

# CIVIL AVIATION AUTHORITY OF FIJI



ISO 9001:2015 Certified

## CORPORATE PLAN 2021 - 2023



## **FOREWARD**

This Corporate Plan presents the Civil Aviation Authority of Fiji's (CAAF's) direction for the period 2021 to 2023. It provides for an organisation wide approach and is designed as the principal planning and operational document outlining the objectives of CAAF and the strategies that will be implemented to achieve these objectives and our longer-term vision.

The Corporate Plan incorporates the Government's direction under section 14 of the Civil Aviation Authority of Fiji Act 1979 and details how CAAF will meet the Government and the public's aviation safety and security expectations as well as the State's international obligations to the International Civil Aviation Organisation (ICAO).

The Corporate Plan aims to position CAAF to ensure it is able to effectively manage aviation safety and security risks and build its relationships with its aviation partners and stakeholders within a sound good governance framework.

Aviation Safety and Security remains our absolute priority.

A handwritten signature in blue ink, consisting of a large, stylized 'C' followed by several loops and a wavy line.

**Acting Chief Executive**

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## OUR VISION

To be a model aviation  
regulator

## OUR MISSION

To promote effective aviation safety and security  
in Fiji and the region.

## OUR VALUES

We strive to reflect certain key values that characterise the organisation; **professionalism** in the discharge of our responsibilities, **accountability** to the travelling public, government and our stakeholders, **commitment** to our vision and mission and **integrity** in all that we do.

## EXECUTIVE SUMMARY

The Civil Aviation Act 1976, the Civil Aviation Authority of Fiji Act 1979, the Civil Aviation Security Act 1994 and the Civil Aviation Reform Act 1999 set the platform for the role of the Civil Aviation Authority of Fiji (CAAF) as the statutory authority responsible for ensuring the safety and security regulation of civil aviation operations in Fijian territory and the operation of Fiji registered aircraft outside of Fijian territory.

CAAF's Corporate Plan is developed to position the organisation to effectively discharge its functions under the Civil Aviation Authority of Fiji Act 1979 (as amended) and the State's obligations to the International Civil Aviation Organisation (ICAO). In doing so, CAAF is aligned to achieve its objectives, mission and long-term vision.

CAAF, being the State's Safety Oversight Organisation and the Appropriate Authority for aviation security, must ensure it discharges Fiji's international obligations by effectively implementing ICAO's standards and recommended practices and having in place the eight critical elements identified by ICAO as essential for effective oversight of aviation. This has a bearing on Fiji's ability to maintain its Flight Information Region, its existing international air links and secure new ones for the national carrier under the existing or new bilateral Air Services Agreements (ASA).

The effective implementation of aviation safety and security oversight in Fiji will work towards the achievement of our long-term goal of becoming an effective and efficient model aviation regulator. This is a major focus of this plan, premised on strategic thinking and realistic measures aimed at future proofing CAAF.

The onset of the coronavirus disease (COVID-19) pandemic in 2020 has seen a major shift in the aviation sector, in particular, cargo operations and passenger operations. Travel restrictions, border closures and various government quarantine requirements have seen a major decline in passenger operations in and out of Fiji resulting in even larger social and economic ramifications. Airlines, including our national airline, are now focusing on cargo flights and passenger repatriation flights as required. This has in turn had an impact on the operation of CAAF whose main source of operational revenue has been from the share it receives from tax levied on departing passengers.

Planning for the future needs to account for a different type of 'normal' and our strategies have been reviewed in light of the effect the pandemic is having on the aviation sector.

As the global health crisis continues, the recovery of air transport has virtually stalled, severely hampered by renewed outbreaks and wavering travellers' confidence. On the upside, a possible end to the crisis is on the horizon with the vaccination of a large majority of the global population.

Recognizing health as an overriding priority, consideration is made to aviation's crucial role in the fight against the pandemic in terms of the global supply chains, emergency and humanitarian responses and the swift distribution of the vaccine, all of which rely predominantly on, air transport. Beyond that, aviation can stimulate recovery and growth of national economies by acting as an enabler and multiplier of economic activity.

In preparation for the restart and recovery of air transportation and ensure that the health, safety, and security of the travelling public is paramount, ICAO publishes updated recommendations and guidelines to assist States. With these new guidelines and safety protocols to enable safer international travel, the way aviation operates will change and so too must the way CAAF conducts its oversight.

CAAF's assets are its people, and its people are the key to achieving its objectives. It is thus important that CAAF has the right people in the right places. People who have the right attitude and competence, with the right mindset, operate in accordance with the values of the organisation and equipped with the correct tools will play a huge role in future proofing CAAF. CAAF's people will ultimately determine the attainment of our vision. A learning and progressive looking safety and security culture is encouraged as it ensures that we are continually improving. This Corporate Plan places emphasis on CAAF's people, correct tools and the development of a learning and progressive looking safety and security culture which is relevant and fit for purpose.

A firm foundation is a precursor for the effective discharge of our safety and security oversight responsibilities. Having in place up-to-date primary and secondary aviation legislation consistent with the provisions adopted by ICAO, including the Annexes to the Chicago Convention provides this foundation. Changes made to standards issued by CAAF over the last several years have been more reactive than proactive. With the current review of the primary aviation legislation and subsequent harmonisation of the secondary aviation legislation, the consultation process will need to be strengthened to ensure better consultation and interaction with industry. This is a significant aspect for CAAF and is addressed in this Corporate Plan.

CAAF needs to be adaptable in its thinking and aware of how quick priorities can change and as such, the corporate plan will be a dynamic plan, which will be reviewed as and when required to ensure that the plan remains relevant to the changing needs of civil aviation in Fiji, the organisation, and ICAO's strategic objectives.

# WHO WE ARE

## THE CIVIL AVIATION AUTHORITY OF FIJI

The Civil Aviation Authority of Fiji (CAAF) is an independent statutory authority established under the Civil Aviation Authority of Fiji Act 1979.

The main objective of this Act is to establish the Civil Aviation Authority of Fiji with functions relating to civil aviation in particular the safety of civil aviation and matters incidental thereto. It provides for the establishment of a regulatory framework for maintaining, enhancing and promoting the safety and security of civil aviation in Fiji, with particular emphasis on preventing aviation accidents and incidents.

## FUNCTIONS OF CAAF

Section 14 of the CAAF Act 1979 stipulates the functions of CAAF as: -

- 1) The Authority has the following function—
  - a) any functions conferred on it by or under this Act or the Civil Aviation Act or the Civil Aviation Reform Act 1999; and
  - b) carrying out such obligations of the State arising from its State's membership of the International Civil Aviation Organisation as the Minister directs.
- 2) The Authority also has the following safety-related functions -
  - a) encouraging a greater acceptance by the aviation industry of the industry's obligation to maintain high standards of aviation safety, through -
    - (i) comprehensive safety education and training programmes;
    - (ii) accurate and timely aviation safety advice; and
    - (iii) fostering an awareness in industry management, and within the community generally, of the importance of aviation safety and compliance with relevant legislation;
  - b) promoting full and effective consultation and communication with all interested parties on aviation safety issues; and
  - c) establishing and implementing a State Safety Programme in order to achieve an acceptable level of safety in civil aviation.
- 3) The Authority also has the function of regulating the safety of civil aviation operations in Fiji, among other things—
  - a) issue certificates, licences, approvals, registrations and permits after appropriate inspection, audit and examination;
  - b) developing and promoting appropriate, clear and concise aviation safety standards;

- c) developing effective enforcement strategies to secure compliance with aviation safety standards;
- d) assessing decisions taken by industry management at all levels for their impact on aviation safety;
- e) conducting regular reviews of the system of civil aviation safety in order to monitor the safety performance of the aviation industry, to identify safety related trends and risk factors and to promote the development and improvement of the system;
- f) conducting regular and timely assessment of international safety developments;
- g) conducting regular reviews of aviation security programmes and activities;
- h) the prosecution of any offence committed under the provisions of this Act and its Regulations, other than an offence under Part II of the Civil Aviation (Security) Act 1994;
- i) doing any other thing which the Authority deems necessary for the enforcement of aviation safety.

We achieve our functions by: -

- managing the entry and exit of participants to the aviation system
- certifying and licensing participants in the aviation system
- working to promote health, safety and better risk management
- working to promote public and participant awareness of safety requirements
- taking enforcement action where necessary
- surveillance of the civil aviation system
- research and development activities
- incident investigation
- engaging internationally with other aviation bodies and ICAO,
- supporting other Pacific Island aviation activities
- collection of fees and charges
- providing policy advice to the Department of Civil Aviation on the aviation system
- working with the Department of Civil Aviation and the Solicitor General's Office on aviation legislation changes
- maintaining accountability for the aviation system to the Fijian Government

It is from CAAF's legislated functions that our corporate goals and objectives have been derived.

CAAF's challenge is to balance the regulatory oversight required to ensure effective safety and security aviation activity against expectations of the aviation stakeholders. We must ensure that our decisions are effective, efficient, just, timely, transparent, documented and comply with legal requirements.

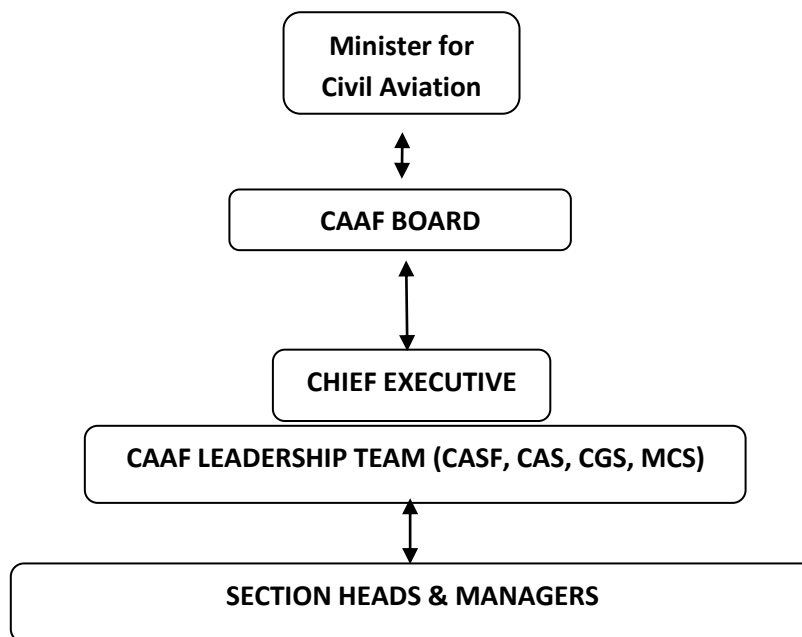


## GOVERNANCE AND LEADERSHIP

Good governance will ensure that CAAF remains on track to achieve our Vision, Mission and Objectives and that our strategies are dynamic and adaptable to the ever-changing civil aviation environment. Our budget must clearly reflect our core function and areas of focus.

The CAAF Board is appointed by the Minister to ensure that CAAF performs its functions in accordance with the CAAF Act 1979 and is well managed to ensure that any risks are identified early and prudently managed.

The CAAF leadership team consists of a Chief Executive and four (4) Department Heads; Controller Aviation Security and Facilitation (CASF), Controller Air Safety (CAS), Controller Ground Safety (CGS) and the Manager Corporate Services (MCS). The CAAF leadership team works with the Board to set the strategic direction for the organisation, planning how it will achieve its objectives and the actions and resources required to do so. The leadership team manages CAAF's risks and ensures the organisation operates effectively and efficiently, meeting regularly as a team and as and when required with the Board.



## INTERNATIONAL OBLIGATIONS

Fiji is part of the global aviation system. Our central location puts us at the confluence of many major air routes and being part of the global aviation network has helped our air transport sector to make a major contribution to Fiji's economy through the tourism and export markets. Aviation plays a vital role in connecting Fiji to the world and the world to us.

CAAF is responsible for discharging Fiji's obligations as a member state of the International Civil Aviation Organisation (ICAO).

The ICAO is funded and directed by 193 national governments to support their diplomacy and cooperation in air transport as signatory states to the International Civil Aviation Convention, also known as the Chicago Convention (1944). Its vision is to achieve the sustainable growth of the global civil aviation system and its mission is to serve as the global forum of States for international civil aviation.

ICAO develops policies and standards, undertakes compliance audits, performs studies and analyses, provides assistance and builds aviation capacity with the cooperation of its member states and stakeholders.

An individual State's responsibility for aviation safety and security oversight is the foundation upon which a safe and secure global air transport system is built. States that experience difficulties in carrying out safety and security oversight functions can undermine the state of international civil aviation. The ICAO Global Aviation Safety Plan (GASP) and the Global Aviation Security Plan (GASeP) presents the strategies which provide for a collaborative framework for States, regions and industry to support the management of organizational challenges and operational safety and security risks for the prioritisation and continuous improvement of aviation safety and security.

Consistent aviation safety and security oversight is the means by which States ensure effective implementation of the safety and security related standards and recommended practices (SARPs) and associated procedures contained in the Annexes to the Convention on International Civil Aviation and related ICAO documents.

Fiji is required to have in place a comprehensive safety and security regime based on the standards and recommended practices prescribed in annexes to the Convention

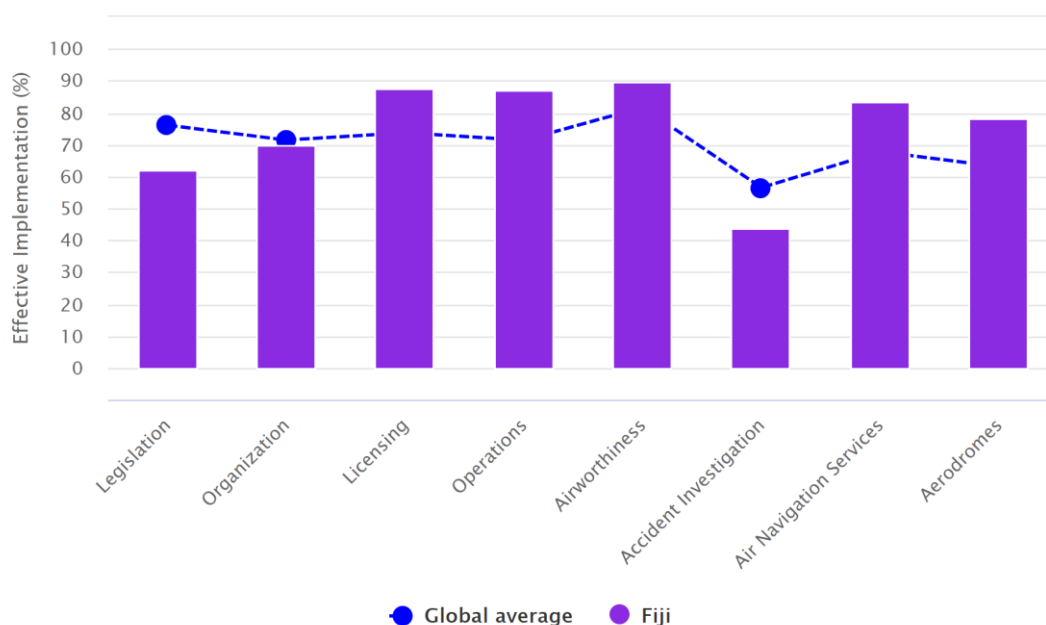
The safe operation of flights is due to the international aviation safety and security standards that Fiji adheres.

Aviation safety and security oversight also ensures that the national aviation industry provides a level of safety and security equal to, or better than, that defined by the SARPs. Fiji has overall aviation safety and security oversight responsibilities within our area of jurisdiction. There are eight critical elements (CEs) of a safety and security oversight system and it is Fiji's responsibility to implement these CEs. Safety and security oversight are the foundation upon which a safe and secure global air transport system is built. Failure to carry out our safety and security oversight functions will in turn affect international civil aviation.

CAAF will continue to drive the improvement of our effective implementation of the eight CEs in collaboration with the aviation industry. It is only through collaborative efforts that our level of effective implementation of the CEs can increase.

The results of a collaborative approach were evident in 2019 when, after the ICAO In-Country Coordinated Validation Mission (ICVM), Fiji's effective implementation (EI) score increased to 78.72%. For transparency and public accountability, ICAO provides links on its public website sharing States EI safety ratings. Fiji's goal now is to work towards addressing the unsatisfactory areas and strengthening areas that have been found to be satisfactory.

The graph below provides a snapshot of the Status of Fiji's effective implementation in the eight (8) areas of; Legislation, Organisation, Licensing, Operations, Airworthiness, Accident Investigation, Air Navigation Services and Aerodromes against the Global average. Accident Investigation was not validated during the 2019 ICVM.



Details of Fiji's EI for each area is provided in Appendix A.

## NATIONAL OBLIGATIONS

Fiji's air transport sector is a major contributor to Fiji's economy through the global connections it enables. Aviation is a part of a wider transport system that moves people and goods over land, sea and air. A significant proportion of people and high-value goods arriving in Fiji are via air.

CAAF ensures the safety and security of civil aviation in Fiji through effective safety and security oversight governed by the Civil Aviation Acts and Regulations established for this purpose. Standards to ensure compliance with civil aviation legislation and ICAO SARPs are issued via CAAF Standard Documents

A balanced aviation safety and security oversight system is one in which both CAAF and the aviation industry share responsibilities for the safe, secure, regular and efficient conduct of civil aviation activities. This relationship is best established in the primary and secondary aviation legislation and specific standards implemented by CAAF.

Fiji's State Safety Program (SSP) has been established to implement a risk-based approach to achieving an Acceptable Level of Safety Performance (ALoSP). In this context, Fiji has established safety performance targets and in line with Annex 19, all applicable service providers/operators are required to implement a Safety Management System (SMS) which forms part of the overall SSP. An effective and robust SMS will enable service providers/operators to capture and transmit safety information, which in turn will contribute to safety risk management.

The SSP requires increased collaboration across operational domains to identify hazards and manage risks. The analysis of various forms of safety data is needed to develop effective mitigation strategies specific to Fiji. This requires that CAAF and industry work closely together on safety risk management to achieve the safety performance targets that have been established. It is only through partnerships with key stakeholders that safety data can be analysed to support the maintenance of Safety Performance Indicators related to the risks and the major components of the aviation system.

The SSP is aligned with ICAO's shift from a prescriptive method of safety and security oversight to a performance based one. This overall direction is important as it will determine the strategies that CAAF will implement to become a performance based regulator; one that has built a comprehensive risk picture of the organisations we oversight and continues to build on our knowledge and data to ensure we focus our oversight in areas where it will make the biggest difference – this is a very different way of working from what CAAF is doing now and will involve buy-in from all for this paradigm shift.

A risk-based surveillance approach will enable prioritization and allocation of CAAF's safety management resources commensurate with the risk profile of each sector or individual operator/ service provider.

Performance-based oversight requires an adequate and mature regulatory environment, where risk management is the recognized way forward to address, and possibly improve, aviation safety and security. The publication of ICAO Annex 19 confirms this worldwide trend.”

As required under Annex 17, the Fiji Civil Aviation (Security) Regulations 1994 establishes three (3) Security Programmes; the National Civil Aviation Security Programme (NCASP), the National Civil Aviation Security Quality Control Programme (NCASQCP) and the National Civil Aviation Security Training Programme (NCASTP).

CAAF is responsible for coordinating, developing, maintaining and overseeing the three (3) national programmes. Together with the Department of Civil Aviation (DCA), CAAF coordinates and carries out consultation at the national level.

The DCA convenes and chairs the meetings of the National Aviation Security (AVSEC) Committee and the National Facilitation (FAL) Committee which endorses these programmes. Preliminary work is underway to incorporate new security amendments in these programmes and it is envisaged that the three (3) Programmes will be finalised within the period of this corporate plan.

## THE AVIATION STAKEHOLDERS

- ❖ Commercial passenger operators; international and domestic
- ❖ Air freight and other commercial operators; international and domestic
- ❖ Aerodrome operators; International, Domestic, Private
- ❖ Air Navigation Service Providers
  - Air Traffic Management (Air Traffic Service Providers);
  - Aviation Search and Rescue organisations;
  - Aeronautical Information Service Providers;
  - Aeronautical Meteorological Service Providers;
  - Communication, Navigation and Surveillance Service Providers
- ❖ Aviation Security Service Organisations, Regulated Agents, Air Cargo Agents, Concessionaires, Ground Handling Service Providers, Aircraft Catering Service Providers
- ❖ Aircraft Maintenance Organisations
- ❖ Aviation Training Institutions; Aviation Training Programmes and Simulators
- ❖ Aviation Personnel; Pilots, Air Traffic Controllers, Aircraft Maintenance Engineers, Flight Information Service Officers, Cabin Crew, Air Navigation Service Engineers/Technicians, Aerodrome Rescue & Fire Fighting Personnel, Aviation Security Personnel
- ❖ Recreational and Private aircraft operators; skydiving
- ❖ Airline Contracting Organisations
- ❖ Remote Piloted Aircraft Systems (drones)
- ❖ Travelling Public
- ❖ Fiji Government and the various Ministries
- ❖ Police/Interpol
- ❖ Fiji Rescue Coordination Centre/ Fiji Navy/ Maritime Surveillance Centre
- ❖ Royal Fiji Military Forces
- ❖ Immigration, Bio-Security, Fiji Revenue and Customs Authority
- ❖ The International Civil Aviation Organisation (ICAO)
- ❖ Foreign Civil Aviation Authorities/Pacific Aviation Safety Organisation (PASO)

# CORPORATE PLAN REVIEW

CAAF develops a three-year rolling plan in cognizance of the fast-evolving changes in the aviation industry and annual budgeting requirements.

A review of the corporate plan is conducted on an annual basis by the Executive Team, where the strategies and actions are reviewed and updated as required. The last major review was conducted in 2016 when changes to the global, regional and national plans and aviation data were observed. Another major review was conducted this year, 2021, following the onset of the COVID-19 pandemic in 2020 and the changes to the aviation landscape that has come about as a result. The primary aim of the review is to ensure that we are looking ahead and developing flexible and agile strategies that will keep CAAF relevant and aligned to the changes that have taken place in the national and international civil aviation environment.

The 2021 review resulted in the strengthening of our strategies to enhance our regulatory framework, processes and systems and contribute to the continuous improvement in CAAF's capacity and effectiveness in the discharge of our functions.

The way we see this being done is through the implementation of performance-based oversight. This means the review of legislation to provide performance-based regulations, encouragement of information sharing, the ability to manage the safety information, development of a strong safety and security culture across CAAF and industry and ensuring inspector competencies and qualifications to enable effective risk-based surveillance.

The Corporate Plan and strategies promote a culture of ongoing learning from events that occur daily through hazard identification and risk assessment under the SSP framework including mandatory occurrence reporting (MORs) and results of quality control activities such as audits, inspections, tests, surveys, investigations and exercises.

The Corporate Plan establishes a system of oversight that encourages the implementation of reactive, proactive and predictive systems that correct and/or mitigate safety and security risks on its own, with minimum regulatory intervention.

CAAF's plan includes the development of enforcement strategies to ensure the effective implementation of standards by the aviation industry. These strategies are to ensure that risk owners are accountable for the safety and security risks under their control and effectively mitigate them in a timely manner. The ultimate goal is to maintain zero accidents for the long term.

Collaboration and partnership with industry and improved public image is another area that CAAF will work on improving. This needs to be encouraged through awareness, education, consultation and free exchange of safety information.

## METHODOLOGY

It was important at the start of the review exercise that CAAF carried out a gap analysis between its current status and its long-term vision or destination. To do this, information was gathered on the following:

1. Where we are now (current status),
2. Where we are going (destination),
3. What's going to get in our way (show stoppers/obstacles), and
4. What do we need to do to get to where we want to go (action plan).

As part of the gap analysis, a review of the strengths, weaknesses, opportunities and threats (SWOT) applicable to the civil aviation environment and in particular CAAF was conducted by engaging staff through an online survey. Previously, this would be done through departmental meetings, but due to the COVID-19 safety protocols and the restriction on gatherings, it was determined that this would best be done via an online survey. This online survey consisted of 20 questions devised to obtain staff input that in turn would be used to conduct the SWOT analysis.

Of the 57 staff to which the survey was sent to, 46 responses were received. This accounts for 80% of total CAAF staff in position.

This data obtained from staff was summarised and recurring themes/areas were captured and incorporated into this corporate plan. Refer to Appendix B for a summary of the SWOT analysis.

ICAO Global and Regional Plans together with other national and international civil aviation information and trends were also consulted in the preparation of this plan

This plan has identified important goals from which the objectives have been derived. As has been done in previous corporate plans, these were derived from the CAAF functions stipulated in the CAAF Act. This will ensure that we deliver on our functions as the regulator and at the same time continue progress towards our long-term vision.

Those priority items that require immediate attention in the period 2021 - 2023 are tabled in this document. Those that do not require to be addressed in the period 2021 - 2023 or where work does not need to begin in this period have been excluded but will be further evaluated in the next annual corporate plan review.

Each of the objectives identified, cascades into strategies and actions to assist move the organisation forward in the best way possible and ensure any risks recognized are proactively addressed.

The actions have been further categorised under the ICAO Critical Elements to highlight the areas of oversight where gaps exist and require CAAF's focus.



Operational matters that are being addressed effectively under the current regulatory processes have been excluded.

The corporate plan is reviewed by the Leadership team; Executives and Senior Management and endorsed by the CAAF Board.

The success of the CAAF Corporate Plan depends on each and every staff member doing their part and ensuring that their actions align with our goals and objectives. This means that the plan must be clearly communicated to all in CAAF and buy-in is obtained.

Furthermore, an effective monitoring system will be maintained by the Executive Committee. This will provide timely information on our progress and enable early indication of areas for which readjustment is needed.

## **CAAF'S STRATEGIC APPROACH**

At times it is not enough to improve the safety and security of Fiji's aviation system through our usual activities and there are always areas of the system that warrant specific attention; improvement activities, particular focus on certain safety or security issues, or development of new processes to respond to new challenges and technologies.

This section sets out the major areas of work for CAAF in order to achieve continuous improvement in the effectiveness of safety and security of Fiji's aviation system.

### **GOALS**

Everything we do is aligned towards the achievement of our vision; to become an effective and efficient model aviation regulator.

To do this, CAAF must ensure we successfully and effectively implement the ICAO requirements of a state's aviation safety and security oversight organisation, with strong safety and security programmes in place to ensure our mission to promote and consistently practise effective aviation safety and security in Fiji and the region.

CAAF has three (3) main goals to achieve in our three (3) focus areas:

#### **Goal 1: Aviation regulatory oversight**

Practice consistent aviation safety and security regulatory oversight.

#### **Goal 2: Aviation Industry**

Engage collaboratively with aviation stakeholders to promote and support a positive safety and security culture resulting in improved safety and security performance.

#### **Goal 3: Organisation**

Continuously improve organisational performance.

## **OBJECTIVES**

### **Goal 1 - Practice consistent aviation safety and security regulatory oversight.**

Objective 1a – Improve Fiji’s Universal Safety Oversight Audit Programme - Continuous Monitoring Approach Effective Implementation rating to above 80% in all areas (except accident investigation) and Fiji’s Universal Security Audit Programme - Continuous Monitoring Approach Effective Implementation rating to above 80% in all areas, by the end of 2023.

Objective 1b - Full implementation of Fiji’s State Safety Programme (SSP) by the end of 2023.

Objective 1c - Full implementation of the National Civil Aviation Security Programme (NCASP), National Civil Aviation Security Quality Control Programme (NCASQCP), National Civil Aviation Security Training Programme (NCASTP) and National Air Transport and Facilitation Programme (NATFP) by the end of 2023.

### **Goal 2 - Engage collaboratively with aviation stakeholders to promote and support a positive safety and security culture resulting in improved safety and security performance.**

Objective 2a – Implementation of a robust industry consultation system before the end of 2021.

Objective 2b - Implementation of a comprehensive safety and security awareness programme by the end of 2022.

### **Goal 3 - Continuously improve organisational performance.**

Objective 3a – Establish robust and effective structures, systems and processes supporting good governance, including the appropriate remuneration and retention of qualified personnel.

## **STRATEGIES AND ACTIONS**

With the Goals and Objectives identified, there are a myriad of strategies that can be employed to achieve the desired outcome. These strategies have been carefully reviewed, as the wrong strategy can be detrimental, no matter how efficiently it meets the stated objectives. The identified strategies that will assist in achieving the objectives within the life of this Corporate Plan have been addressed

Strategies have been formulated that will work best for CAAF and these comprise specific activities expected to take place during the period of this corporate plan with priority allocated according to their urgency.

Key Result Areas (KRA) have been identified as areas of operations where it is profoundly important to achieve results and which CAAF will report against using the performance measures. For these KRAs a list of strategies has been designed to define the optimum outcome/ result.

These strategies have been further broken down into specific action steps to make it happen. They are critical for CAAF to be successful. Each action completed will move CAAF a step closer to its goals.

## GOALS, STRATEGIES, ACTIONS AND KPI'S

### Goal 1 Practice consistent aviation safety and security regulatory oversight.

**Objective 1a** – Improve Fiji's Universal Safety Oversight Audit Programme - Continuous Monitoring Approach Effective Implementation rating to above 80% in all areas (except accident investigation) and Fiji's Universal Security Audit Programme - Continuous Monitoring Approach Effective Implementation rating to above 80% in all areas by the end of 2023.

KEY RESULT AREA	STRATEGIES			ACTIONS	KPI	RESP PERSON	CE
	2021	2022	2023				
Primary and Secondary Aviation Legislation (Safety and Security)	Improve primary aviation legislation			1. Coordinate with SG's office on the review of primary aviation legislation (safety & security)	New (amalgamated) primary aviation legislation enacted by Parliament	ExCom LEM	1 & 2
				2. Assist SGs office in the consultation process for the revised Primary Legislation			
		Review and harmonise secondary aviation legislation		3. Establish a Standards Department	Standards Department Established	CAAF Board CE	1 & 2
				4. Standards Department to conduct review and harmonisation of secondary aviation legislation (regulations)	Draft secondary aviation legislation	Controller Standards (CS)	1 & 2
				5. Consult with industry on the draft secondary aviation legislation	Industry input on revised regulations received	CS & LEM	1 & 2

				6. Coordinate with Ministry/SG's office on the promulgation of the proposed secondary aviation legislation	New secondary aviation legislation promulgated	CE & LEM	1 & 2
	Ensure current SDs are reviewed to capture ICAO Annex amendments to date	Ensure CAAF Standards Documents and Guidance Material are reviewed to reflect the revised secondary regulations		1. Identify amendments required to current SDs and amend 2. Identify and issue GM pending	Current SDs reflect ICAO SARPs	CGS CAS CASF	2
				3. Review and reissue SDs/GM in line with amendments made to secondary legislation	SDs and GM aligned to revised secondary legislation	CS	2
<b>International Obligations</b>	Ensure Fiji's status in the ICAO online framework is up to date			1. CAPs on the OLF updated 2. Assessment on the OLF updated	Updated OLF status	CS CGS CAS	GAP
		Ensure Fiji's CCL in the ICAO OLF is up to date		3. CCL for all Annexes (1-19) completed 4. All EFOD filed in the ICAO OLF 5. All Differences published AIP	Updated CCLs Updated EFOD Differences published	CS	GAP
			Ensure updated status of all PQs on the ICAO OLF	6. PQs are updated and completed 7. OSV request to ICAO	OLF updated and ready for OSV	CS	GAP
	Prepare for the ICAO USAP-CMA	Undergo ICAO USAP-CMA	Implementation of CAPs identified in ICAO USAP CMA	8. Establish a plan of action and budget for the USAP CMA 9. Review/establish required documents 10. Complete the State Aviation Security Activity Questionnaire (SASAQ) and submit to ICAO 11. Complete compliance checklists and submit to ICAO 12. Participate in the USAP CMA Audit 13. Submit CAP on USAP CMA Audit findings 14. Implement CAPs	Fiji is ready for the ICAO USAP CMA Audit when scheduled	CASF & CS	GAP

<b>Organisational</b>	Ensure CAAF structure is efficient and effective			<ol style="list-style-type: none"> <li>1. HR audit/review</li> <li>2. Reviewed Structure endorsed</li> <li>3. Vacancies filled by qualified persons</li> </ol>	A sufficient and effective organisational structure established	CAAF Board CE	CE 3
		Enable move towards an autonomous CAA		<ol style="list-style-type: none"> <li>4. Establish a reserves and funding policy for CAAF by the end of 2021.</li> <li>5. Review of Fees and Charges</li> <li>6. Explore other sources of revenue</li> </ol>	Availability of adequate financial resources and maintenance of sound financial management	CAAF Board CE	CE 3
<b>Technical Personnel</b>	Ensure our people are qualified and capable of accomplishing the required range of technical duties involved in oversight	Ensure all ab-initio and refresher staff training is conducted		<ol style="list-style-type: none"> <li>1. Staff training put on hold since 2020 to be carried out</li> <li>2. Establish an organisational Training and competency Manual</li> <li>3. Review and harmonise OJT programmes across organisation</li> <li>4. Review all TNAs and Training Plans</li> <li>5. Implement revised TNAs and TPs</li> </ol>	Competent, motivated and adequately resourced people	MCS CS	CE 4
<b>Technical Guidance, Tools and Safety-Critical Information</b>		Provide well-resourced staff competent to conduct aviation safety and security oversight functions		<ol style="list-style-type: none"> <li>1. Review and establish technical staff guidance material</li> <li>2. Identify and provide required staff tools</li> </ol>	Provision of sufficient technical guidance and tools for CAA staff manner.	CS	CE 5
<b>Licensing, Certification, Authorisation and Approval Obligations</b>		Ensure Licensing, Certification, Authorisation and Approval Obligations are in accordance with ICAO requirements.		<ol style="list-style-type: none"> <li>1. Standards Department to conduct audits on licensing, certification and approval processes</li> <li>2. Findings to be coordinated and rectified</li> </ol>	Appropriate aviation activities are licensed, Certified and Approved in accordance with standards and procedures.	CS CAS CGS CASF	CE 6

<b>Surveillance Obligations</b>	Conduct compliance monitoring (surveillance) to assure aviation safety and security performance/ established requirements met.	Implementation of risk/performance-based approach surveillance	<ol style="list-style-type: none"> <li>1. Training of technical staff in risk/performance-based surveillance monitoring</li> <li>2. Manuals reviewed; the documented surveillance processes and to reflect implementation of a risk/performance-based approach</li> <li>3. Workplans reviewed to implement a risk/performance-based approach</li> <li>4. Finalize Risk Context Statement</li> </ol>	Maintenance of continued safe and secure aviation operations.  Compliance Monitoring approaches are standardised and coordinated relative to the aviation sector.	CS CAS CGS CASF	CE 7
<b>Resolution of safety or security issues</b>	Improve resolution of safety concerns and enforcement measures	Implementation of a dynamic system which monitors and records progress on any safety issues and able to provide data to assist in risk/performance-based monitoring.	<ol style="list-style-type: none"> <li>1. Upgrade of AQD (2021)</li> <li>2. Review Enforcement Manual; enforcement strategies, policies and practices (2021)</li> <li>3. Training of inspectorate staff in the Enforcement Manual (2021)</li> <li>4. Establish ECC Manual (2022)</li> <li>5. Training of staff on root cause analysis and resolution of safety concerns (2022)</li> <li>6. MIS to include dashboard on safety issues (2023)</li> </ol>	Identified safety issues/ non-compliances are resolved in a fair, timely and effective manner.	CE  LEM  MCS	CE 8



**Goal 1 Practice consistent aviation safety and security regulatory oversight.**

**Objective 1b – Full implementation of Fiji’s State Safety Programme (SSP) by the end of 2023.**

KEY RESULT AREA	STRATEGIES			ACTIONS	KPI	RESP PERSON	CE
	2021	2022	2023				
State Programme Safety	Review Fiji’s SSP	Implementation of Fiji’s SSP		<ol style="list-style-type: none"> <li>1. Training of CAAF staff on SSP</li> <li>2. Review of Fiji’s SSP document</li> <li>3. Awareness to industry on Fiji’s revised SSP</li> <li>4. Implementation of SSP</li> </ol>	Fiji’s SSP revised to ensure it remains relevant and successfully implemented	CE	GAP (Legislation)
			Establish a dashboard to monitor the SMS implementation by industry		<ol style="list-style-type: none"> <li>5. Review SD-SMS to align with revised SSP document</li> <li>6. Review SMS checklists and monitoring documents</li> <li>7. ASD and GSD to carry out SMS implementation gap analysis on organisation they oversight</li> <li>8. ASD and GSD to monitor SMS implementation of organisations they oversight</li> </ol>	SMS successfully implemented across industry	CS CGS CAS

**Goal 1 Practice consistent aviation safety and security regulatory oversight.**

Objective 1c – Full implementation of the National Civil Aviation Security Programme (NCASP), National Civil Aviation Security Quality Control Programme (NCASQCP), National Civil Aviation Security Training Programme (NCASTP) and National Air Transport and Facilitation Programme (NATFP) by the end of 2023.

KEY RESULT AREA	STRATEGIES			ACTIONS	KPI	RESP PERSON	CE
	2021	2022	2023				
<b>State Security Programmes</b>		Ensure NCASP, NCASQCP & NCASTP is aligned to Annex 17 and NATFP aligned to Annex 9.	Ensure implementation of the NCASP, NCASQCP, NCASTP & NATFP.	<ol style="list-style-type: none"> <li>1. Coordination with DCA on National AVSEC meeting</li> <li>2. Review and amend NCASP, NCASQCP &amp; NCASTP to reflect changes to Annex 17</li> <li>3. Review and amend NATFP to reflect Annex 9 SARPs</li> <li>4. Consult with NAVSEC Committee on the revised programmes</li> <li>5. Publish revised programmes</li> <li>6. Awareness on the revised programmes.</li> </ol>	Up to date National Security Programmes implemented across industry	CASF	GAP (Legislation)

**Goal 2 Engage collaboratively with aviation stakeholders to promote and support a positive safety and security culture resulting in improved safety performance**

**Objective 2a – Implementation of a robust industry consultation system before the end of 2021.**

KEY RESULT AREA	STRATEGIES			ACTIONS	KPI	RESP PERSON	CE
	2021	2022	2023				
Industry Engagement	Develop stakeholder relationships and Government confidence in CAAF as a fair and effective aviation safety regulator			<ol style="list-style-type: none"> <li>1. Establish a dynamic industry consultation process (ICP)</li> <li>2. Publish ICP – AIC and CAAF internal document</li> <li>3. Awareness to industry on the ICP</li> <li>4. From 2022 new ICP to come into effect</li> </ol>	CAAF develops a collaborative relationship with aviation stakeholders	CE CS LEM	GAP (Legislation)

**Goal 2 Engage collaboratively with aviation stakeholders to promote and support a positive safety culture resulting in improved safety performance**

**Objective 2b – Implementation of a comprehensive safety and security awareness programme by the end of 2022.**

KEY RESULT AREA	STRATEGIES			ACTIONS	KPI	RESP PERSON	CE
	2021	2022	2023				
<b>Safety and Security Education and Awareness</b>	Establish a comprehensive safety and security education and awareness programme for the aviation industry and stakeholders	Implement a comprehensive safety and security education and awareness programme for the aviation industry and stakeholders		<ol style="list-style-type: none"> <li>1. Compile a Safety and Security Education/Awareness programme for CAAF</li> <li>2. Secure budget for implementation of the Programme</li> <li>3.</li> <li>4. Implement the approved Safety and Security Education/Awareness Programme</li> </ol>	Safety education and awareness is relevant, timely, effective and appropriately targeted	CS CAS CGS CASF	GAP (Legislation)

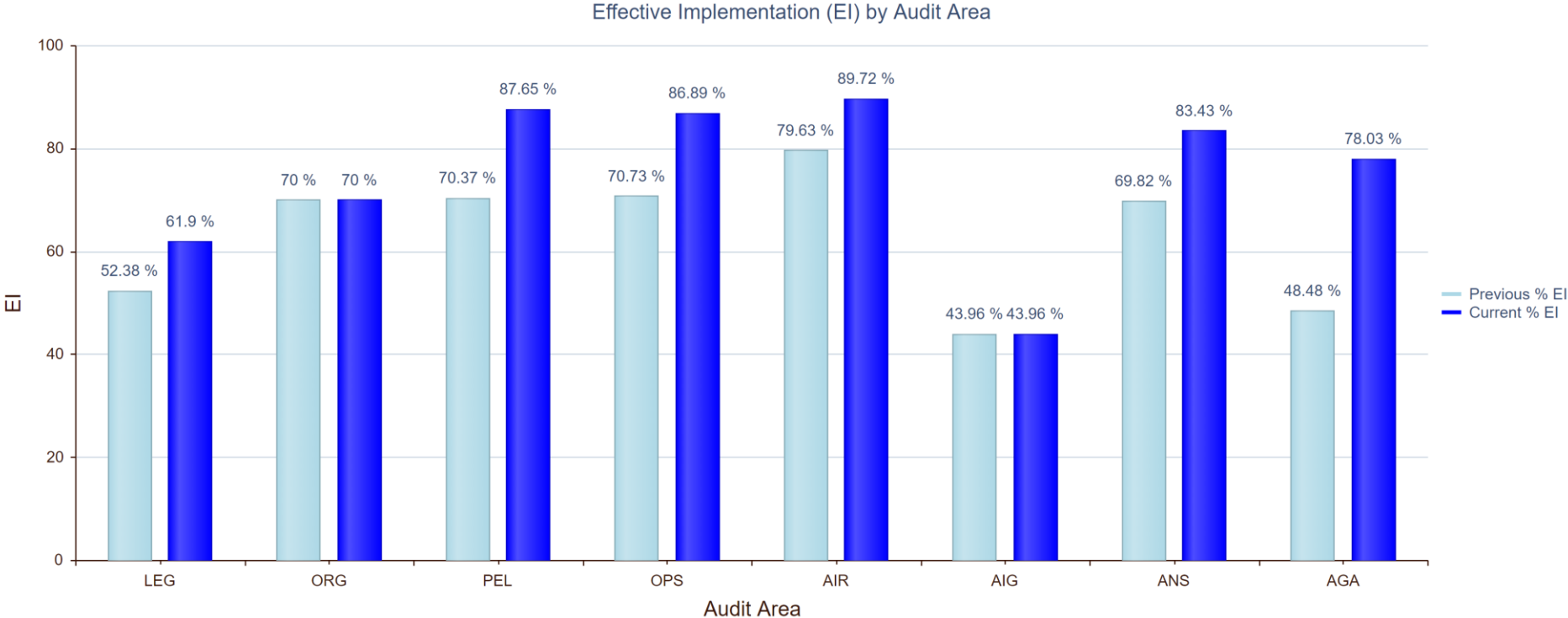
### Goal 3 Continuously improve organisational performance

**Objective 3a** – Establish robust and effective structures, systems and processes supporting good governance, including the appropriate remuneration and retention of qualified personnel.

KEY RESULT AREA	STRATEGIES			ACTIONS	KPI	RESP PERSON	CE
	2021	2022	2023				
People		Ensure staff are well remunerated and employment conditions are competitive compared to those offered by the industry in Fiji.		<ol style="list-style-type: none"> <li>1. HR audit/review</li> <li>2. Job Evaluation Exercise/JDs review</li> <li>3. Implementation of Board approved remuneration structure</li> <li>4. Create Board Awareness</li> </ol>	<p>Well remunerated and motivated staff</p> <p>Low turnover of staff</p>	CAAF Board CE	CE 4
Digitised and data driven systems		Implementation of online PEL and examination system to support the efficient and effective delivery of service.	Implementation of a Management Information System to support the efficient and effective delivery of service and provide for data driven decision making	<ol style="list-style-type: none"> <li>1. Secure budget for PEL &amp; Exam system</li> <li>2. Reactivate PEL &amp; Exam system tenders</li> <li>3. Implement PEL &amp; Exam system</li> <li>4. Secure budget for the MIS</li> <li>5. Reactivate MIS tenders</li> <li>6. Implement MIS</li> </ol>	<p>PEL &amp; Exam system successfully implemented</p> <p>MIS successfully implemented</p>	CAAF Board CE	GAP

ICAO UNIVERSAL SAFETY OVERSIGHT AUDIT PROGRAMME - CONTINUOUS MONITORING APPROACH

EFEFCTIVE IMPLEMENTATION



**SWOT ANALYSIS**

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
People with specialised skill sets and right values	Lack of sustainable funding	Post COVID-19 boom in air transportation/aviation activities	COVID-19 pandemic long drawn
Importance placed on the capacity building of staff - training and participation in ICAO meetings to ensure competence maintained.	Loss of key staff and inability to provide timely replacement	Reduction in operating costs via internal efficiency improvements	Non-compliant and difficult operators Increased litigation costs
Fiji/CAAF's reputation in the Pacific and the APAC Region.  Relationship with ICAO	Lack of adequate resources for efficient & effective service; ICT, Management Information Systems, PEL/Licence systems	Progressively bring the fees and charges to realistic level.	Lack of compliance by stakeholders due to commercial reasons
Legislative empowerment  Regulatory compliance duties	Legislation not robust enough; Primary and Secondary as well as Enforcement Regulations	Transition to a risk/performance-based approach for safety and security oversight	Reduction in Fiji's effective Implementation status
Team work within CAAF	Lack of a standards department: - <ul style="list-style-type: none"> <li>• delays in implementing ICAO adoptions, issuance of standards documents and guidance material,</li> <li>• delays in promulgation of harmonised regulations,</li> <li>• lack of progress on ICAO coordination; reporting via online framework</li> </ul>	Partially outsourcing certain regulatory functions where practicable both locally and overseas.	Increasing insurance liability
Essential service – Government support	Inadequate industry consultation process	Provision of industry training – standards department	