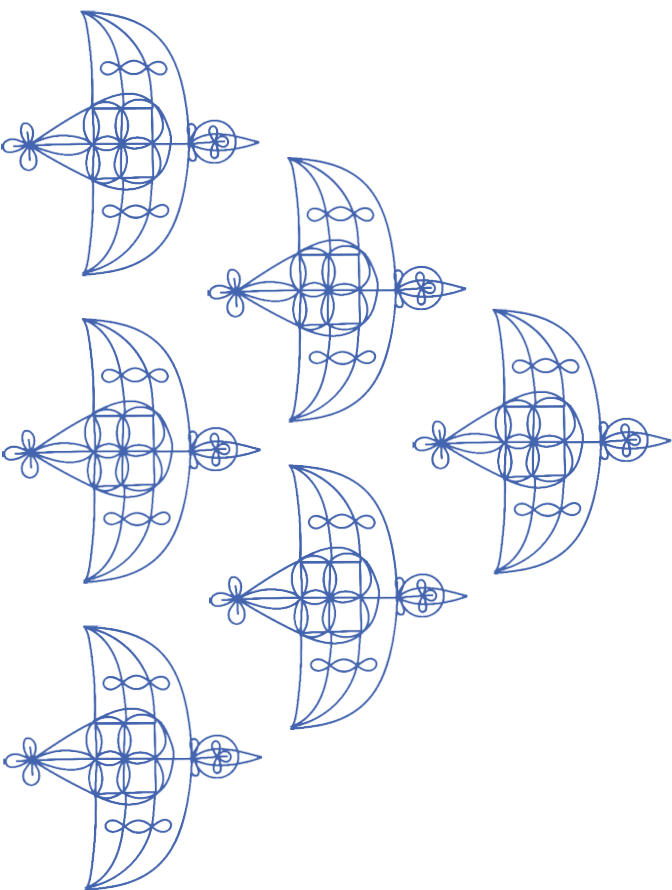


Service Scope & Directory





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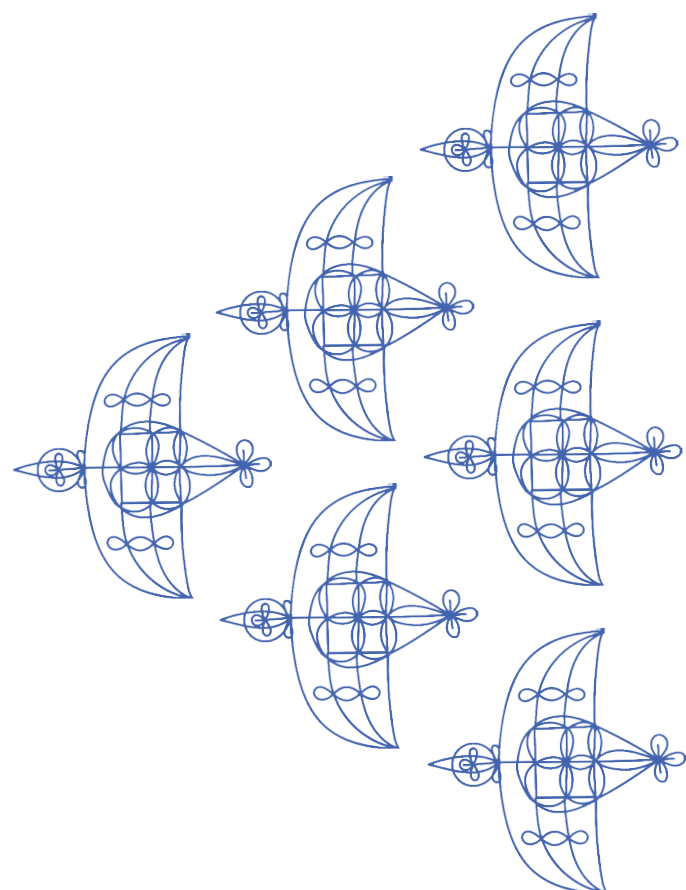
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Purpose of this Document

This directory presents a clear and accessible overview of the services offered by the Pacific Aviation Safety Office (PASO) to its Member States.

It is intended to help States understand the full range of regulatory, advisory, technical, and legislative services available, and how they can engage PASO to support their aviation oversight and development goals.

Designed as both a reference guide and a planning tool, the document outlines PASO's service delivery approach and offers a detailed, menu-style listing of individual services that can be tailored to national needs. The directory serves as a practical resource for civil aviation authorities and State decision-makers, and stakeholders seeking efficient, cost-effective access to ICAO-compliant oversight expertise.

PASO recognises that the needs of its Member States are dynamic and may evolve over time. Accordingly, PASO's service offerings are flexible and responsive—capable of being refined, expanded, or reconfigured to meet emerging priorities, evolving compliance obligations, or changes in capacity. This ensures that PASO remains a relevant, agile partner committed to delivering the right support at the right time.

This directory is aligned to the PASO Strategic Plan 2023–2032 and resolutions of the PASO governing Council.

The service directory is also underpinned by PASO's Comprehensive Oversight Implementation Framework (COIF) - a regional methodology that integrates States' oversight systems with harmonised tools, procedures, and technical support. Through COIF, PASO provides a consistent, auditable, and ICAO-aligned structure for delivering regulatory oversight services across Member States, enabling efficiency, interoperability, and improved oversight outcomes.



About PASO



PASO is an international organisation established in 2005 under the Pacific Islands Civil Aviation Safety and Security Treaty (PICASST). PASO exists to provide its Member States with cost-effective, high-quality aviation safety and security oversight services, particularly in areas where individual State capacity or capability may be limited.

PASO was established under the Pacific Islands Civil Aviation Safety and Security Treaty (PICASST) to provide specialised oversight and regulatory support services to its Member States. With a team of expert aviation professionals and strategic partnerships across the Pacific, PASO aims to support States to achieve compliance with ICAO standards while also assisting States to meet their aspirations to build long-term national capability.

PASO is a member-owned, not-for-profit collective governed by States. As both owners and customers, PASO's Members guide its strategic direction and ensure its services reflect the needs and aspirations of the Pacific region. PASO exists to support, not supplant—providing specialised oversight and advisory services while respecting State sovereignty and enabling national leadership in aviation safety and security.

PASO's Institutional Status under ICAO Frameworks

PASO currently performs up to Level 2 functions under the ICAO RSOO Maturity Framework — delivering coordination, technical support, and selective oversight functions consistent with Member mandates and resources. . Its status as a RSOO is derived from the PICASST which establishes PASO as a recognised regional mechanism for collaborative aviation safety oversight and regulatory support

As part of a regional vision for it to transition toward an enhanced Regional Aviation Organisation (RAO), PASO aims to progress toward higher functional levels incorporating more comprehensive regulatory responsibilities, mutual recognition mechanisms, and stronger oversight integration across the region. In time, this could involve PASO performing delegated functions on behalf of some States.

Through its participation in the ICAO RRAP voluntary assessment programme, PASO is committed to continuous improvement and performance benchmarking. It strives to achieve and maintain an RRAP assessment score that provides Members with assurance of its capability to deliver services that meet international standards and regional expectations.

PASO's Purpose, Vision, Mission and Values

Safer Skies, Connected Lives: Our Pacific Vision

Our Purpose, Vision, Mission and Values



Purpose

Sustainable, safe, secure and environmentally efficient air connectivity enabling social, cultural and economic wellbeing of the Blue Pacific.



Vision

Our Members are connected to the world through sustainable, safe and secure aviation systems delivering social and economic wellbeing.



Values

- » Safety and Security
- » Pacific Identity
- » People
- » Excellence and Quality
- » Integrity



Mission

To support the empowerment of Pacific States to meet their international civil aviation obligations and deliver a civil aviation system that is sustainable, safe, secure and fit for purpose through the provision of technical expertise, capability building and information sharing.

Our Values

Organisational values are the attitudes, mindsets and beliefs that guide how we deliver our Strategy.

We refer to our values when making decisions and drafting policy, and we ensure that our practices and behaviours, and those of our contractors and consultants, are aligned with them.

Values also influence the way we interact with our Member States, donor partners, other stakeholders, and each other.

Our values ensure that we are able to take advantage of business opportunities as they arise, and avoid or effectively manage business risk.

Our Core Value is Safety and Security

Safety and security drives everything we do. Our role is to protect the public in line with civil aviation obligations.

Our supporting Values are:



Pacific identity: Our Pacific identity defines us. We do things the Pacific way, valuing the diverse histories and cultures that make up our membership and the wider Pacific region.



People: People are our focus. Our success depends on the respect, diversity, collaboration, and commitment of our personnel. Serving our Members and the end beneficiaries of our services inspires us to succeed.



Valued Impact: We do things to make a difference, delivering high quality services and advice that embodies who we are.



Integrity guides our actions: We perform our duties honestly, with moral strength, and with the highest level of ethics.

PASO's Strategic Focus Aligned to Regional Goals

PASO's service offering reflects priorities set through the PASO's 2023-2032 Strategic Plan. The plan is aligned to, and intended to complement and operationalise, overarching regional commitments made by States through their participation in the 2050 Blue Pacific Strategy.

2050 Strategy for the Blue Pacific Continent



Political Leadership and Regionalism:
All Pacific peoples will benefit from our Forum Leaders working together to safeguard, secure, and progress the Blue Pacific Continent, achieving regional priorities through a united and cohesive political leadership supported by the Pacific Islands Forum and a responsive regional architecture that aligns to the region's priorities and values. Partners recognise and respect our collective approach as the Blue Pacific Continent.



People-Centered Development:
All Pacific peoples continue to draw deep cultural and spiritual attachment to their land and the ocean and all are assured safety, security, gender equality, and access to education, health, sport and other services so that no-one is left behind.



Resource and Economic Development:
All Pacific peoples benefit from a sustainable and resilient model of economic development, including enabling public policy and a vibrant private sector and others, that brings improved socio-economic wellbeing by ensuring access to employment, entrepreneurship, trade, and investment in the region.



Climate Change and Disasters:
All Pacific peoples remain resilient to the impacts of climate change and disasters and are able to lead safe, secure and prosperous lives. The region continues to play a leadership role in global climate action.



Ocean and Environment:
All Pacific peoples live in a sustainably managed Blue Pacific Continent, while steadfastly maintaining resilience to threats to its environment.



Peace and Security:
A peaceful, safe and secure Blue Pacific region which respects national sovereignty, and where people can realise their full potential as individuals, communities and nations, and where the region delivers Pacific coordinated responses to security challenges and contributes to building global peace and security.



Technology and Connectivity:
All Pacific peoples benefit from their access to affordable, safe and reliable land, air and sea transport and ICT infrastructure, and systems and operations, while ensuring culturally sensitive user-protection and cyber security.

PRAS Strategic Priorities



Aviation Regionalism:
Aviation supports the achievement of regional priorities through collaboration, coordination and harmonisation.



Aviation Development:
Improved prosperity, opportunity and living standards through aviation.



Sustainable Aviation:
An optimised, resilient and sustainable aviation environment.



Regional Connectivity:
Inter and intra-regional connectivity that is safe and secure.

PASO Strategic Areas



Harmonised Regulatory Systems



Regional Leadership & Engagement



People-Centred Aviation Development



Regional Leadership & Engagement



Excellence in Service Delivery



Harmonised Regulatory Systems



People-Centred Aviation Development



Excellence in Service Delivery



Harmonised Regulatory Systems

PASO's Value Proposition

Tailored services. Regional expertise. Stronger State systems.

PASO provides flexible and cost-efficient access to high-quality aviation regulatory services. PASO offers Pacific States access to a ready pool of regulatory experts and aviation professionals, drawn from leading regional aviation authorities and a pool of qualified international inspectors and consultants. Where capability gaps exist, PASO sources the required expertise to meet Member needs.

While many States aspire to build greater capability and self-sufficiency in aviation regulation, PASO remains a long-term strategic partner. Its role may evolve as States progress at different rates and develop distinct needs. Today, PASO's mission is to provide foundational oversight and support ICAO compliance; in the future, it may shift to more specialised, higher-value advisory and support functions. This ensures PASO remains relevant and responsive—supporting each State's unique regulatory journey.

PASO is about delivering the right support at the right time, defined by Members, and driven by State priorities.



Benefits of Accessing PASO's Services



PASO offers regional strength but with local, State-level impact

PASO provides a uniquely positioned, proven, and trusted regional mechanism for strengthening aviation safety and security across the Pacific.

Key Attributes and Advantages

- 1. Regional Mandate and Legitimacy:** PASO is established under treaty as the region's dedicated aviation safety organisation. It is recognised by 10 Pacific States and operates with the endorsement and support of Pacific Aviation Ministers and the Pacific Islands Forum Leaders' regional frameworks, ensuring political legitimacy and alignment with the Blue Pacific 2050 Strategy.
- 2. Economies of Scale and Efficiency:** By pooling technical resources and expertise, PASO provides a cost-effective alternative to each State maintaining full independent oversight capacity. This shared-service model maximises limited national budgets while enabling compliance with ICAO Standards and Recommended Practices (SARPs).
- 3. Deep Technical and Regulatory Expertise:** PASO's inspectorate and experts possess in-depth knowledge of ICAO requirements, regional operating contexts, and small-State regulatory realities. This ensures fit-for-purpose solutions tailored to the Pacific environment - practical, scalable, and sustainable.
- 4. Coordinating and Convening Power:** PASO acts as the regional focal point for aviation engagement, coordination, and advocacy. It bridges national authorities, ICAO, donors, and the regional architecture - ensuring alignment and coherence across multiple actors and avoiding duplication.
- 5. Platform for Regional Transformation:** With established governance, systems, and regional relationships, PASO provides the ready-made platform to deliver regional public goods – from progressive facilitation of legislative harmonisation and training, to data systems, and policy alignment — achieving results that individual States are unlikely to achieve alone.

- 6. Proven Track Record:** PASO has successfully delivered complex, multi-year donor programmes - including the World Bank-funded PASO Reform Project — that transformed the organisation into a high-functioning, regionally respected oversight body. PASO continues to deliver programmes for Australia and New Zealand, demonstrating reliability, fiduciary integrity, and delivery capability.
- 7. Accountability and Transparency:** PASO operates under a robust governance model, with independent financial audits, performance reporting, and oversight by its Council and Sub-Committees and Steering Committees. This provides members and donors confidence in financial management, programme governance, and value for money.

In Summary

PASO's value lies in its ability to translate regional cooperation into tangible national outcomes.

Through its established regional legitimacy, technical depth, and proven delivery record, PASO represents an efficient and strategic vehicle for supporting State oversight and compliance requirements as well as implementing aviation safety, security, and regulatory strengthening initiatives across the Pacific.

Statement of Service Intent

PASO provides tailored services spanning day-to-day oversight functions, technical compliance support, aviation security, policy and legislation, tools and systems development, strategic planning, and capacity building. Its services are designed to:

- » Support day-to-day regulatory oversight activities to ensure aviation safety and security outcomes
- » Help Member States comply with ICAO SARPs
- » Support development of national civil aviation systems
- » Build long-term capacity through training and mentorship
- » Facilitate region-wide harmonisation and collaboration in line with State and regional decisions

In addition to direct services, PASO also contributes to regional aviation outcomes as a recognised CROP agency. While this engagement is not a service provided direct to States, this function supports wider strategic alignment and advocacy efforts that benefit all Members. Through its regional engagement activities PASO acts as a key role and focal point for coordinating regional engagement and advancing Pacific interests in international aviation forums, with ICAO and other stakeholders.

PASO's services are delivered through the Comprehensive Oversight Implementation Framework/COIF, which ensures that activities are traceable to ICAO Critical Elements, consistent with regional Rule Parts, and delivered using standardised oversight tools and documentation. COIF enables States to fulfil their oversight obligations individually and collectively, supports inspector pooling, and provides the foundation for a future enhanced RAO.



Foundational Service Offering



PASO's foundational services that directly support day-to-day regulatory oversight, ICAO compliance, safety and security assurance, and national system strengthening—funded, prioritised, and routinely delivered in partnership with Member States.

Services Available Immediately



Regulatory Oversight Services*

Support for day-to-day regulatory functions, including certification, surveillance, and safety and security assurance.



ICAO Compliance & Audit Support

Assistance with audit preparation, corrective action plans, and meeting ICAO obligations.



Regulatory Tools & Systems Development*

Development of checklists, templates, dashboards, and digital oversight tools for State utilisation.



Legal and Policy Support*

Support with drafting, reviewing, and advising on aviation legislation, rules, and international treaties and other policy support.

*PASO's oversight activities are coordinated through the COIF framework, ensuring alignment with the New Zealand rules (as the agreed means by which States have agreed to meet their obligation under Article 5(d) of the PICASST to "*institute and maintain an aviation safety and security legislative framework in a standardised and consistent manner*"), as well as ICAO USOAP CMA requirements and regional harmonisation efforts.

Additional Service Offering

Planned Services (Demand & Resource Dependent)

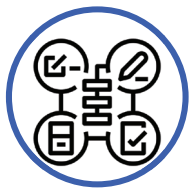
These are services that are aligned to, and supplement PASO's foundational services. Activity in these service areas contribute directly to the critical elements of an effective safety and security oversight system.

These services are consideration additional offerings as they have a high level of dependency on Member demand and/or availability of resources and funding.



Capacity Building & Technical Assistance

Delivery and facilitation of training, mentoring, and technical support to build State capability.



Civil Aviation System Strengthening

Assistance in preparing or reviewing key ICAO system documents (e.g. State Safety Programme, National Aviation Security Programme), and strengthening institutional frameworks.



Aviation Security Support

Support in implementing and strengthening State aviation security systems under ICAO Annex 17.



Planning & Member Support Services

Practical services supporting foundational service work planning, engagement, and quality assurance.

Strategic & Aspirational Service Offering

PASO's service offering includes targeted initiatives and emerging programmes that advance regional collaboration, innovation, or system-wide improvement. These services are opt-in, subject to PASO Council endorsement, and depend on available resources and donor support.

They are designed to supplement or enhance national oversight systems, support shared regional priorities, or deliver practical tools and platforms that can assist States to meet ICAO obligations, improve efficiency, or implement best practice solutions.

These offerings are additional to PASO's current foundational treaty mandate and are delivered in a way that does not detract from the delivery of foundational services and functions.



Strategic Planning & Aviation Development

Advisory services for aviation regulatory planning.



Centralised Support Systems

Opt-in regional platforms managed by PASO to streamline oversight activities and support consistency.



Regional Collaboration & Initiatives

Opt-in regional programmes and collaborative initiatives aligned with the PRAS, PRAAP, and Council-endorsed priorities, supporting shared aviation outcomes.

Service Alignment to the ICAO Critical Elements of a State's Safety and Security Oversight system

Our foundational, additional, and strategic & aspirational service offerings are purposefully designed to align with, and support, States in implementing the eight Critical Elements of an effective aviation safety and security oversight system.

While some service areas — such as legal frameworks, institutional strengthening, and capacity development — have a cross-cutting influence that contributes to all elements of an effective oversight system, others have a primary impact on specific components. The table below illustrates where PASO's service areas have their principal alignment and relevance.

Collectively, all PASO services strengthen the overarching safety and security oversight system, ensuring that Member States can progressively achieve and sustain ICAO compliance.

Critical Element	Description	Relevant PASO Service Categories
Legislation CE1: Primary aviation legislation	The legal foundation that empowers the State to regulate civil aviation and enforce ICAO SARPs	» Legal and Policy Support
Rules & Regulations CE2: Specific operating regulations	The implementing rules that align national requirements with ICAO SARPs and support effective oversight.	» Legal and Policy Support
Institutional Capability CE3: State system & functions	The structure, responsibilities, and authority of the civil aviation authority (CAA) to carry out oversight.	» Civil Aviation System Strengthening » Aviation Security Support » Regulatory Tools & Systems Development » Planning & Member Support Services » ICAO Compliance & Audit Support » Strategic Planning & Aviation Development » Centralised Support Systems » Regional Collaboration & Initiatives

Critical Element	Description	Relevant PASO Service Categories
People & Skills CE4: Technical Personnel Qualification and Training	Ensuring the CAA has enough qualified and trained personnel to carry out oversight responsibilities.	» Capacity Building & Technical Advice » Regulatory Oversight Services
Systems & Tools CE5: Technical guidance, tools, and information	The internal systems, procedures, manuals, checklists, and databases used to guide oversight activities.	» Regulatory Tools & Systems Development » Centralised Support Systems » Regional Collaboration & Initiatives
Foundational Regulatory Functions CE6: Licensing, certification, approvals	The execution of foundational regulatory functions, including issuing licences, certificates, and approvals.	» Regulatory Oversight Services » Capacity Building & Technical Assistance
Ongoing Oversight CE7: Surveillance obligations	Regular, risk-based surveillance of aviation service providers and systems to ensure ongoing compliance.	» Regulatory Oversight Services » Capacity Building & Technical Assistance
Regulatory Interventions & Enforcement CE8: Resolution of safety/security concerns	The ability to detect, assess, and resolve safety or security deficiencies in a timely and effective manner.	» Regulatory Oversight Services » Capacity Building & Technical Assistance » Legal and Policy Support

Detailed Service Directory

This directory presents a structured and comprehensive listing of the individual services available to PASO Member States. It complements the high-level service overview and is intended to assist Member States in understanding, selecting, and engaging specific services that align with their national oversight, compliance, and development priorities.

Each service line is presented with a unique code, a clear description, and relevant context to support decision-making and planning. While PASO's offerings are designed around common oversight needs and international obligations, they remain flexible and can be tailored to suit the specific objectives and expectations of each State, as well as be adapted to complement and conform with State civil aviation systems.

Each service requested by a Member will be detailed in an annual work plan and specified through a Service Level Agreement (SLA). Services may also be requested on an as-needed basis, subject to the availability of resources.

Foundational Service Offering



Regulatory Oversight Services

Support for day-to-day regulatory functions, including oversight delivery, certification, and safety and security assurance activities, including:

- » Certification of operators, organisations and personnel
- » Surveillance (both proactive and reactive)
- » Senior personnel assessments and approvals
- » Inspections, investigations and special audits
- » Assistance with exemptions and rule interpretations

Code	Service	Service Description	Available Add-on	Indicative Pricing
RS01	Certification & Approvals	Full suite of services to issue or reissue certificates, including pre-assessment, document review, and on-site inspection, tailored by certificate type		
RS01.1	Initial Certification (pre-assessment & document review)	Full suite of services to issue certificates, including pre-assessment, document review, and on-site inspection		Standard daily rate
RS01.2	Initial Certification (inspection and recommendation)	Full suite of services to issue certificates, including pre-assessment, document review, and on-site inspection		Standard daily rate
RS01.3	First-of-Type Certification	Advisory or delegated support for first-of-type certification processes consistent with process provided in NZ rules Comprehensive airworthiness or operational reviews included	Comprehensive regulatory planning support for aircraft acquisition programme / per-application	Standard daily rate
RS01.4	Renewal Certification (pre-assessment & document review)	Full suite of services to issue certificates, including pre-assessment, document review, and on-site inspection		Standard daily rate
RS01.5	Renewal Certification (inspection and recommendation)	Full suite of services to issue certificates, including pre-assessment, document review, and on-site inspection		Standard daily rate

RS01.6	Operations Specification or Exposition change	Full suite of services to issue certificates, including pre-assessment, document review, and on-site inspection		Standard daily rate
RS01.7	Annual Review of Airworthiness	Routine oversight for continued airworthiness validation in accordance with Part 21 and 39 requirements		Standard daily rate
RS01.8	Other approval, permit, authorisation	Advisory or assessment services related to any approval, permit or other authorisation	Legal assessment and advice available	Standard daily rate
RS01.9	Exemptions	Review and advisory support for rule exemptions, including preparation of supporting documentation and recommendations	Legal assessment and advice available	Standard daily rate
RS02	Personnel Licensing and Fit and Proper Person			
RS02.1	Senior person assessments (certificate issue)	Assessment of nominees for designated senior person roles under civil aviation rules, including review of qualifications, experience, and role suitability	PEL guidance tools Legal assessment and advice available	Standard daily rate
RS02.2	Senior person assessments (mid-certificate)	Assessment of changes to senior personnel outside of certification events—such as temporary appointments, replacements, or reassignments	PEL guidance tools Legal assessment and advice available	Standard daily rate

RS02.3	Personnel licensing applications	Advisory or comprehensive technical review and processing of individual licence or approval applications in accordance with national licensing requirements and ICAO standards	PEL guidance tools Legal assessment and advice available	Standard daily rate
RS02.4	Fit and proper person assessments (not otherwise associated with a personnel licensing application)	Independent review of fit and proper person status, typically in the context of consideration of regulatory interventions, complaints or investigations	PEL guidance tools Legal assessment and advice available	Standard daily rate
RS03	Surveillance and Inspections	Annual or targeted inspections (including ramp inspections) to monitor certificate holders. Thematic or risk-based surveillance cycles. Can be proactive or reactive, as well as scheduled, provisional or contingency based		
RS03.1	Scheduled Surveillance (proactive)	Regularly scheduled, risk-based inspections aligned to the State's oversight programme		Standard daily rate
RS03.2	Scheduled Surveillance (provisional)	Planning support for future scheduled oversight based on sector growth or complexity	Can incorporate workforce and financial assessment	Standard daily rate
RS03.3	Reactive Surveillance (scheduled)	Surveillance initiated based on observed trends, reports, or indicators from data	Integrated with risk-based oversight framework	Standard daily rate
RS03.4	Reactive Surveillance (contingency)	Deployment of surveillance in response to incidents or unexpected events	Includes special inspections, operator reviews	Standard daily rate
RS03.5	Collaborative Surveillance Missions	Joint activities with national regulators or PASO pool of inspectors		Standard daily rate

RS03.6	Ramp Inspections	One-off or scheduled ramp inspections for operator and aircraft compliance		Standard daily rate
RS04	Regulatory Interventions and Enforcement			
RS04.1	Support for Investigations (non-accident)	Support for compliance and operational incident investigations. Review of operator investigation reports required under Part 12	Can include root cause analysis, systems assessment	Standard daily rate
RS04.2	Regulatory interventions advice	Support and advice related to the application of regulatory interventions, including suspension, imposition of conditions and other exercise of Director powers	Legal assessment and advice available	Standard daily rate



ICAO Compliance & Audit Support

Expert assistance to help States meet their ICAO obligations, including those under ICAO's USOAP and USAP programmes.

- » Gap analyses, CAP development and implementation
- » Filing of differences
- » Assistance with State letters
- » ICAO audit and mission support for all or any stage of the audit lifecycle, including preparation, on-site participation, and post-audit follow-up

Code	Service	Service Description	Available Add-on	Indicative Pricing
IC01	Compliance Demonstration Support			
IC01.1	Act as NCMC for Member	PASO acts as the National Continuous Monitoring Coordinator (NCMC) on behalf of the Member, managing OLF functions, deadlines, and coordination with ICAO under USOAP, in consultation with CAA/ State personnel		By quotation
IC01.2	State Aviation Activity Questionnaire (SAAQ) support	Advisory or comprehensive support to complete and update the SAAQ, ensuring accurate reflection of State aviation activity and enabling appropriate ICAO monitoring		By quotation

IC01.3	Compliance Checklist (CC) / Electronic Filing of Differences (EFOD)	Advisory or comprehensive support to complete the CCs and EFOD entries to ensure SARPs compliance status is accurately reflected and differences are properly recorded	By quotation
IC01.4	Upload USOAP and USAP responses and evidence to OLF	Support to prepare and upload required responses, evidence, and documentation to ICAO's Online Framework (OLF) system for audit or routine monitoring	By quotation
IC01.5	State Letter monitoring & advice	Monitoring, advice and coordination of ICAO State Letter responses	By quotation
IC01.6	State letter response & implementation	Preparation of draft responses, and detailed advice to Member on steps to be taken to implement the relevant State letter	By quotation
IA01	ICAO Audit Support	Gap analysis, Corrective Action Plan (CAP) development, and implementation assistance	
IA01.1	USOAP - Pre-audit preparation	Support to prepare for ICAO USOAP audits, including gap analysis, documentation review, mock interview preparation, and coordination of required evidence aligned to the eight critical elements	By quotation
IA01.2	USAP - Pre-audit preparation	Targeted support to prepare for ICAO USAP audits under Annex 17, including documentation checks, security programme reviews, and readiness assessments aligned to national AVSEC systems	By quotation

IA01.3	USOAP - Audit attendance and support	On-site or remote support during ICAO USOAP audits, including technical briefings, document provision, and real-time assistance to national authorities throughout the audit process		By quotation
IA01.4	USAP - Audit attendance and support	Support during ICAO USAP audits, assisting with presentations, clarifications, and management of audit interactions to ensure alignment with State responsibilities under Annex 17		By quotation
IA01.5	USOAP - Post-audit corrective action plan implementation	Advisory and technical assistance to implement USOAP corrective action plans, including prioritisation, drafting of CAPs, and support for compliance monitoring and closure documentation		By quotation
IA01.6	USAP - Post audit corrective action plan implementation	Support for pre-audit coordination, documentation readiness, and mock audit activities	Briefing material for senior officials	By quotation
IA01.7	Post-Audit Remediation Support	Support in responding to ICAO findings, implementing changes, and reporting progress		By quotation
IA01.8	RRAP/SSP Document Development	Support in drafting or updating RRAP or SSP materials		By quotation



Regulatory Tools & Systems Development

Development of checklists, templates, and oversight tools for State utilisation.

- » Creation and implementation of tailored tools, templates, systems and procedures to improve oversight
- » Customised forms, templates, manuals and SOPs
- » SMS development and integration tools
- » Surveillance tracking
- » Guidance material for national use

Code	Service	Service Description	Available Add-on	Indicative Pricing
SS02	Operational Document Support			
SS02.1	Toolkits & Templates	Development of standardised manuals, forms, and checklists aligned to PASO's agreed RRAP framework and materials		By quotation
SS02.2	SMS Implementation Support	Guidance and templates for Safety Management Systems	Paired with training if needed	By quotation
SS02.3	Surveillance and oversight monitoring systems and tools	Advice on implementing systems to track surveillance and risk		By quotation



Legal and Policy Support

Specialised legal advice and Support with drafting, reviewing, and advising on aviation legislation, rules, and international treaties and other policy support.

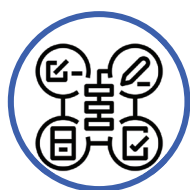
- » Drafting or amendment of Civil Aviation Acts and rules
- » Legislative reviews and gap analysis
- » Domestication of treaties and international instruments
- » Development of subordinate instruments
- » Aviation legal and policy advice

Code	Service	Service Description	Available Add-on	Indicative Pricing
LP01	Legislative Drafting Services	Primary or secondary aviation legislation drafting services, with national context tailoring		
LP01.1	Legislative Gap Analysis (Compliance Mapping)	Mapping and analysis of existing aviation legislation against ICAO SARPs or regional frameworks		By quotation
LP01.2	Primary Legislation – Comprehensive Review & Rewrite	Full review and redrafting of the Civil Aviation Act or equivalent		By quotation
LP01.3	Primary Legislation – Targeted Amendment	Drafting of specific amendments to address compliance gaps or new developments		By quotation
LP01.4	Treaty Ratification Support	Legal and procedural guidance to support State accession to international instruments		By quotation
LP01.5	Treaty Domestication via Legislation	Drafting legislative changes to give domestic effect to international treaties		By quotation

LP01.6	Rule Development – Full Set	Creation of a complete regulatory rule suite aligned with ICAO SARPs (e.g. Parts 61, 121, 139)	By quotation
LP01.7	Rule Amendment – Targeted Part(s)	Amendments to existing rules or provisions based on specific needs or ICAO findings	By quotation
LP01.8	Rules Modification Statement Development	Support in preparing formal modification statements under NZ-style rule frameworks	By quotation
LP01.9	Emergency Rule Development	Support in developing emergency rules or notices	By quotation
LP01.10	Subordinate Instruments – Review	Legal review of supporting regulations, notices, or directives	By quotation
LP01.11	Subordinate Instruments – Development	Drafting of technical or administrative instruments (e.g. Director's directives, safety notices)	By quotation
LP01.12	Regulatory Impact Statement (RIS) Preparation	Development of RIS documents to support major legislative or rule changes	By quotation
LP01.13	Consolidation of Legal Instruments	Integration of fragmented rules, notices, or amendments into a single, updated text	By quotation

LP01.14	Emergency Legislative Advice or Drafting	Custom briefings for Ministers, CAA DGs, or officials	By quotation
LP02	Legal Advice	Advice on application, enforcement, and interpretation of existing legislation	
LP02.1	Provision of written legal advice on aviation statutory interpretation or regulatory scope.	Advice on application, enforcement, and interpretation of existing legislation	By quotation
LP03	Policy Advice	Development of aviation policy, discussion papers or advice to support domestic decision making	Interface with State ministries / officials optional
LP03.1	Policy Advisory Services	Development of aviation policy, discussion papers or regulatory frameworks to support domestic law-making	By quotation
LP03.2	Policy Briefings for Leaders/ Officials	Custom verbal or written briefings for Ministers, CAA DGs, or officials	By quotation

Additional Service Offering - Subject to Demand & Resourcing



Civil Aviation System Strengthening

Assistance in preparing or reviewing key ICAO system documents (e.g. State Safety Programme, National Aviation Security Programme), and strengthening institutional frameworks.

- » Development and review of ICAO required State-level documents (SSP, NASP, etc)
- » CAA institutional design and support

Code	Service	Service Description	Available Add-on	Indicative Pricing
ID.01	ICAO Document Support			
ID01.1	Civil Aviation Organisation Structure Document	Develop or review a document to comply with Doc 9734 Part A - to define the organisation, authority, and functions of the CAA		By quotation
ID01.2	State Safety Programme (SSP)	Develop or review a document to meet Annex 19, Doc 9859 requirement - to describe the integrated set of regulations and activities to manage aviation safety		By quotation
ID01.3	National Aviation Safety Plan (NASP)	Develop or review a document to comply with the GASP and Annex 19 to align national safety activities with GASP objectives and targets.		By quotation
ID01.4	Civil Aviation Master Plan (CAMP)	Develop or review a high-level strategic plan integrating safety, infrastructure, airspace, and economic regulation to comply with Doc 9756 and Doc 9859		By quotation

ID01.5	National Air Navigation Plan (NANP)	Develop or review a National plan to align with the Global Air Navigation Plan (GANP) and performance improvements	By quotation
ID01.6	National Aviation Security Programme (NASP/AVSEC Plan)	Develop or review a NASP to outlines security oversight, risk-based screening, response, and quality control mechanisms in accordance with Annex 17	By quotation
ID01.7	Aviation Training Policy or Plan	Develop or review a training policy or plan to describe the national strategy for technical training and licensing in accordance with ICAO Doc 9841	By quotation
ID01.9	National Civil Aviation Security Programme (NCASP)	Develop or review the NCASP in accordance with Annex 17	By quotation
ID01.10	National Air Transport Facilitation Programme (NATFP)	Develop or review the NATFP in accordance with Annex 9	By quotation
ID01.11	Contingency Plan for Aviation Security Incidents	Develop or review national-level incident response and mitigation plans in accordance with Annex 17 and ICAO AVSEC guidance	By quotation
ID01.12	Corrective Action Plans (CAPs)	Prepare responses to USOAP findings and their implementation status	By quotation
ID01.13	Annual Monitoring Reports (SSP/NASP Progress Reports)	Progress updates to ICAO on safety targets and SSP implementation as part of GASP tracking	By quotation
ID01.14	State Aviation Environmental Plan	Develop or review required planning to address any national CO ₂ reduction strategy and emissions monitoring requirements	By quotation

ID01.15	National Crisis Response Plan (All Hazards)	Develop or review integrated response for aviation-related national emergencies as per the ICAO Crisis Response Manual	By quotation
ID01.16	Aerodrome Master Plans	Develop or review site-specific aerodrome master plans, coordinated nationally through CAMP in accordance with Annex 14	By quotation
ID01.17	State AVSEC Quality Control Programme	Develop or review programme required under Annex 17	By quotation
ID01.18	Organisational Development Support	Advice and support on CAA organisational structure and governance	By quotation



Aviation Security Support

Expert support in implementing and strengthening State aviation security systems under ICAO Annex 17, including:

- » National Civil Aviation Security Programme (NCASP) support
- » Threat and vulnerability assessments
- » Security audits and validation
- » Compliance monitoring systems for AVSEC

Code	Service	Service Description	Available Add-on	Indicative Pricing
AV01	AvSec National Programme Review	Review and support of NCASP, compliance with Annex 17		By quotation
AV02	Threat and Vulnerability Assessments	Support in conducting or updating national threat assessments		By quotation



Capacity Building & Technical Assistance

Delivery and facilitation of training, mentoring, and technical support to build State capability.

- » In-country and remote training workshops
- » Inspector mentoring and development
- » Attachments and secondments

Code	Service	Service Description	Available Add-on	Indicative Pricing
CC01	Custom Training Workshops	Design and delivery of tailored technical and regulatory training		By quotation
CC02	Inspector Mentorship	Technical mentoring for new inspectors (PASO pool or national staff)		By quotation
CC03	In-Country Support Missions	Short-term technical deployments based on need		By quotation
CC04	Job attachments or secondments	Facilitated placement of Member State staff in PASO pool States		By quotation



Planning & Member Support Services

Cross-cutting or foundational services that support planning, coordination, and implementation.

- » Work planning and prioritisation support
- » Training and development planning
- » Stakeholder engagement
- » Reporting
- » Quality assurance

Code	Service	Service Description	Available Add-on	Indicative Pricing
WP01	Work planning			
WP01.1	Detailed State work planning (remote)	Structured remote support to develop an annual or multi-year State aviation oversight workplan. The service includes analysis of ICAO obligations and national oversight needs, mapped against the nature and scale of aviation activity in the State. It accounts for available human and financial resources, and includes prioritisation of activities, identification of resource gaps, and development of flexible or contingency work sequencing		By quotation

WP01.2	Detailed State work planning (conducted in-country)	Facilitated in-country support to co-develop a detailed aviation oversight workplan tailored to the State's aviation system and regulatory maturity. Delivered through collaborative workshops with the CAA, the service assesses oversight obligations, available capacity, and current aviation activity levels. Outputs include a resourced and prioritised plan, sequencing options, and contingency arrangements to adapt to workload or funding changes	By quotation
WP01.3	Detailed CAA business planning (conducted in-country)	Development or refinement of a CAA business plan that reflects the scale and complexity of the State's aviation sector. Delivered partly in-country, the service integrates strategy development, resource and funding analysis, and alignment to foundational functions. It includes activity prioritisation, risk-based planning, and options for phased or scalable implementation based on available human and financial resources	By quotation

WP01.4	Detailed CAA training planning	Preparation of a targeted training and development plan for CAA personnel, based on existing inspector competencies, oversight demands, and forecasted aviation activity. The plan maps required competencies to ICAO standards, identifies training gaps, and provides prioritised training options. It incorporates available resources and recommends flexible, staged delivery pathways to maximise impact within budget and staffing constraints.		By quotation
OT	Other Non-Technical Support Services			
OT01	Document Control Systems	Set up or provide templates for document numbering, version control, and publishing		By quotation
OT02	Policy Template Suite	Provide editable policy templates for HR, finance, ICT, data protection, and conflict of interest	Additional policy development services	By quotation
OT03	Regulatory Library Development	Support to develop a library of all CAA guidance, rules, and manuals		By quotation
OT04	Workflow Automation Templates	Ready-made tools for small teams (e.g., certification checklists, inspection trackers, Excel dashboards)		By quotation
OT05	Workforce Planning	Assist in identifying staffing needs, competencies, and succession plans for CAAs		By quotation

OT06	Staff Onboarding and Induction Packs	Provide standardised templates for onboarding new hires and familiarising them with regulatory context	By quotation
OT07	Business / Strategic Planning Support	Assist with preparing annual or multi-year business and strategic plans aligned with CAA priorities, ICAO targets, and national policy	By quotation
OT08	Annual Reporting / Accountability Reporting	Prepare or assist in drafting CAA annual reports, including regulatory performance, financials, safety outcomes, and highlights	By quotation
OT09	Performance Measurement Frameworks	Develop KPIs for CAA operations (e.g. certifications completed, oversight coverage, training hours, enforcement actions)	By quotation

Future Strategic & Aspirational Service Offering

- » Activities are subject to PASO Council approval before commencement
- » Commencement is subject to availability and engagement of necessary resources
- » Participation criteria, delivery model, and funding arrangements are likely to be determined on a per-initiative basis
- » States may opt-in based on national priorities and resource availability



Strategic Planning & Aviation Development

Support for strategic planning, aviation investment prioritisation, and sector optimization (where regulatory outcomes or considerations are present).

- » Aviation master planning and national aviation planning
- » Regional strategic alignment and policy support
- » Donor coordination and investment readiness advisory

Code	Service	Service Description	Available Add-on	Indicative Pricing
SP01	Advisory on national aviation sector master planning	Expert input into the design of national aviation master plans, aligned to sector needs, available resources, and long-term strategic objectives		By quotation
SP02	Support in preparing or reviewing Civil Aviation components of National Development Plans or Transport Strategies	Technical and policy input to ensure aviation is effectively integrated into national development or multimodal transport strategies		By quotation

SP03	Development or alignment of State-level aviation strategies with regional frameworks (e.g. PRAS, Blue Pacific 2050)	Assistance to align national strategies with PRAS, PRAAP, Blue Pacific 2050 or other endorsed regional frameworks	By quotation
SP04	Performance benchmarking of national aviation systems and institutions	Assessment of aviation system maturity and institutional performance against ICAO frameworks and good practice benchmarks	By quotation
SP05	Diagnostic reviews of aviation sector structure, roles and responsibilities	Review of institutional roles, mandates and resourcing to clarify functions and support modernised regulatory architecture	By quotation
SP06	Donor engagement and investment readiness advice (e.g. aligning oversight priorities with infrastructure planning)	Support to align aviation oversight priorities with infrastructure planning and prepare for donor engagement or funding mobilisation	By quotation
SP07	Strategic input into aviation-related feasibility assessments or business case development	Independent technical regulatory input to feasibility studies or business cases for aviation projects (including infrastructure) with safety, security or other regulatory components	By quotation
SP08	Participation in or facilitation of sector-wide reviews or policy reviews	Design, facilitation or participation in national or regional aviation policy dialogues or thematic reviews	By quotation
SP09	Advisory support for prioritisation of regulatory reforms based on risk and readiness	Strategic advice to sequence regulatory reforms based on risk, State capability, and implementation feasibility	By quotation



Centralised Support Systems

Opt-in PASO managed platforms and systems that enhance efficiency, reduce duplication, provide access to consistent, high-quality oversight information and support performance of aviation safety and security oversight activities.

- » Repository of documents and tools
- » Reporting systems and analysis

Code	Service	Service Description	Available Add-on	Indicative Pricing
SS01	Centralised System Services			
SS01.1	Part 12 accident and incident reporting	Act as the depository and reporting mechanism Provision of detailed reporting in agreed format at agreed intervals	Additional insight reports with recommendations for action	By quotation
SS01.2	Part 12 statistical reporting	Act as the depository and reporting mechanism Provision of detailed reporting in agreed format at agreed intervals	Additional insight reports with recommendations for action	By quotation
SS01.3	CORSIA reporting	Act as the depository and reporting mechanism Provision of detailed reporting in agreed format at agreed intervals	Additional insight reports with recommendations for action	By quotation



Regional Collaboration & Initiatives*

Opt-in PASO-led or supported strategic and collaborative activities targeted at region-wide aviation outcomes, including those aligned with the Pacific Regional Aviation Strategy (PRAS), Pacific Regional Aviation Action Plan (PRAAP), Pacific Regional Engagement Framework (PREF) and other initiatives endorsed by the PASO Council.

- » Regional safety or security improvement programmes
- » Development of shared tools, systems, or legislative frameworks
- » Joint pilot programmes or regulatory trials
- » Implementation of regional action plan priorities
- » Regional training and inspector development pathways
- » Programmes coordinated with CROP agencies, ICAO, or donors

*Activities over and above those that fall within the scope of PASO's role as the RAMM secretariat

Code	Service	Service Description	Available Add-on	Indicative Pricing
RI.01	Regional Initiative or Programme	Varies		By quotation



PASO Contact Details



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Didn't Find what You were looking for?

PASO's service offerings are broad, but we understand that each Member State has unique needs. If you are unsure whether a particular service is available, or if you would like to understand what a service could look like in practice, please do not hesitate to contact the PASO team.

We are happy to explore tailored approaches that meet your national priorities, even where the service may not be explicitly listed in this directory.

