recommendation:	Rec/TI/1(a) Enhancing effectiveness in the assessment of training needs and the provision of training
Stakeholders	Owner:	ICAO				
	Partner:	PSIDS				
Timeframe	Priority:	Short-term	Duration:	6-12 months	Completion:	Q4 2026
Assistance	Funding:	N	Cost:	-	Source:	-
Status	Stage:	Not Started				
	Notes:	Assistance with information sharing required (e.g. existing reports)				
Deliverable Rationale:	Targeting resources for assistance that addresses gaps in EI compliance, safety/security risks, and PSIDS or PASO capacity must be based on data that informs decision making by organizations (PSIDS, PASO, ICAO and Assistance Parters). In the absence of civil aviation operating environment data for each PSIDS profile, assistance (for example specific GSI training and/or OJT, operational capability of the regulatory authority or industry operator) may lead to inefficient allocation of resources including duplication, unnecessary assistance, or failure to deliver prioritized assistance. DEL/I.3-1: Collate existing operating environment data points on PSIDS for the purpose of validation, and identification of missing data points DEL/I.3-2: Complete PSIDS profiles with missing information via Survey DEL/I.3-3: Data sharing of CAP to be based on data governance framework and confidentiality protocols for the management and sharing of Civil Aviation Profile information, ensuring that States retain control over the dissemination of any sensitive operational data. Supports PRAAP Action B1.1					
Expected Outcome:	The development and maintenance of Civil Aviation Profiles will support efficient and effective decision making regarding the delivery of specific civil aviation assistance					
Deliverable Impact:	MED		Deliverable Dependency/ies:			Related to but not required to be dependent on DEL/T.5 & DEL/A.1
Deliverable Risks:	MED - Delay in sourcing all existing/available data points and obtaining survey data from PSIDS (noting existing State survey completion rate). To enable the maximum value of the Civil Aviation profiles requires support from PSIDS to share the profile information with Partners (subject to confidential information restrictions - which should be minimal). Profiles will require periodic validation and update to ensure information remains current for assistance decision making					

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Deliverable #:	DEL/I.5	Deliverable Title:	CAT/CAT-AVSEC; Go-Team Missions (e.g. Aerodrome Assistance)		Study Recommendation:	<i>Rec/ICAO/4(b) On-site visits, training and assistance to PSIDS</i>
Stakeholders	Owner:	ICAO				
	Partner:	PSIDS; PASO				
Timeframe	Priority:	Medium-term	Duration:	Ongoing	Completion:	Q3 2026 (Establishment)
Assistance	Funding:	Y	Cost:	\$1,332,119	Source:	ICAO (VF)/ Partners
Status	Stage:	In Progress				
	Notes:	<i>PNG has support for this Deliverable, and maybe be considered for assistance partner resource in future CAT missions.</i> <i>Fiji indicated the general opportunity to leverage existing regional capability - additional input to this Deliverable</i>				
Deliverable Rationale:	CAT/CAT-AVSEC: The CAT/CAT/AVSEC missions aim at providing assistance (from ICAO and voluntary States), in order to conduct an assessment and gap analysis of USOAP or USAP Protocol Questions (PQs) in areas with low EIs and to identify where the improvement can be achievable. 1) improve State EIs by addressing the non-satisfactory PQs 2) enhancing their capabilities to effectively use the ICAO CMA Online Framework (OLF). The CAT/AVSEC mission targets all audit areas and provides a report to States with recommendations of actions to address specific unsatisfactory PQs. The objective of these missions is to address sufficient PQs to enable improvement >10%. Go-Team: The objective of a Go-Team is to improve EI (Effective Implementation) in a specific technical audit area. A Go-Team is a team of voluntary experts (e.g. AGA, WHM) from States, Industry Partners and International Organizations formed to provide technical assistance to a State, in need of such assistance. Prioritization of PSIDS that need technical assistance to be based on ICAO USOAP CMA results, deficiencies, the existence of significant safety or security concerns, and through consultation with the State itself. The benefit of undertaking CAT/CAT-AVSEC or Go-Team missions is to assist the PSIDS implement corrective actions (if required with additional assistance from ICAO/Assistance Partners) prior to a formal USOAP/USAP assessment that will validate the implementation of actions taken. The delivery of specific missions to PSIDS is to be articulated in the PAM.					
Expected Outcome:	PSIDS are able to identify prioritized areas of improvement that will specifically address PQs, and increase EI. ICAO will be able to identify priority areas for assistance to implement the recommendations from the Missions, and where common issues are identified consider including such assistance in the PAM.					

	PSIDS are encouraged to share Mission reports and recommendations with Partners, so that Partners are informed and able to make assistance decision and priorities with confidence that support will address Mission recommendations made by ICAO, and therefore directly assist in improving safety and security oversight and EI.		
Deliverable Impact:	MED	Deliverable Dependency/ies:	DEL/I.3 Related to but not required to be dependent on DEL/I.1 , DEL/T.5 & DEL/A.1
Deliverable Risks:	LOW - ICAO will only undertake CAT/CAT-AVSEC or Go-Team Missions on the basis that funding has been secured, and suitable SME experts have been identified to support the mission objective		

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Deliverable #:	DEL/I.6	Deliverable Title:	PSIDS Liaison Office review		Study Recommendation:	<i>Rec/ICAO/2 Post-implementation evaluation of the liaison officer mechanism</i>	
Stakeholders	Owner:	ICAO					
	Partner:	PSIDS, PASO					
Timeframe	Priority:	Medium-term	Duration:	<6 months	Completion:	Q2 2027	
Assistance	Funding:	TBA	Cost:	~\$150,000	Source:	ICAO	
Status	Stage:	Not Started					
	Notes:	<i>May be assigned to ICAO OIO to undertake</i> <i>Review include a PSIDS satisfaction survey, and specific consideration of Fiji's experience and costs as the host State as a key stakeholder in the review process.</i>					
Deliverable Rationale:	The PSIDS Liaison Office (PLO) commenced operations in October 2023 and has also seen a change in personnel. To ensure the function remains credible for ICAO, PSIDS and Partners, and is able to meet the needs of the region, a review informs the validation of the function, and presents opportunities to assess the impact, and mechanisms to consider further strengthening the function, including evaluation inter alia: - funding security under ICAO Regular Programme for the PSIDS Liaison Officer - expansion of ongoing PLO staff resources The review should include an assessment of the PLO's effectiveness in supporting smaller PSIDS with limited internal resources, and that review criteria specifically address responsiveness to PSIDS requests, proactive outreach, and coordination of multi-partner assistance activities. All PSDIS to be added as a stakeholder in any satisfaction survey.						
Expected Outcome:	Validation of PSIDS Liaison Office function, and recommendations for enhancing the effectiveness of the function to support ICAO and the PSIDS with regards to the 2019 PSIDS Study recommendations, the Implementation Support Roadmap						
Deliverable Impact:	LOW		Deliverable Dependency/ies:			N/A	
Deliverable Risks:	LOW - on the basis the review is conducted, the role and function should be strengthened post the review						
	HIGH - if the review is not conducted this limits the validation of the PSIDS Liaison Office for ICAO, and opportunities to better support the PSIDS and Partner stakeholders						

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Deliverable #:	DEL/I.7	Deliverable Title:	PLO Secondment		Study Recommendation:	<i>Rec/ICAO/4 On-site visits, training and assistance to PSIDS</i>	
Stakeholders	Owner:	ICAO					
	Partner:	Partners (in-kind support)					
Timeframe	Priority:	Medium-term	Duration:	>36 months (rotation)	Completion:	Q3 2027	
Assistance	Funding:	Y	Cost:	\$859,655	Source:	Partner	
Status	Stage:	Not started					
	Notes:						
Deliverable Rationale:	The function of the PLO involves liaison with 13 PSIDS, PASO for all technical areas of civil aviation. While the APAC RO is recognized as the resource for technical assistance across the APAC region, the administrative workload for coordinating assistance projects, mobilizing resources, progress monitoring of Study recommendations and ISR deliverables, and facilitating PSIDS (and where applicable PASO) to maintain or respond to ICAO correspondence requires additional administrative management resources for the ICAO PSIDS Liaison Office. The secondees are not required to hold specific technical knowledge of any area (however this is beneficial to augment RO SME resource), but are required to be able to support programme management, and engage with stakeholders on diverse issues. Up to two secondees are considered necessary to support the PLO functions, including but not limited to: - developing, reviewing, and maintaining the PAM, drawing on information and analysis to monitor PSIDS/PASO assistance priorities - administrative management of ICAO delivered technical assistance (training/workshops/assistance missions) requiring coordination with PSIDS collectively or individually, and project management IAW with ICAO processes and procedures (including project concept development, resource identification, and coordination of delivery) - facilitating PSIDS respond to ICAO requests and correspondence, including updating PSDIS Civil Aviation Profiles - responding to PSIDS requests for support and marshalling SMEs						
Expected Outcome:	Timely identification, coordination, delivery, and management of ICAO APAC/PLO functions, and delivery of technical assistance projects to PSIDS (including PASO)						
Deliverable Impact:	MED		Deliverable Dependency/ies:			N/A	
Deliverable Risks:	MED - To increase the effectiveness of the PLO function enabling PSIDS and PASO to improve safety and security oversight functions, requires the distribution of the workload of the PSIDS Liaison Officer. The absence of resource assistance such as secondees will limit the degree of support able to be coordinated and rendered by the PSIDS Liaison Officer to manage risk mitigation controls associated with workload demand.						

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Deliverable #:	DEL/I.8	Deliverable Title:	ICAO Regional Engagement		Study Recommendation:	Rec/ICAO/3 Support to PIF and PASO for upcoming Regional Aviation Ministers Meeting	
Stakeholders	Owner:	ICAO					
	Partner:	RAMM; PASO; PSIDS					
Timeframe	Priority:	Short-term	Duration:	Ongoing	Completion:	Ongoing	
Assistance	Funding:	Y	Cost:	\$150,000	Source:	ICAO (VF)	
Status	Stage:	Ongoing					
	Notes:	APAC RO and PLO engaged in RAMM, PASO AGM/Council meetings, and delivery of annual Coordination meeting Consider ability to conduct phased online PSIDS-ICAO Coordination Meeting					
Deliverable Rationale:	To maintain aligned strategic and tactical engagement and assistance with PSIDS, ICAO should - attend forums/meetings convened by RAMM and PASO for the purpose of advancing the 2019 PSIDS Study recommendations, the 2026 ISR Deliverables; and ensuring consensus on collaborative action items of PRAAP / ICAO activities (ICAO membership in the relevant Working Groups included in PRAAP) - observe/participate in regional bodies (e.g. 2050 BPC Technology and Connectivity Thematic Advisory Group) - convene annual PSIDS-ICAO + Partner Coordination Meetings, for participation by DG representation, and Partner stakeholders involved in providing civil aviation assistance in the region to further the amended PICASST, new Regional Aviation Organization (enhanced RSSOO), development of harmonized regional aviation regulations, development of a regional training framework and other relevant topics Supports PRAAP Action F1.1						
Expected Outcome:	Coordinated strategy and actions across all PSIDS stakeholders to: - provide a coordination mechanism to synergize the ICAO activities and PRAAP action items established. - strengthen mutual dialogue on implementation support. - avoid duplication of efforts						
Deliverable Impact:	MED		Deliverable Dependency/ies:		N/A		
Deliverable Risks:	LOW - Regional engagement at forums and meetings ensuring ongoing commitment by ICAO to providing support to the PSIDS						

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Deliverable #:	DEL/P.1	Deliverable Title:	Centralized PSIDS Civil Aviation Competency Register		Study Recommendation:	Rec/AD/4(a) Assistance related to aviation security	
Stakeholders	Owner:	PASO					
	Partner:	PSIDS					
Timeframe	Priority:	Medium-term	Duration:	24 months	Completion:	Q2 2028	
Assistance	Funding:	Y	Cost:	\$120,000	Source:	Partner	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	The 2019 PSIDS Study notes that there is no centralized register of AVSEC Instructors, either nationally or regionally for either National AVSEC Instructors or ICAO AVSEC Instructors. Due to limited training opportunities and to maintain instructor skills, a regional register would support opportunities for recognized certified instructors to deliver standardized AVSEC training (e.g. ASTPs), not only limited within their own State but across the region if PSIDS do not have their own National or ICAO AVSEC instructors. The utilization of a certified instructor competency register would require recognition (under a form of Delegation) of accepted standards of certification for AVSEC Instructors (automatic for ICAO Certified AVSEC Instructors) certified by CE-4 processes within a particular State, or PASO CE-4 processes. Initial recognition may exist for PASO certification by PSIDS, however this may be expanded to bilateral or multilateral recognition between PSIDS. Finally, the concept applying to AVSEC Instructors is applicable to GSI instructors and recognized OJT Trainers. Supports PRAAP Actions B1.1; B1.2						
Expected Outcome:	PSIDS CAA staff and PASO technical experts requiring assessed competency under CE-4 are centralized, once the assessment delegation mechanism is accepted (PASO), or there is Recognition of Equivalent under regional harmonization and delegations. The outcome provides opportunity for flexible resource sharing, where agreed by organizations, resulting in increased efficiency of limited capacity in the region.						
Deliverable Impact:	MED		Deliverable Dependency/ies:			Delegation legislation; DEL/T.6	
Deliverable Risks:	LOW - the development of a register is expected to be non-complex, on the provision that PSIDS will under SLA provide the information to PASO to maintain the register. MED - The implementation risk exists that the Delegation (DEL/P.4) and recognition of CE-4 competency assessment criteria are accepted under a standardized equivalence framework between PSIDS-PASO or PSIDS-PSIDS						

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Deliverable #:	DEL/P.2	Deliverable Title:	Recognition of Equivalence		Study Recommendation:	Rec/PSIDS/1 Establishment of an Enhanced Regional Safety and Security Oversight Organization (ERSSOO) Rec/AD/4(c) Assistance related to aviation security	
Stakeholders	Owner:	PASO					
	Partner:	PSIDS					
Timeframe	Priority:	Long-term	Duration:	24-36 months	Completion:	Q2 2029	
Assistance	Funding:	Y	Cost:	\$150,000	Source:	Partner	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	Recognition of Equivalence RoE) between States’ aviation safety and security oversight systems—whether bilaterally or multilaterally—is a key enabler of regional harmonization and standardization. SARPs provide a common foundation, PSIDS processes and methodologies achieve comparable objective oversight outcomes (as opposed to accepting uniform standardized processes and methodologies maintained by PASO). This approach reduces duplicate surveillance and certifications/authorizations while maintaining compliance integrity. It facilitates seamless cross-border operations for airlines and service providers, lowering administrative burdens and improving operational predictability recognition of equivalence optimizes scarce resources and supports cooperative oversight. [The difference to DEL/P.3 and DEL/T.6 is that the Training Deliverable focuses on CE-4 and includes RoE of operational training (e.g. ATSEP, ATC, ARFF, FOO, etc.), while this Deliverable includes broader RoE for other oversight system elements e.g. CE-6]						
Expected Outcome:	Regional recognition of equivalence for processes and methodologies reduces duplication of effort, reduces regulatory burden for regulators and industry, and improves efficiency of civil aviation.						
Deliverable Impact:	MED		Deliverable Dependency/ies:			DEL/P.4 DEL/P.1	
Deliverable Risks:	MED - non- or poor implementation of this Deliverable will delay PSIDS (and PASO to an extent) the efficiency benefits (cost and time) that RoE will support, and continues regional inefficiency through duplication of actions (e.g. CE-6) that have already been completed by another State.						

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Deliverable #:	DEL/P.3	Deliverable Title:	CE-1 reform (Primary Legislation)		Study Recommendation:	Rec/PSIDS/5 Primary legislation
Stakeholders	Owner:	PSIDS				
	Partner:	PASO, Partners, ICAO				
Timeframe	Priority:	Medium-term	Duration:	24-36 months	Completion:	Q2 2029
Assistance	Funding:	Y	Cost:	\$200,000	Source:	Partner
Status	Stage:	In Progress				
	Notes:	DEL/P.3-1 Delegations workshop completed (December 2025)				
Deliverable Rationale:	As highlighted in the 2019 PSIDS Study "Although most PSIDS heavily rely on external support for safety and security oversight tasks, in most of them the primary legislation does not permit the delegation of some safety and security oversight functions from the State/CAA to an RSSOO/RSSOO. The primary legislation often lacks specificity or precision in the provisions relating to delegation of oversight functions and associated powers and enforcement capabilities to an external body, and lacks provisions regarding protection from liability for organizations and individuals performing delegated functions." National Primary Legislation (CE-1) reform (as required) is the foundational deliverable that enables assured, ICAO recognized delegation of safety and security oversight functions to and RSSOO, and AIG delegations functions under bilateral/multilateral arrangements or to an RAIO. It also supports recognized State mechanisms to implement regional mechanisms including recognition of equivalence. A number of sub-deliverables have been identified to support PSIDS pathway to reformed CE-1: DEL/P.3-1: Delegation workshop introduction to the concept of delegation, addressing it from a high-level legal and practical understanding of the different way(s) by which States can utilize "their" RSSOOs/RAIOs – namely by delegating safety oversight tasks and functions to these entities [note - completed December 2025] DEL/P.3-2: Workshop on CE-1 development/modernizing national primary legislation for Delegation functions (including Gap Analysis on Delegation powers) DEL/P.3-3: PSIDS seeking to formalize delegation of oversight and AIG functions to regional organization to undertake a self-assessment with State legal experts to identify gaps (may require external Partner assistance) DEL/P.3-4: PSIDS draft (may require external Partner assistance) revised Primary Legislation DEL/P.3-5: PSIDS governments enact amended legislation DEL/P.3-6: Workshop on preparing authority instruments to delegate CE-4, CE-5, CE-6, and CE-7 to RSSOO and RAIO (or AIG functions through ICM operating model) Supports PRAAP Actions A5.1; G1.1; G2.1; G3.1					
Expected Outcome:	The enablement of delegation provisions under national legislation will enable PASO to formally progress to RSSOO Level 1 to undertake delegated oversight responsibilities from PSIDS, through recognized CE-4 technical personnel, capable of developing and maintaining CE-5 guidance materials on behalf of PASO Members, and undertaking CE-7 surveillance activities. Further delegation progress can then be considered for CE-6.					
Deliverable Impact:	MED (HIGH for States that do not have existing CE-1 Delegation powers, or		Deliverable Dependency/ies:		DEL/P.6	

	adequate rule-making powers)		
Deliverable Risks:	HIGH - States undertaking CE-1 reform require significant periods for legal drafting, consultation and approval by government processes. Any delay in CE-1 reform will bring consequential impacts to complete implementation of Deliverables (predominantly Delegation for RSSOO and AIG functions) reliant on DEL/P.4.		

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Deliverable #:	DEL/P.4	Deliverable Title:	CE-2 reform (Operating Regulations)		Study Recommendation:	Rec/PSIDS/7 Effective implementation of Critical Elements 2 to 5
Stakeholders	Owner:	PSIDS				
	Partner:	PASO, ICAO, Partners				
Timeframe	Priority:	Short-term	Duration:	12-24 months	Completion:	Q2 2028
Assistance	Funding:	Y	Cost:	\$200,000	Source:	Partner
Status	Stage:	Pending				
	Notes:					
Deliverable Rationale:	Many PSIDS operate under either NZ Civil Aviation Rules, or for Palau, FSM and RMI, under FAA Rules. The adoption of foreign State operating regulations (often without amendment) presents implementation challenges for PSIDS, and as ICAO Annexes are amended, the operating regulations may not be updated to reflect the change(s). The legacy benefit of operating under a common ruleset enables consistent application for PASO service delivery, and PSIDS are encouraged to maintain (in accordance with the PRAS and PRAAP) harmonized operating regulations in the region, that enables standardization of processes and procedures for CE-4 to CE-7. This deliverable may be further broken down into phased delivery for operating regulations for each civil aviation operation. <i>Supports PRAAP Actions A5.1; G1.1; G2.1; G3.1</i>					
Expected Outcome:	Standardized operating regulations across PSIDS that are requiring RSSOO or RAIO support to delegate safety, security or AIG functions will enable efficient management for both the PSIDS and PASO for the delegated oversight elements (critically CE-4, CE-5, CE-6 and CE-7).					
Deliverable Impact:	HIGH		Deliverable Dependency/ies:		N/A	
Deliverable Risks:	HIGH - The predominance of adopted NZ CAR or FAA operating regulations by PSIDS without further amendment to adjust for Annex updates, or contextualized for national civil aviation is a causal factor for compliance issues. In the absence of reformation, these issues will persist. A further risk is that should PSIDS pursue CE-2 reform independently as opposed to regional harmonization is the introduction of complexity to implement standardized processes and procedures for oversight system CEs, leading to increased inefficiency for PASO to manage delegated oversight functions, if each PSIDS CE-2 is not harmonized to the extent possible.					

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Deliverable #:	DEL/P.5	Deliverable Title:	PASO RRAP review		Study Recommendation:	<i>Rec/PSIDS/2 Multi-stakeholder taskforce on the establishment and funding of the ERSSOO</i>	
Stakeholders	Owner:	PASO					
	Partner:	PSIDS, ICAO					
Timeframe	Priority:	Short-term	Duration:	<6 months	Completion:	Q2 2027	
Assistance	Funding:	Y	Cost:	150,000	Source:	ICAO (VF)	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	The 2017 GASOS assessment of PASO identified a number of RSSOO deficiencies, however this report is now dated, and conducted under the ICAO GASOS framework that no longer exists, and PASO have not provided a report to ICAO on actions to address the recommendations. An assessment under the current RRAP provides assurance to PASO Members (including PASO assistance Partners) on the capability of PASO to adequately fulfil delegated oversight responsibilities by the Member State. DEL/P.5-1: Pre-validation of PASO services to inform scope of RRAP <i>Supports PRAAP Actions A1.4; F3.2</i>						
Expected Outcome:	Standardized operating regulations across PSIDS that are requiring RSSOO or RAIO support to delegate safety, security or AIG functions will enable efficient management for both the PSIDS and PASO for the delegated oversight elements (critically CE-4, CE-5, CE-6 and CE-7).						
Deliverable Impact:	HIGH		Deliverable Dependency/ies:			N/A	
Deliverable Risks:	MED - a full RRAP assessment requires resources to undertake.						

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Deliverable #:	DEL/P.6	Deliverable Title:	Updated PICASST ratified by PSIDS		Study Recommendation:	Rec/PSIDS/3 Revised Treaty
Stakeholders	Owner:	PSIDS				
	Partner:	-				
Timeframe	Priority:	Short-term	Duration:	6-18 months	Completion:	Q4 2027
Assistance	Funding:	N	Cost:	-	Source:	-
Status	Stage:	In Progress				
	Notes:	Nauru and Tuvalu signed				
Deliverable Rationale:	The 2022-2032 Pacific Regional Aviation Strategy (PRAS) formalizes the Regional Aviation Ministers Meeting endorsement of the Regional Aviation Strategy in principle on the basis that proposed amendments to the Pacific Islands Civil Aviation Safety Security Treaty (PICASST) will be progressively accepted and ratified by States from 2022 onwards. Furthermore, the PRAS outlines that the framework for aviation in the Pacific aims to enhance collaboration which includes the specific action of amending the existing Pacific Islands Civil Aviation Safety & Security Treaty (PICASST)					
	The current mechanism of States using the services of PASO services (to be expanded under the revised Service Menu) under Service Level Agreements (SLAs) does not compensate the need for States to revise the PICASST. As per ICAO DOC 9734B, success in the establishment and sustained operation of an RSSOO is dependent on the commitment of its member States to the terms and conditions contained in the RSSOO’s governing document (for the PSIDS - a regional treaty). This is a dependent criticality for DEL/P.4 (CE-2 reform), as harmonized regional regulations are not only central to the PRAS objective, but essential to an efficient and effective RSSOO (PASO). Without binding treaty requirements, full regionalism remains aspirational and is subject to individual States commitment and timeframes to achieving a level 2 RSSOO.					
	DEL/P.6-1: Provision of technical assistance for domestication of aviation treaty provisions					
Expected Outcome:	Supports the full operation of PASO as an RSSOO					
	Supports the full operation of PASO as an RSSOO					
Deliverable Impact:	HIGH		Deliverable Dependency/ies:		N/A	
Deliverable Risks:	MED - Regional support (and Partner in-kind assistance) for PASO may be viewed through the inaction by PSIDS to ratify the treaty, conveying the importance attached to PASO as an RSSOO to enable effective implementation of regional support for USOAP and USAP outcomes.					

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Deliverable #:	DEL/P.7	Deliverable Title:	RSSOO RRAP Expert Secondment		Study Recommendation:	Rec/PSIDS/1 <i>Establishment of an Enhanced Regional Safety and Security Oversight Organization (ERSSOO)</i>	
Stakeholders	Owner:	PASO, ICAO					
	Partner:	Partner State / MDB(?)					
Timeframe	Priority:	Medium-term	Duration:	24-36 months	Completion:		
Assistance	Funding:	Y	Cost:	\$859,655	Source:	Partner	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	Support for PASO to transition to an RSSOO Level 1 and beyond is dependent on achieving a number of deliverables in contained in this ISR, in particular focus on the governance mechanisms of an RSSOO, including PASO acceptance of delegated responsibility to inspectorate personnel, and the Member States' mechanism/requirements to delegate responsibility to PASO appointed inspectorate personnel. To move from RSSOO level 1 to RSOO level 2, delegation governance must be addressed to permit PASO to function as a USOAP/USAP RSSOO as per ICAO Doc 9734B. The objective of a RRAP Expert secondee to assist PASO is to provide internal guidance and support to ensure appropriate RSOO structure and governance is achieved.						
	Supports PRAAP Action F3.2						
Expected Outcome:	The secondment enables external partner support providing input and direction to PASO management on strategies and actions to progress to L1->L2->L3 RSSOO						
Deliverable Impact:	MED		Deliverable Dependency/ies:			DEL/P.6	
Deliverable Risks:	MED - This ISR action requires high Partner investment funding, and lead time.						

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Deliverable #:	DEL/P.8	Deliverable Title:	PSIDS Accident and Incident Investigation Capacity		Study Recommendation:	Rec/PSIDS/12 National independent investigation authority and possible agreement for delegation of investigations Rec/PSIDS/11 Pacific Regional Accident and Incident Investigation Organization (RAIO)	
Stakeholders	Owner:	PSIDS					
	Partner:	Partners; ICAO					
Timeframe	Priority:	Short-term (ICM) Long-term (RAIO)	Duration:	24-36 months	Completion:	Q4 2029 (ICM)	
Assistance	Funding:	Y	Cost:	\$420,900	Source:	Partner	
Status	Stage:	Pending					
	Notes:	AIG/WG Chair commenced engagement with some PSIDS; response by PSIDS to AIG survey outstanding The PNG AIC has the capability (human resources/equipment/facilities) to support PSIDS member AIG Activities. PNG AIG currently has bilateral MoUs with some PSID States					
Deliverable Rationale:	While noting that AIG among PSIDS there is generally a low EI score from USOAP results, the presence of available AIA organizations surrounding the Pacific region, and the resources available in PSIDS presents significant challenges to establish/maintain State AIG functions or a RAIO. In addition, effort directed to addressing safety and security oversight systems, and addressing immediate safety risk reduction for HRC events needs to balance the effort to improve AIG. Aside from PNG (Accident Investigation Commission - AIC), and Fiji's Civil Aviation Bill to establish an AIA, for PSIDS determining that delegation is a pragmatic solution for AIG function compliance, a phased approach to first establishing an Investigation Cooperation Mechanism (ICM), prior to establishing an RAIO will still require a number of actions (and projects): DEL/P.8-1: Conduct a gap analysis for PSIDS that do not have AIG function established, to determine extent of existing CE-1 delegation authorities able to be exercised in the event of an Accident (refer to DEL/P.3-1 - may be run consecutively) DEL/P.8-2: Workshop on ICM, and establish ICM cooperation with other global ICMs DEL/P.8-3: Workshop on developing CE-1 Delegation authority laws for AIG delegation (refer to DEL/P.3-1 - may be run consecutively) either for bi/multilateral to States, or to an RAIO (once established). Follow up sub-activity if required - direct assistance for PSIDS to draft laws consistent with the expected future AIG function of the State (internal State authority; partial delegation of investigation; full delegation of investigation) DEL/P.8-4: For PSIDS opting to take delegation pathway, workshop/assistance to (a) establish National Investigation Management Plans (NIMPs), and (b) develop Delegation Instrument templates to support the NIMP DEL/P.8-5: PSIDS to enact amended CE-1 Delegation laws (as required)						

	Further progression from ICM to RAIO will require a treaty to establish an independent organization (to RSSOO or PASO); while implementation of CE-1 national delegation laws should enable RAIO delegation, such a body requires further Study by PSIDS to determine governance, structure, and resourcing (funds and personnel) <i>Supports PRAAP Action A1.8</i>		
Expected Outcome:	Due to the limited availability of resources, the majority of PSIDS are unable to support a State AIG independent function to the expected Annex 12 requirements. The creation of a RAIO for the Pacific (similar to PASO as an RSSOO) can reasonably be expected to involve a lengthy treaty process (or further amendment to the current PICAT to accommodate independent AIG function), and the creation of an independent body. Noting AIG capability available by Australia, New Zealand, PNG and other established State AIAs, the establishment of an ICM provides a framework under which AIG (supported by appropriate national legislation - CE-1) is able to provide an operating model for AIG appropriate for the regions resources.		
Deliverable Impact:	HIGH	Deliverable Dependency/ies:	DEL/P.3
Deliverable Risks:	MED - an ICM does not replace an AIA or establishment of the RAIO, however provides an interim pathway to support either PSIDS developing own AIA, or enabling RAIO member. An ICM still requires minimum CE-1 National legislation to be enacted/functioning, and therefore this is dependent on DEL/P.4 to ensure sufficient AIG mechanism is established to meet USOAP standard. HIGH - To retain true independence, PASO (RSSOO) cannot hold RAIO delegations at the same time. To establish an independent RAIO in the region may require equivalent to the PICASST (PICAT) treaty.		

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Deliverable #:	DEL/P.9	Deliverable Title:	CE-4 assurance		Study Recommendation:	Rec/PSIDS/7 Effective implementation of Critical Elements 2 to 5
Stakeholders	Owner:	PASO				
	Partner:	PSIDS; ICAO				
Timeframe	Priority:	Short-term	Duration:	6-12 months	Completion:	Q1 2027
Assistance	Funding:	Y	Cost:	\$75,000	Source:	Partner
Status	Stage:	Not Started				
	Notes:					
Deliverable Rationale:	For PASO Members (operating in a RSSOO framework) currently engage PASO assistance (through Service Level Agreements - SLA) to provide assistance for safety and security oversight functions, currently limited to CE-7 (surveillance function). PASO then contract to technical experts to deliver on the SLA requirements (as PASO does not currently have internally appointed technical experts). However, if the PASO member were to undertake the CE-7 function itself (in lieu of engaging a PASO expert via the SLA), the State itself needs to demonstrate the competency of the GSI (or AVSEC Inspector). However, PASO does not currently have a process or mechanism to provide assurance to Members of technical experts GSI competence, nor do Members request assurance from PASO under the SLA. Delegation does not remove the State's responsibility to ensure CE-4 is assured/evidenced, even if the responsibility is delegated to another entity. Therefore, any assistance or delegated function performed by a PASO technical expert is assured (including assistance provided under CE-5, CE-6, CE-7) first must meet the States own CE-4 requirements (or equivalent).					
	Supports PRAAP Action F3.1					
Expected Outcome:	PASO is able to provide processes and procedures equivalent to a State regulatory authority for the qualifications, training, assessment and competency of technical experts performing delegated functions for PASO Members, and the Members have assurance when delegating functions that PASO provides satisfactory CE-4 personnel that would meet the States own CE-4 criteria.					
Deliverable Impact:	HIGH		Deliverable Dependency/ies:		DEL/P.3; DEL/P.4	
Deliverable Risks:	MED - If PSIDS do not have a CE-1 mechanism to formally delegate CE-4 assurance to PASO and/or PASO does not implement processes and procedures to assure CE-4 of technical experts engaged by PASO, the Delegated basis for PASO undertaking CE-5, CE-6 and CE-7 as an RSSOO is unable to be verified or validated by ICAO					

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Deliverable #:	DEL/T.1	Deliverable Title:	Letter of Intent		Study Recommendation:	<i>REC/TI/1(e) (Enhancing effectiveness in the assessment of training needs and the provision of training)</i>	
Stakeholders	Owner:	ICAO					
	Partner:	MTCA (Fiji)					
Timeframe	Priority:	Short-term	Duration:	<6 months	Completion:	Q1 2026	
Assistance	Funding:	N	Cost:	-	Source:	-	
Status	Stage:	Completed					
	Notes:	<i>Signed by ICAO 16.01.2026; signed by Fiji 20.01.2026</i>					
Deliverable Rationale:	Framework to identify opportunities for collaboration to strengthen aviation training and education across the PSIDS. This may include the enhancement of training programmes, implementation support and capacity development initiatives						
Expected Outcome:	Establishes the mechanism for ICAO and Fiji to develop ongoing assistance and support for regional training institutions						
Deliverable Impact:	LOW		Deliverable Dependency/ies:		N/A		
Deliverable Risks:	LOW - Letter of Intent is not a key dependency for other roadmap actions related to training delivery. It is desirable to have the LoI prior to DEL/TI/2						

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Deliverable #:	DEL/T.2	Deliverable Title:	Pacific aviation training framework strategy analysis		Study Recommendation:	<i>REC/TI/1(a, b, e)</i> (Enhancing effectiveness in the assessment of training needs and the provision of training)	
Stakeholders	Owner:	ICAO					
	Partner:	Fiji MTCA; CAAF Industry; PSIDS, Partners					
Timeframe	Priority:	Short-term	Duration:	6-12 months	Completion:	Q1 2027	
Assistance	Funding:	Y	Cost:	\$350,000	Source:	Partner	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	There are a number of aviation training stakeholders across the Pacific and in Fiji, including Fiji Airports and Fiji Airways providing operational safety training (e.g. Pilot, LAME, FDO, ATS, ATSEP, ARFF, ARO); Fiji National University (FNU), CAAF, Flying Schools. In addition, there are Partners willing to provide assistance to Fiji for delivery of operational training, and aviation management training across organizational and operational domains. The aviation training framework strategy analysis aims to deliver a cohesive strategy, taking into account the training needs across the Pacific (including for PASO). Analyzing the environment: comprehensive analysis of the training needs, definition of priorities and of the scope of training in the Pacific and listing of proposed courses to be delivered. DEL/2.1 encompass the following activities: - Engage with the PSIDS States to evaluate and confirm their respective training needs. An training expert will validate and confirm with the PSIDS CAAs and multiple aviation stakeholders (airlines, airports, etc.). - noting DEL/T.1 and potentially DEL/T.3, engage Fiji’s Ministry of Tourism and Civil Aviation, CAAF, and industry stakeholders as part of the consultation to analyze existing Fiji-based training capacity. - Review the various areas of aviation training already provided in the region, compare with the needs of this region, and analyze the gap between these two to identify training areas which are in need but not already covered. The result of this gap analysis will be used either support existing training providers expand or establish training capacity, and define the criteria for a Civil Aviation Training Center (CATC) (to address remaining training gaps). - The framework strategy outcomes will result in the definition of the scope of training to be provided in the CATC as well as the list of courses to be delivered, together with an outline of the corresponding strategy including a proposed governance and structure for the CATC certification, staffing, equipment required to cover the scope of training, and identification of potential business opportunities. At this stage, the multiple training needs of the Region could also be prioritized. - The deliverable would be a report covering the following topics, as a minimum: 1. Training needs assessment of the PSIDS CAAs (objectives, required competencies of staff, various technical areas covered, current training capacity per area...). 2. Training needs assessment of the Pacific Region including all aviation stakeholders (airports, airlines...).						

	3. Training capacity of the Pacific Region per technical area and location of training facilities. 4. Gap analysis of the type of training required but not being offered in the region. 5. Identification of the scope of training to be delivered by the CATC, listing all proposed courses by technical area. 6. Outline of the requirements to deliver these courses covering facilities, equipment, instructor competencies and staffing. 7. Outline of the corresponding strategy to be adopted by the CATC, including a proposed governance and structure for the CATC. 8. Identification of potential business opportunities. <i>Supports PRAAP Action B2.1</i>		
Expected Outcome:	Ensures a cohesive and comprehensive framework for civil aviation training that benefits PSIDS, and as enabler for standardization and harmonization of training and regional oversight by PSIDS and/or RSSOO, and successful delivery of DEL/T.3		
Deliverable Impact:	HIGH	Deliverable Dependency/ies:	DEL/T.1
Deliverable Risks:	HIGH - If a training strategy framework is not articulated and agreed may result in training delivery gaps, overlap of training delivery by organizations, insufficient training availability for pipeline needs		

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Deliverable #:	DEL/T.3	Deliverable Title:	Establish CATC operations		Study Recommendation:	REC/TI/1(b) (Enhancing effectiveness in the assessment of training needs and the provision of training)	
Stakeholders	Owner:	TBC (pending DEL/T.2 outcome)					
	Partner:	Fiji (TBC)					
Timeframe	Priority:	Medium-term	Duration:	24-36 months	Completion:	Q2 2029	
Assistance	Funding:	Y	Cost:	\$6,405,052	Source:	Partner	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	Setting up the CATC operations: procurement of the specialized training equipment, identification and development of the training policy and procedures, development of CATC manuals. DEL/T.3 encompasses the following activities: - Procure specialized equipment to position CATC as the main training center delivering specific and specialized training in the region, using the latest equipment, therefore positioning CATC as the training hub in specialized areas for this region. This procurement could be done through in-kind donations from Partner States. - Lead and guide the CATC staff in the development of its Training and Procedures Manual (TPM) and of its Quality Manual (QM), thereby documenting the training policy and procedures established for the operations of the CATC as well as the oversight system implemented to monitor all training operations. The sub-deliverables of DEL/T.3 would be as a minimum: - DEL/T.3-1: CATC hosting and operational governance - structure for the CATC; the sustainability and business model; role as host country, including land, infrastructure, and in-kind contributions; and the relationship between the CATC and existing State-based training institutions - DEL/T.3-2: the CATC Training and Procedures Manual (TPM) following the ICAO structure as required in ICAO document 9841 on “Approved Training Organizations”. - DEL/T.3-3: the CATC Quality Manual following the ICAO structure as required in ICAO document 9841 on “Approved Training Organizations”. - DEL/T.3-4: all specialized equipment required to delivered unique training programmes in the PSIDS region. Supports PRAAP Actions B3.1; B4.1						
Expected Outcome:	Addresses training capacity needs for the region, to ensure that training is accessible and sustainable for the region, and supports NGAP objectives						
Deliverable Impact:	HIGH		Deliverable Dependency/ies:			DEL/T.2	
Deliverable Risks:	LOW - Dependency of successful outcome is associated to DEL/2. If DEL/2 is poor or not delivered, then risk DEL/3 outcomes will be compromised.						
	HIGH - If CATC is not delivered, then training gaps and support for the region will be compromised						

Deliverable #:	DEL/T.4	Deliverable Title:	TRAINAIR PLUS		Study Recommendation:	<i>REC/TI/1(b, c, d)</i> (Enhancing effectiveness in the assessment of training needs and the provision of training)	
Stakeholders	Owner:	TBC (pending DEL/T.2 outcome)					
	Partner:	Partners (in-kind support)					
Timeframe	Priority:	Medium-term	Duration:	12-24 Months	Completion:	Q2 2028	
Assistance	Funding:	Y	Cost:	\$990,144	Source:	Partner	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	Pacific regional access to standardized training materials and delivery, that enables regional harmonization for accredited training. Access to guidance on competency-based instructional design, and institutional strengthening for civil aviation training in the Pacific. Transfer of competencies to CATC staff: qualification of the CATC staff, ICAO recognition and conduct of TRAINAIR PLUS activities to strengthen the internal capacity of the CATC and develop the training packages identified as being needed in DEL/T.2. - Support the development of the necessary skills and competencies of the CATC staff to efficiently manage and operate the CATC, in a way that it can develop courses identified in the training needs, making this approach sustainable on the long term. - Ensure the ICAO recognition, joining the TRAINAIR PLUS network of training organizations and conduct related ICAO activities to strengthen the internal capacity of course development to develop and adapt its own portfolio of courses The sub-deliverables of DEL/T.4 would be as a minimum: DEL/T.4-1: Training Managers Course (TMC), Approval of Training Organizations Course (ATO) and Managing Aviation Training Intelligence Course (MATI) resulting in trained CATC managers able to operate and manage the CATC as per ICAO standards mainly described in ICAO document 9841 and industry best practices. DEL/T.4-2: Training Instructors Course (TIC), resulting in trained Instructors able to deliver competency-based training courses as per ICAO standards described in ICAO document 10097 and industry best practices. DEL/T.4-3: Training Developers Course (TDC), resulting in trained Course Developers able to develop competency-based training courses as per ICAO standards described in ICAO document 9941 and industry best practices. DEL/T.4-4: CATC is recognized by ICAO and joins the TRAINAIR PLUS Programme DEL/T.4-5: Development of 4 ICAO Standardized Training Packages as an extension to the TDC to provide On the Job Training (OJT) to Course Developers and develop 4 courses identified as needed.						
Expected Outcome:	Address training gaps, standardized training across the region, increased access to training, support RSSOO and PSIDS harmonized training oversight systems						
Deliverable Impact:	HIGH		Deliverable Dependency/ies:		DEL/T.2		

Deliverable Risks:	MED - Subject to strategic framework specific recommendations for training access in the region, the absence of TRAINAIR PLUS may limit the effectiveness of all training requirements in the region, necessitating in training be insourced from outside the region, or training outsourced from the region, with both mitigations increasing training costs. HIGH - Human capital - requires identification and accreditation of sufficient accredited instructors to maintain ability to deliver training programmes. May be mitigated through regional instructor pool, and multi-organizational instructor support
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Deliverable #:	DEL/T.5	Deliverable Title:	Pacific Qualification Framework (PQF) alignment		Study Recommendation:	<i>REC/PIF/1 (Strategic policies and plans)</i> <i>REC/TI/1(e) (Enhancing effectiveness in the assessment of training needs and the provision of training)</i>	
Stakeholders	Owner:	RAMM					
	Partner:	PSIDS; PASO					
Timeframe	Priority:	Long-term	Duration:	24-36 months	Completion:	Q4 2030	
Assistance	Funding:	Y	Cost:	\$260,544	Source:	PIF(?)	
Status	Stage:	Not Started					
	Notes:						
Deliverable Rationale:	Aligned with the existing Pacific Qualifications Framework (PQF) maintained by the Pacific Community (SPC) to avoid duplication and ensure consistency with broader regional education and qualifications architecture. Supports accreditation and recognition of civil aviation training across all PSIDS, either via TRAINAIR (DEL/T.5), RSSOO standardized training delivery, or accredited independent training institutions in each PSIDS.						
Expected Outcome:	Enables portability and recognition of training delivered anywhere in the PSIDS. PAQF may also be extended to include recognition of standardized training available out the Pacific region						
Deliverable Impact:	LOW		Deliverable Dependency/ies:			DEL/T.2	
Deliverable Risks:	LOW - A PAQF is an enabler for regional standardization and harmonization that delivers inefficiencies and portability. The risk of not establishing a PAQF is increased training accreditation inefficiencies, in the absence of universal training acceptance.						

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Deliverable #:	DEL/T.6	Deliverable Title:	Equivalent recognition and Delegation of Training, Assessment, and Competency		Study Recommendation:	REC/TI/1(e) (Enhancing effectiveness in the assessment of training needs and the provision of training)
Stakeholders	Owner:	PSIDS				
	Partner:	PASO				
Timeframe	Priority:	Long-term	Duration:	24-36 months	Completion:	Q4 2028
Assistance	Funding:	Y	Cost:	\$150,000	Source:	Partner
Status	Stage:	Not Started				
	Notes:					
Deliverable Rationale:	PSIDS ability to effectively deliver CE-4 is constrained by limited internal State and Industry resources. Opening up a regionally recognized network of equivalent training, OJT and competencies enables enhanced training resource efficiencies, expected reduction in time-to-competency and cost-to-competency, ability to mobilize a shared resource pool, and effective recognition of PASO support for CE-4-7 to PSIDS Members. DEL/T.6 is able to be delivered by: DEL/T.6-1: Individual PSIDS recognition/delegation of PASO technical resources DEL/T.6-2: Bilateral/multilateral recognition/delegation of technical resources from other PSIDS.					
Expected Outcome:	Improved regional resource efficiency through recognition of portable/transferable skills. Reduction in pipeline delivery of competent human capital as the need for individual PSIDS reassessment of competency is reduced (or eliminated where specific local operational endorsements are not required), standardization and harmonization of civil aviation competencies in the Pacific region. Reduction in costs-to-competency pathway for individuals and organizations.					
Deliverable Impact:	HIGH	Deliverable Dependency/ies:			DEL/P.3 (national legislation reform for delegation and/or recognition) Related to but not required to be dependent on DEL/T.5 & DEL/P.1	
Deliverable Risks:	HIGH - Due to limited regulatory and industry resources across the PSIDS, training, OJT, competency assessment and accreditation is critical to enable portable recognition of competencies (subject to local endorsement requirements) for all aviation functions. Inability to deliver on this outcome will constrain PSIDS ability to effectively and efficiently access mutually recognized training. The mechanism of either Delegation, or a form of Mutual Recognition, underpinned in national legislation is required. Effective and efficient shared resource mobilization with either PASO or PSIDS also requires standardized and harmonized CE-2. Constraint to be considered is cost recovery of shared resources.					

Deliverable #:	DEL/A.1	Deliverable Title:	Assistance Coordination Platform		Study Recommendation:	REC/AD/1 (Assistance coordination platform)
Stakeholders	Owner:	ICAO				
	Partner:	Partner States; MDBs; PSIDS				
Timeframe	Priority:	Short-term	Duration:	<6 months	Completion:	Q3 2026
Assistance	Funding:	N	Cost:	\$20,000	Source:	ICAO
Status	Stage:	In Progress				
	Notes:	Both APANPIRG/36 (Conclusion) and RASG-APAC/15 (Decision) were adopted to provide direction to continue this initiative. To be coordinated through ICAO HQ (RSCU and/or the Implementation Support Planning and Coordination Section' (ISPC) of ICAO ANB)				
Deliverable Rationale:	Common for both safety and security oversight systems, PSIDS require support and assistance for both Establishment and Implementation CEs, which can be delivered via various financial or in-kind mechanisms by partner States/Organizations, either coordinated by ICAO, or directly provided by the partner State(s)/Organization(s) working directly with the PSIDS. However, as identified in the 2019 PSIDS Study, and recognised by ICAO and partner States/Organizations, PSIDS largely have very constrained resources (both financial and technical) to receive and transform assistance into sustained implementation. Assistance from multiple sources should be prioritized to address deficiencies or evolving developments in international civil aviation and must be delivered taking into the PSIDS constraints to avoid overwhelming the States' limited resources to absorb and implement the assistance. • To provide visibility for planning and allocation of assistance delivery by partner States and Organizations in relation to PSIDS Study/Roadmap recommendations; and • Enable effective monitoring of progress against recommendations; and • Avoid duplication, deconflict of assistance and support and identify gaps in assistance for PSIDS. The development of the platform will address a number of cross stakeholder recommendations in the report: - Rec/AD/2 - Rec/MDB/1 - Rec/MDB/2 - Rec/MDB/4 - Rec/MDB/5 Supports PRAAP Action A2.1					
Expected Outcome:	This platform will provide visibility of assistance activities that are being provided by various Partners, partners and ICAO and will assist in avoiding duplication, deconflict assistance efforts, as well as to help identify gaps in assistance. Additionally, the website will provide a mechanism to monitor assistance, real-time visibility of assistance activities accessible to all PSIDS and PASO, with role-based access controls. Consideration to enabling individual PSIDS to register State specific assistance needs and track delivery against State-level PAM priorities.					

Deliverable Impact:	HIGH	Deliverable Dependency/ies:	N/A
Deliverable Risks:	LOW - The development and launch of an ICAO-hosted assistance platform is low-cost, and able to be maintained internally by ICAO. To address MED - Risks may materialize should Assistance Partners and MDBs do not provide or maintain updated assistance information. To achieve the effectiveness of Rec/MDB/1(a), Rec/MDB/2, and Rec/AD/2(a) will require both ADs and MDBs to have access to PSIDS civil aviation information and profiles to ensure assistance projects are appropriately scoped and targeted to Short/Medium/Long term objectives.		

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Deliverable #:	DEL/A.2	Deliverable Title:	ICAO-Pacific Civil Aviation Partner Cooperation Forum		Study Recommendation:	Rec/MDBs/1 Coordination with ICAO APAC RO Rec/MDBs/5 Systemic, long-term and risk-based approach to support provision
Stakeholders	Owner:	ICAO				
	Partner:	Partner States, MDBs (WB, ADB)				
Timeframe	Priority:	Short-term	Duration:	>36 months	Completion:	Q3 2026 (Establishment)
Assistance	Funding:	N	Cost:	-	Source:	Partner
Status	Stage:	Not Started				
	Notes:					
Deliverable Rationale:	Both States and MDBs undertake civil aviation assistance programmes and projects in the Pacific region. The successful delivery of civil aviation projects requires sound technical expertise to ensure compliance against international standards and effectively mitigate safety and security risks. To meet the needs of technical expertise, MDBs are reliant on the PSIDS themselves providing the technical input/oversight (which itself may have limitations in the context of current oversight capabilities), or insourcing civil aviation expertise, or c through the procurement process. To support the successful delivery of civil aviation assistance, and address the 2019 PSIDS Study recommendations Rec/MDB/1, Rec/MDB/3, and Rec/MDB/4, ICAO and MDBs, with Partner States operating with PSIDS to establish a formal Cooperation Forum to provide all Assistance Partners with an assurance mechanism that their programmes and projects will effectively address civil aviation deficiencies. Supports PRAAP Action A2.1					
Expected Outcome:	PSIDS' situation and needs are effectively addressed, and ensure compliance is achieved. Highlight ICAO's technical expertise alongside ICAO CDI Bureau's capabilities in project development and implementation when appropriate. Streamline regular updates, in particular, regarding the infrastructure development projects completed /on-going / planned to inform/update the State Civil Aviation Profiles					
Deliverable Impact:	HIGH		Deliverable Dependency/ies:		N/A	
Deliverable Risks:	LOW - If a training strategy framework is not articulated and agreed may result in training delivery gaps, overlap of training delivery by organizations, insufficient training availability for pipeline needs					

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