



CIVIL AVIATION AUTHORITY OF FIJI

# CORPORATE PLAN

2024 - 2029

Safe Skies, Secure Fiji



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## FOREWORD BY THE CHIEF EXECUTIVE

Welcome to the Civil Aviation Authority of Fiji's (CAAF) Corporate Plan for 2024 to 2029. This strategic blueprint reflects our collective vision and mission, setting the course for our organisation's future. It outlines CAAF's key objectives and the proactive strategies we will implement to achieve our goals and uphold our enduring commitment to aviation excellence.

This Corporate Plan is aligned with the statutory mandates outlined in Section 14 of the Civil Aviation Authority of Fiji Act 1979 and integrates the directives of the Fijian Government. It carefully details how CAAF will continue to uphold national aviation safety and security imperatives, meet public expectations, and honor our international commitments, particularly to the International Civil Aviation Organization (ICAO).

At the heart of this plan is our commitment to fostering strong partnerships across the aviation sector within a framework of sound governance. These collaborations will enhance our capacity to effectively manage aviation safety and security risks, ensuring the highest standards of integrity and reliability in our operations.

As we embark on this strategic journey, I extend my sincere gratitude to the CAAF staff, whose dedication will bring this plan to fruition, and to all stakeholders for their unwavering support and collaboration. Together, we will elevate aviation safety and security standards, making a significant contribution to the advancement of Fiji's aviation landscape.

  
Theresa O'Boyle-Levestam  
**Chief Executive**  
31<sup>st</sup> July 2024



## EXECUTIVE SUMMARY

This Corporate Plan outlines the strategic and business direction of the Civil Aviation Authority of Fiji (CAAF) for 2024-2029. It serves as a guiding framework to ensure our alignment with the responsibilities we hold to the Fijian Government, the people of Fiji, and our international obligations as a signatory to the Chicago Convention.

Aviation is crucial for connectivity and economic vitality, especially for a Pacific Small Island State like Fiji. As an archipelagic nation, Fiji depends on air transportation to drive tourism, trade, and essential services, connecting remote communities to vital resources. The aviation industry not only spurs economic growth but also fosters cultural exchange, social cohesion, and resilience. By facilitating access to markets, education, healthcare, and emergency assistance, aviation plays an indispensable role in enhancing the quality of life and ensuring sustainable development in Fiji.

CAAF's purpose is to safeguard the well-being and prosperity of Fijians by ensuring the utmost safety and security of air transportation. Our vision is to be a leader in aviation safety and security oversight in the Pacific, recognized for excellence in regulation, partnership, and service delivery. We achieve this by partnering with stakeholders to uphold the highest standards of safety, security, and efficiency in civil aviation, fostering sustainable development and connectivity for Fiji and her people.

CAAF is guided by core values that drive our operations: *professionalism, integrity, fairness, and innovation*. We partner with stakeholders to ensure our mission remains on track and to continuously improve our aviation system.

As Fiji's designated Safety Oversight Organisation and Appropriate Authority for aviation security, CAAF is responsible for fulfilling Fiji's international commitments by effectively implementing the standards and recommended practices outlined by the International Civil Aviation Organization (ICAO). This includes maintaining the eight critical elements recognised by ICAO as fundamental for effective aviation oversight.

Our strategic objectives focus on achieving zero accidents and reducing aviation incidents, measured by safety performance indicators within Fiji's State Safety Programme. We aim to enhance regulatory compliance among stakeholders, maintain financial sustainability, and ensure high levels of customer satisfaction through continuous feedback and improvement.

The successful execution of these responsibilities is vital for Fiji to uphold its Flight Information Region, sustain international air connections, and establish new routes, particularly for our national carrier, under existing and future bilateral Air Services Agreements.

We recognise that our people are the lifeline of CAAF. It is crucial to strategically position individuals with the right qualifications, experience, skills, and values. A competent and dedicated workforce, coupled with access to necessary resources, is the cornerstone of CAAF's resilience and success.

Central to our strategy is fostering a culture of continuous learning and progressive safety and security practices, ensuring CAAF remains agile and responsive to evolving challenges.

The Key Strategic Objectives driving this plan include:

**Regulatory Excellence** through the strengthening of our regulatory frameworks and processes to adapt to industry dynamics, promoting compliance and adherence to international standards and **Safety and Security Enhancement** through continuous improvement of safety and security standards through rigorous oversight and regulatory measures, fostering public confidence in Fiji's aviation sector.

**Enhancing Operational Efficiency** by embracing innovation, leveraging technology and implementing best practice to drive safety, security and efficiency, and promote excellence in service delivery.

**Stakeholder Engagement** to foster collaborative partnerships to ensure inclusive decision-making and sustainable aviation development.

In summary, this Corporate Plan provides a strategic roadmap for CAAF, guided by our mission, vision, and values. Through focused objectives and performance metrics, we are committed to advancing safety, security, regulatory excellence, and sustainable aviation development for the benefit of Fiji and its people.



## INTRODUCTION

The Civil Aviation Authority of Fiji (CAAF) is an autonomous statutory body established under the Civil Aviation Authority of Fiji Act 1979. With a core mandate to safeguard and uphold the integrity, safety, and security of civil aviation within Fiji's jurisdiction, CAAF plays a critical role in ensuring the safe and efficient operation of the nation's aviation sector.

### *Role and Significance*

CAAF's responsibilities are enshrined within a comprehensive legislative framework, including 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. These laws outline CAAF's multifaceted duties, which range from regulatory oversight to safety and security advocacy and industry consultation. CAAF's pivotal functions include the issuance of certifications, licenses, and approvals, the development of safety and security standards, and the ongoing surveillance of civil aviation operations. CAAF also manages the entry and exit of aviation stakeholders, promotes public awareness, and collaborates internationally to ensure compliance with global aviation standards.

### *Necessity of the Corporate Plan*

The dynamic and evolving landscape of civil aviation necessitates the development of a Corporate Plan. As Fiji's aviation sector continues to expand and modernise, strategic foresight and coordinated action are increasingly vital. This Corporate Plan serves as a blueprint for guiding CAAF's activities and decision-making over the next five years. It provides a structured framework for aligning organisational goals with national priorities, fostering transparency, accountability, and efficiency in our pursuit of aviation excellence.

### *Regulatory Framework and Responsibilities*

Central to CAAF's mandate is the establishment and maintenance of a robust regulatory framework designed to enhance and promote aviation safety and security. This framework is supported by rigorous oversight, comprehensive safety education, and effective enforcement strategies. CAAF is committed to ensuring compliance with established aviation safety standards and fostering a culture of safety and security across the industry.

### *Trends in Civil Aviation*

In the context of post-pandemic global economic integration and rapid technological advancements, Fiji's civil aviation sector is poised for significant growth and transformation. The aviation landscape is characterised by increasing passenger volumes, innovations in aircraft technology, and evolving regulatory requirements. As these trends shape the future of aviation in Fiji, CAAF remains committed to adapting, innovating, and upholding the highest standards of safety and security for the benefit of all stakeholders.

## SITUATIONAL ANALYSIS

This Situational Analysis provides a comprehensive overview of the current environment in which CAAF operates. Understanding the internal and external factors that influence our strategic direction is crucial. By conducting a SWOT analysis—examining our strengths, weaknesses, opportunities, and threats—we have pinpointed key areas for improvement and identified potential avenues for growth. Leveraging our strengths and addressing weaknesses allows CAAF to capitalise on opportunities and mitigate threats, ensuring the continued safety, security and sustainability of civil aviation in Fiji. This assessment forms the foundation for our strategic objectives and ensures that our strategies are well-informed and effectively targeted to meet the evolving demands of the aviation industry in Fiji and the wider Pacific region.

### **Analysis of the Civil Aviation Industry**

Fiji's civil aviation industry is pivotal in facilitating connectivity, tourism, trade, and economic development. It encompasses a diverse range of stakeholders, including airlines, airports, regulatory authorities, aviation service providers, government agencies, and industry associations. With increasing globalisation and technological advancements, the industry is experiencing rapid growth and transformation, marked by rising passenger demand, the expansion of air routes, and innovations in aircraft technology.

### **Key Stakeholders and Their Roles**

- *Airlines and Recreational/Private Aircraft Operators*: provide essential air transportation services, connecting Fiji to domestic and international destinations, and driving tourism and economic growth.
- *Aerodrome Operators*: aerodromes are critical hubs, facilitating passenger/cargo movement, enhancing domestic and regional connectivity, supporting tourism and trade.
- *Aviation Service Providers*: includes air navigation service providers, ground handling service providers, maintenance and repair facilities, aviation training institutions, cargo services, catering, and security organisations. They contribute significantly to the efficiency, safety, and security of aviation operations.
- *Government Agencies*: vital in policymaking, infrastructure development, economic regulation, and international aviation negotiations.
- *Industry Associations*: represent the interests of aviation stakeholders, advocate for industry-wide initiatives, and promote collaboration and knowledge-sharing.
- *Regulatory Authorities*: other regional civil aviation authorities responsible for ensuring compliance with aviation safety and security regulations, issuing certifications, and overseeing industry standards.
- *Aviation Personnel*: individuals licensed or certified to carry out aviation activities play a critical role in maintaining safety and operational standards.
- *Travelling Public*: passengers who utilise air transportation services are the end beneficiaries of the aviation industry's efforts.
- *International and Regional Organisations*: such as ICAO and the Pacific Aviation Safety Organisation play a key role in setting global and regional standards and fostering collaboration.



## SWOT ANALYSIS

| <b>STRENGTHS (secure)</b><br>Internal factors that give CAAF a competitive advantage.  | <b>WEAKNESSES (eliminate)</b><br>Internal factors that may hinder CAAF's performance.   | <b>OPPORTUNITIES (seize)</b><br>External factors that could be leveraged for growth. | <b>THREATS (avoid)</b><br>External factors that may pose risks to the CAAF's operations.  |
|--|---|--|---|
| Our people - specialised expertise / scarce skill set.   | Resource constraints; vacant technical positions hard to fill.  | Funds invested (UTOF) – more than reserve amount.                                    | Poaching by industry who have the ability to pay top dollar (loss of staff)   |
| Emphasis on capacity building; robust training (abinitio, recurrency, specialised) skills training and participation in ICAO meetings – competent workforce.   | Non-competitive REM; high staff turnover, inability to retain and to recruit qualified personnel (in a timely manner).                                | 87 Acres of freehold land  | Shortage of SMEs (talent shortage and skills gaps in critical areas) in industry affects the pool from which CAAF can recruit; e.g. facilitation, cybersecurity etc.  |
| Reputation for safety/security; EI scores, nil SSCs/SSeCs, low serious incident/ accident rate, ICAO President Certificate.<br><br>Good USOAP CMA rating; EI (76.3%) is above global (69.3%) and regional (65.3%) average.<br><br>Healthy USAP CMA rating for Fiji; Sustainability EI and Annex 17 EI above regional and global average. | Low USAP CMA rating for Fiji; compliance indicator for security related Standards of Annex 9; below regional and global average.                      | Transition to a risk/performance-based approach for safety and security oversight    | Regulatory complexities and compliance challenges arising from evolving safety and security standards, and international regulatory obligations.<br><br>Inability to keep up with ICAO requirements may result in the issuance of a Significant Security or Safety Concern (SSeC/SSC) |
| Strategic Partnerships; strong relationships with regional and international aviation bodies (ICAO, CAAS, ROK, CAANZ, PASO) – good access to resources, knowledge sharing, and capacity building opportunities.  | Several key technical positions held by staff over the retirement age (65). Inability to retain staff that were earmarked to ascend into these roles. | Self-sufficiency; review of Fees & Charges and departure tax share.                  | Emerging security and safety risks; cyber security vulnerability  |

|  |  |   |   |
|--|--|---|---|
| Good employee benefits; medical (in and out patient) and term life insurance.  | Infrastructure challenges - office space old/ limited. Inadequate for major expansion/changes. Upkeep/ maintenance requirements high.          | Untapped fellowships/ scholarships  | Introduction of new aviation entrants; UAS, water aerodromes, helicopter landing sites etc. May necessitate significant investment in training, infrastructure, and regulatory reforms to maintain compliance.                  |
| Experienced leadership; diverse and experienced CAAF Board.  | Inadequate technology - out of date/ inefficient tools and processes; examinations, licensing, data collection, processing aviation documents. | Technological integration/ advancement such as automation, digitalisation (management information systems, online exams linked to licensing, transition to cloud etc.)                                | Global economic uncertainties; economic downturns or global crises (war, natural disasters, pandemics), leading to reduced air travel demand and financial constraints, affecting sustainability of CAAF's regulatory activity. |
| Facility (equipped training room) available onsite to host local and regional training and meetings (safety/security). | Dependency on external funding - departure tax and government grant as Fees and Charges insufficient to sustain operations.                    | International/ regional collaboration – able to give and receive support (knowledge sharing, harmonization of legislation, collective efforts to address common challenges e.g. inspectors/ trainers. |   |
|  | Standards department still in its infancy.   | Collaboration with government; law reform, funding mechanisms etc.  |   |
|  | No strategies in place for sustainability/ going green   | Green initiatives   |   |
|  | Archaic Legislation; primary and secondary legislation not robust enough (includes enforcement).   |   |   |
|  | Resources (time/money) required to train a technical officer from ab-initio to inspectorate competency is high.                                |   |   |

## 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
  - d) safety standards;
  - e) assessing decisions taken by industry management at all levels for their impact on aviation safety;
  - f) 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;
  - g) conducting regular and timely assessment of international safety developments;
  - h) conducting regular reviews of aviation security programmes and activities;
  - i) 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;
  - j) 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

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, fair, timely, transparent, and comply with legislated requirements.

## CORPORATE GOVERNANCE

To ensure transparency, accountability, and effective decision-making, CAAF upholds strong corporate governance principles. This section details CAAF's organisational structure, clarifies the roles and responsibilities of the Board of Directors and executive leadership, and outlines the compliance and regulatory oversight mechanisms embedded within the organization.

### Organizational Structure of CAAF

At the helm of CAAF's organizational structure is the Chief Executive, who is appointed by the Board of Directors. The Chief Executive oversees several key departments, each responsible for specific functions:

- Air Safety Department (ASD): Led by the Executive Manager Air Safety
- Ground Safety Department (GSD): Led by the Executive Manager Ground Safety
- Aviation Security and Facilitation (ASFD): Led by the Executive Manager Aviation Security and Facilitation
- Standards and Compliance Department (SCD): Led by the Executive Manager Standards and Compliance
- Corporate Services Department (CSD): Led by the Executive Manager Corporate Services
- Personnel Licensing Office (PLO): Led by the Manager Personnel Licensing
- Legal & Enforcement Unit (LEU): Led by the Manager Legal and Enforcement
- Quality Assurance Unit (QAU): Led by the Quality Assurance Manager

The leadership team collaborates with the Board of Directors to set the strategic direction of the organisation, planning how to achieve objectives and determining the necessary actions and resources. The leadership team is responsible for managing CAAF's risks and ensuring the organisation operates effectively and efficiently. They meet regularly as a team and with the Board as needed.

The ASD, GSD, ASFD, SCD, and PLO are primarily responsible for:

- *Regulatory Affairs*; overseeing regulatory compliance, issuing certifications, licenses, and approvals, and developing aviation safety and security standards.
- *Safety and Security Oversight*; conducting safety audits, inspections, and investigations to uphold the highest standards of aviation safety and security.

The CSD, LEU and QAU provide essential support functions, including human resources, finance, administration, quality assurance and legal affairs, ensuring seamless operations across all departments.

CAAF's Organisational Structure is presented in Appendix A

## **Roles and Responsibilities of the Board of Directors and Executive Leadership**

The Board of Directors serves as the governing body of CAAF, entrusted with strategic oversight and critical decision-making. Composed of esteemed professionals with diverse expertise in aviation, law, finance, and governance, the Board upholds fiduciary duties to safeguard CAAF's interests and ensure the fulfillment of its mandate. Key responsibilities of the Board include:

*Strategic Direction:* setting the strategic direction and corporate objectives in alignment with CAAF's mission and vision.

*Leadership Oversight:* appointing the Chief Executive and providing ongoing guidance to ensure effective leadership and management.

*Performance Monitoring:* overseeing organisational performance, financial management, and compliance with regulatory requirements.

*Policy and Initiative Review:* reviewing and approving major policies, initiatives, and operational plans to ensure alignment with corporate goals and stakeholder expectations.

The executive leadership team, led by the Chief Executive, consists of executives and senior managers responsible for translating Board directives into actionable strategies and overseeing day-to-day operations. This team works collaboratively with section heads to execute strategic initiatives, manage resources efficiently, and drive organisational excellence.

## **Compliance and Regulatory Oversight Mechanisms**

CAAF operates within a robust regulatory framework established by the Civil Aviation Authority of Fiji Act 1979. The Authority is mandated to enforce compliance with civil aviation regulations, international standards, and best practices to ensure the safety and security of aviation operations in Fiji. Key compliance and regulatory oversight mechanisms include:

*Regular Audits and Inspections:* conducting frequent audits, inspections, and safety and security assessments to ensure industry adherence to regulatory requirements.

*Enforcement Measures:* implementing corrective actions and enforcement measures to address non-compliance and mitigate safety risks effectively.

*International Collaboration:* partnering with global aviation bodies and regulatory agencies to harmonise standards and incorporate best practices.

*Transparency and Accountability:* upholding transparency and accountability through comprehensive reporting to stakeholders and regulatory authorities.

By adhering to sound corporate governance practices, CAAF upholds its commitment to excellence, integrity, and public trust in the regulation and oversight of civil aviation in Fiji.

## INTERNATIONAL OBLIGATIONS

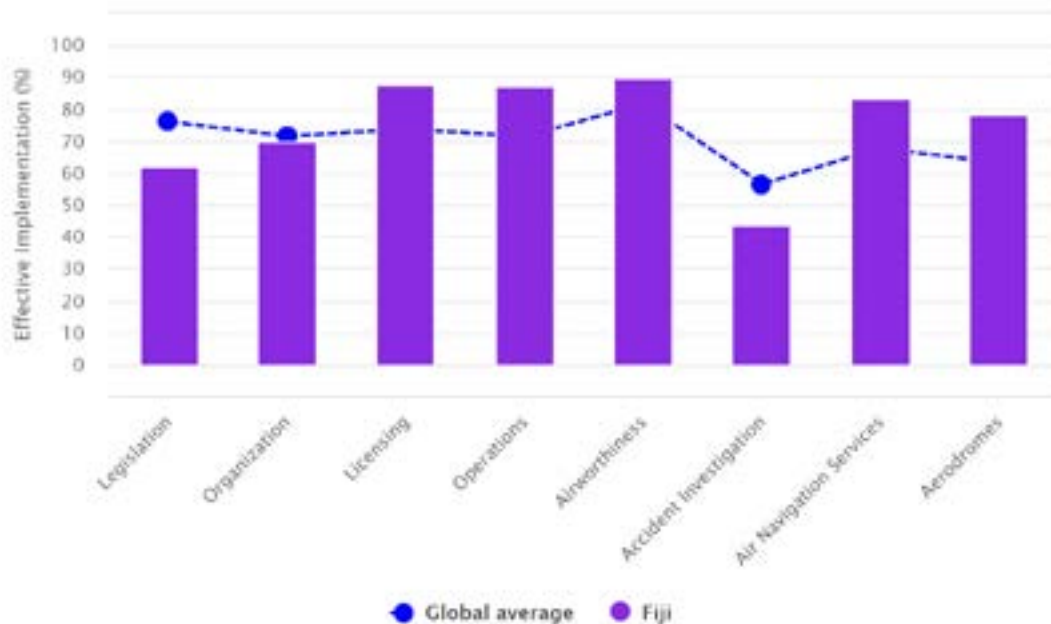
Fiji's strategic location at the crossroads of major air routes underscores its pivotal role in global aviation, contributing significantly to the nation's economy through tourism and exports. As a member state of the International Civil Aviation Organization (ICAO), CAAF is responsible for fulfilling Fiji's international aviation obligations.

Established by 193 nations under the Chicago Convention (1944), ICAO leads global efforts to foster diplomacy and cooperation in air transport, aiming for the sustainable growth of civil aviation. Through policy development, compliance audits, capacity building, and stakeholder collaboration, ICAO upholds safety and security standards worldwide.

Maintaining consistent oversight of aviation safety and security is essential for the integrity of the global air transport system. Fiji is required to adhere to ICAO's standards and recommended practices, as outlined in the annexes to the Convention, to establish a comprehensive safety and security regime within its jurisdiction.

CAAF's commitment to enhancing Fiji's aviation oversight is evident through its collaborative initiatives with industry stakeholders. Significant progress has been made in improving the effective implementation of the eight critical elements of safety and security oversight, as reflected in Fiji's effective implementation score following the 2019 ICAO validation mission and the 2023 ICAO Universal Security Audit Programme Continuous Monitoring Approach results.

Looking ahead, Fiji aims to address areas requiring improvement while reinforcing existing strengths. Transparency in Fiji's safety ratings, ensured by ICAO's public disclosure, fosters accountability and supports the continuous enhancement of aviation safety and security practices.



## NATIONAL OBLIGATIONS

Fiji's air transport sector is a critical driver of the nation's economy, facilitating global connections through tourism and trade. CAAF ensures the safety and security of civil aviation through rigorous oversight, governed by the Civil Aviation Acts and Regulations. Compliance with civil aviation legislation and ICAO standards is maintained through CAAF Standard Documents.

A strong, collaborative relationship between CAAF and the aviation industry is essential for sustaining safe, secure and efficient civil aviation activities. Fiji's State Safety Program (SSP) adopts a risk-based approach to achieve an Acceptable Level of Safety Performance (ALoSP). This approach requires service providers and operators to implement Safety Management Systems (SMS), which are crucial for capturing and analysing safety data, managing risks, and achieving safety performance targets.

The SSP emphasizes the need for enhanced collaboration across operational sectors to effectively identify and manage risks. Close cooperation between CAAF and industry stakeholders is vital for analysing safety data and developing tailored mitigation strategies specific to Fiji. These partnerships support the maintenance of safety performance indicators, aligning with ICAO's shift towards performance-based oversight.

This strategic alignment with ICAO's approach marks a significant shift for CAAF towards performance-based regulation. This will involve building comprehensive risk profiles for the organisations under its oversight and continually refining strategies based on data and insights. Achieving this shift requires the implementation of a robust system for data collection and analysis, along with securing stakeholder buy-in to transform CAAF's regulatory framework.

Implementing a risk-based surveillance approach will enable CAAF to allocate resources based on the risk profiles of each sector or operator. This ensures that resources are directed where they are most needed, optimising safety and security oversight. The result will be a mature regulatory environment where risk management becomes the cornerstone of aviation safety and security enhancement.

Fiji's Civil Aviation (Security) Regulations 1994 establish three key 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). These programmes are overseen by CAAF in coordination with the Ministry of Tourism and Civil Aviation (MTCA) and undergo regular review and amendment to align with evolving security standards.

CAAF's coordination and oversight of these programmes, in conjunction with national committee consultations chaired by the MTCA, highlight Fiji's commitment to maintaining robust aviation safety and security measures. Ongoing efforts are focused on incorporating new security amendments into these programmes, ensuring alignment with international standards.



# STRATEGIC FRAMEWORK

## PURPOSE



Safeguard the well-being and prosperity of Fijians by ensuring the utmost safety and security of air transportation.

## VISION



To be a leader in aviation safety and security oversight in the Pacific, recognized for excellence in regulation, partnership, and service delivery.

## MISSION



To partner with stakeholders to ensure the highest standards of safety, security, and efficiency in civil aviation, fostering sustainable development and connectivity for Fiji and her people.

## MOTTO

**SAFE SKIES, SECURE FIJI**



# VALUES

## Professionalism



**We will conduct ourselves to the highest standards.**

## Integrity



**Our actions will be guided by integrity**

## Fair



**We will be fair, without favoritism or discrimination.**



## Partnership



**We will partner with stakeholders to ensure of mission remains on track**

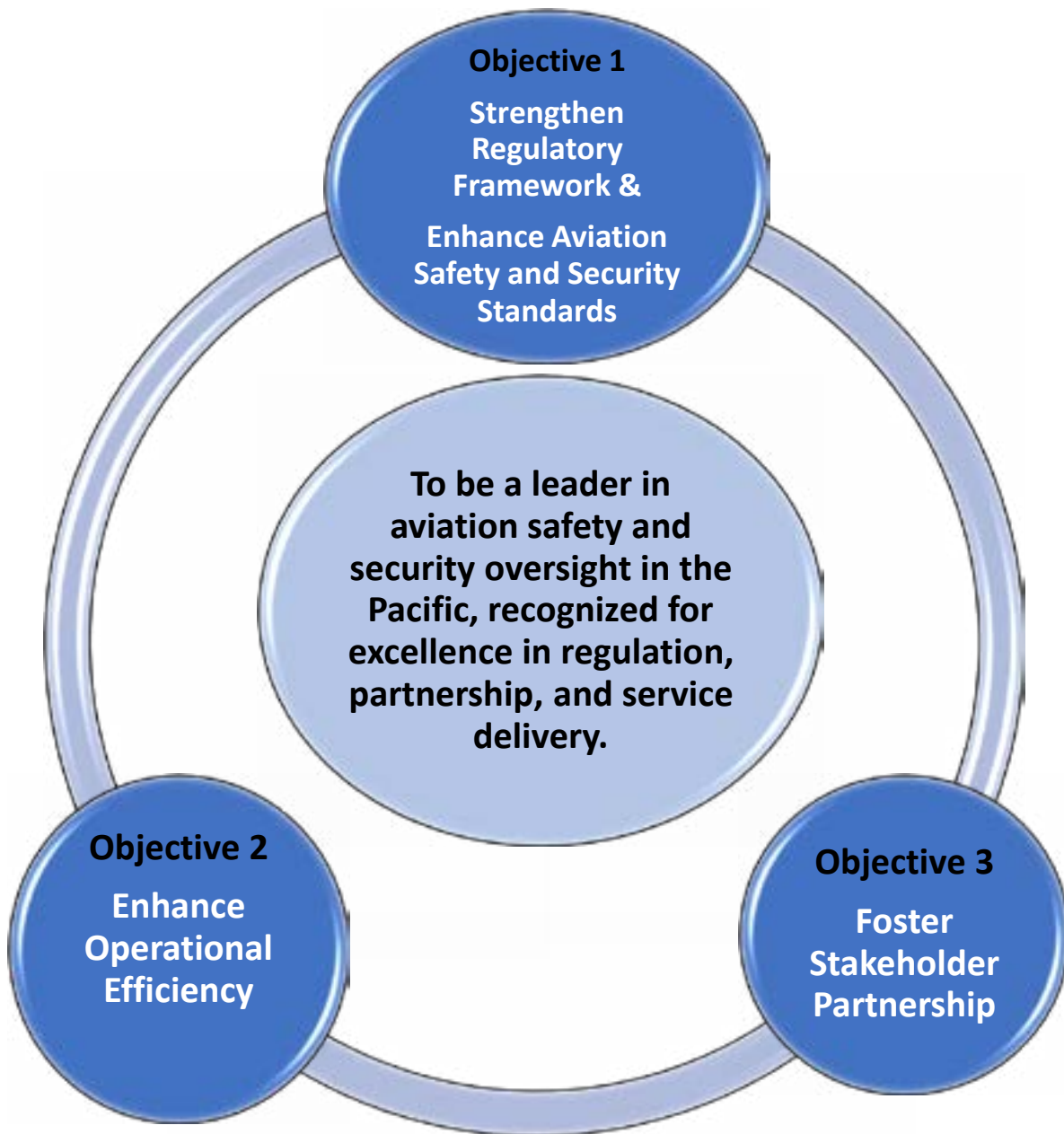
## Innovation



**We encourage innovation to improve our aviation system**

## STRATEGIC OBJECTIVES

CAAF's strategic objectives; our high-level goals will guide the strategies we implement to ensure alignment with our vision and mission.



## HIGH-LEVEL STRATEGIES

CAAF's high-level strategies to achieve our goals are outlined in the ensuing tables.

|   |  |
|---|--|
| <b>OBJECTIVE 1</b><br><br><b>Strengthen<br/>Regulatory<br/>Framework &amp;<br/>Enhance Aviation<br/>Safety and<br/>Security<br/>Standards</b> | <b>Update and refine aviation legislation</b><br><br>Align primary and secondary aviation legislation with international standards and best practices and ensure they are fit for purpose. |
|   | <b>Ensure effective enforcement</b><br><br>Develop and implement robust enforcement strategies to ensure compliance with aviation laws and regulations.                                    |
|   | <b>Simplify regulatory processes</b><br><br>Streamline regulatory processes to enhance transparency and efficiency.  |
|   | <b>Continuously improve safety and security protocols</b><br><br>Implement a continuous improvement approach to safety and security management systems.                                    |
|   | <b>Implement advanced technologies</b><br><br>Adopt and integrate advanced technologies for enhanced safety and security oversight.  |
|   | <b>Conduct regular training</b><br><br>Offer regular training and certification programs to maintain high standards of competence among aviation personnel.                                |
|   | <b>Promote safety and security culture</b><br><br>Foster a safety-first and security-first culture across the industry through targeted training and awareness programs.                   |

## OBJECTIVE 2

### Enhance Operational Efficiency

#### **Streamline internal processes**

Optimize internal workflows to improve service delivery and reduce bottlenecks.

#### **Invest in modern infrastructure and technology**

Upgrade infrastructure and adopt cutting-edge technologies to support efficient operations.

#### **Implement best practices**

Apply industry best practices in resource management and organizational performance.

#### **Foster a culture of innovation**

Encourage innovation and creative problem-solving within the organization.

#### **Recognize and reward excellence**

Establish a system to recognize and reward outstanding service delivery and performance.

#### **Invest in research and development**

Allocate resources to R&D initiatives to stay ahead of industry trends and advancements.

#### **Develop a performance-based regulatory framework**

Create a regulatory framework that emphasizes performance and accountability.

#### **Enhance data collection and analysis**

Improve data collection and analytical capabilities to support informed decision-making

**OBJECTIVE 3**

**Foster  
Stakeholder  
Partnership**

**Engage with stakeholders**

Enhance collaboration with local and international stakeholders through regular engagement.

**Promote open communication**

Establish open communication and feedback mechanisms with airlines, airports, and other partners.

**Develop joint initiatives**

Collaborate on initiatives to address common challenges in aviation.

**Foster strong relationships**

Build and maintain strong relationships with airlines, airports, air traffic service providers, and other stakeholders.

**Enhance public communication**

Improve transparency and communication with the public regarding aviation activities and developments.

**Participate in aviation forums**

Actively engage in regional and international aviation forums to share knowledge and best practices.

## IMPLEMENTATION PLAN:

The following high-level action plan specifies initiatives and projects to achieve CAAF’s strategic objectives. The plan includes timelines that provide for a phased approach to implementation with key milestones, resource allocation (human, financial, and technological resources) and a set of performance metrics (key performance indicators or KPIs) to measure our progress and success.

### GOAL 1

| Goals – Strategic Objectives  | Strategies   | Actions and initiatives  | Timeline         | KPI<br>(How success will be measured)                 |
|---|--|--|------------------|---|
| <b>Strengthen Regulatory Framework &amp; Enhance Aviation Safety and Security Standards</b> | Update and refine aviation legislation - Align primary and secondary aviation legislation with international standards and best practices and ensure they are fit for purpose. | Conduct a comprehensive review of primary and secondary aviation legislation within the next three and twelve months respectively, identifying redundancies, inconsistencies, areas for simplification, and areas for alignment with international standards.                | See below        | See below   |
|   |  | Amalgamate into one Civil Aviation Act; the CA Act 1976, CAAF Act 1979 and CAR Act 1999 and ensure it addresses the USOAP CMA CE 1 PQs.  | 31 December 2024 | New (revised) Civil Aviation Act passed.              |
|   |  | CA (Security) Act 1994 reviewed to address the USAP CMA CE 1 PQs. Incorporate provision for API/PNR.   | 31 December 2024 | New (revised) Civil Aviation (Security) Act passed.   |
|   |  | The Air Navigation Regulations (ANR) 1981 – reviewed to address the USOAP CMA CE 2 PQs and recommendations of the Harmonisation Report (alignment with NZ Rule Parts). Reformulate regulations using clear, concise language and eliminate unnecessary bureaucratic hurdles. | 30 June 2025     | New (revised) Air Navigation Regulations promulgated. |
|   |  | The civil aviation (security) regulations 1994 – reviewed to address the USOAP CMA CE 2 PQs. Reformulate   | 30 June 2025     | New (revised) CA (Security) Regulations promulgated.  |

|  |   |   |                  |  |
|--|---|---|------------------|--|
|  |   | regulations using clear, concise language and eliminate unnecessary bureaucratic hurdles.   |                  |  |
|  |   | Review the suite of CAAF Standards Documents (SDs) to align with new legislation.   | 31 December 2025 | All SDs reviewed and fit for purpose.  |
|  |   | Regularly assess the effectiveness of updated legislation through compliance audits and stakeholder feedback, aiming for a compliance rate of 90% or higher.  | 31 December 2025 | <p>Corrective Action Plans for Fiji's unsatisfactory protocol questions (critical elements 1 and 2) as submitted and accepted by ICAO (USOAP CMA/USAP CMA) are satisfactorily completed and uploaded to ICAO Online framework/submitted to ICAO.</p> <p>USOAP or USAP CMA Audits conducted on Fiji result in an EI of above 90% for CE1 and CE2.</p> <p>ICAO OLF up to date – CAP, Self-Assessment, CCL, EFOD, SAAQ</p> <p>All differences filed are published in the Aeronautical Information Publication (Fiji).</p> |
|  | Ensure effective enforcement - Develop and implement robust enforcement strategies to ensure compliance with aviation laws and regulations. | <p>Develop and Publish the CAAF Enforcement Manual (separate from the PPAM). This includes a review of the improvement and infringement notice process.</p> <p>Review CAAF's Appeal process [CE's role – remain or change]</p> <p>Review CAAF's process for compliance monitoring and analysis of industry.</p> | 31 December 2024 | <p>An effective enforcement process is established – voluntary compliance and nil cases proceeding to court.</p> <p>Real-time (dashboard) non-compliances by industry established. CAAF is able to monitor and effectively assign resources to these – nil overdue non-compliances in the system.</p>  |



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|  |   | Implement a penalty system for non-compliance with aviation regulations, with penalties applied consistently and proportionately to violations.   |                  |   |
|  |   | Develop and Implement a Safety & Security awareness program and capacity-building initiatives for industry to encourage voluntary compliance.   | 30 June 2025     | USOAP or USAP CMA Audits conducted on Fiji – in CE7 and CE8 achieve an EI of above 90%. |
|  | Simplify regulatory processes - Streamline regulatory processes to enhance transparency and efficiency. | Conduct a review of CAAF’s CE6 procedures for regulatory processes (certification, licensing, approvals etc.). Ensure clear guidelines/procedures, develop checklists and templates (Inspectors Manuals/Guidance) to streamline application processes and reduce administrative burdens. Identify and eliminate unnecessary bureaucratic steps in regulatory processes. | 31 December 2025 | Reduce time required for regulatory approvals by at least 10%.                          |
|  |   | Develop user-friendly guidance materials and resources to assist staff and stakeholders in understanding and navigating the regulatory requirements. Staff are trained to implement.  |                  |   |
|  |   | Establish online portals, help desks, and FAQs on the website to address stakeholder inquiries and facilitate collaboration.  | 31 December 2025 | Customer satisfaction rate of 80% or higher.  |
|  |   | Monitor stakeholder feedback and satisfaction levels with regulatory processes through regular surveys  |                  |   |
|  | Continuously improve safety and security protocols - Implement a continuous improvement                 | Refine the process for analysis of safety and security data, including incident reports, to identify trends and areas for improvement including risk assessments conducted at least annually for all critical areas of  | 31 December 2025 | Clear Procedures and Guidelines established.  |

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| <p>approach to safety and security management systems.</p> | <p>operation to identify potential hazards and vulnerabilities in aviation operations.</p>   |                         | <p>Advanced Analytical Tools are utilized (investment made in data analysis tools and software)</p>   |
|  | <p>Review and update the SMS framework (SD-SMS) to incorporate continuous improvement principles.</p> <p>Review processes for capturing and analysing safety-related data to identify opportunities for enhancement and implement corrective actions as necessary. Provide training and resources to staff on the principles of continuous improvement and their application within the SSP and SMS.</p> | <p>31 December 2025</p> | <p>A revised SD - SMS that is fit for purpose and aligns with the new SSP and NASP.</p>   |
|  | <p>Implement processes for regular review and improvement of security measures based on threat assessments and risk analysis. Develop and integrate a Security Management System with existing safety management processes to ensure a holistic approach to risk management.</p>   | <p>31 December 2026</p> | <p>Establishment of an effective Security Management System (SeMS) that is linked to a positive Security Culture.</p>   |
|  | <p>Establish key performance indicators (KPI) for safety and security performance, such as accident/ incident rates and security breach incidents, with targets for improvement set annually.</p>  | <p>31 December 2026</p> | <p>Establishment of clear and relevant KPIs that reflect both lagging indicators (such as accident and incident rates) and leading indicators (such as safety training completion rates or security protocol adherence).</p> <p>Robust mechanisms for data collection, aggregation, and reporting to track progress against established KPIs.</p> |
|  | <p>Review the National Security Programmes; National Civil Aviation Security Programme (NCASP), National Civil Aviation Security Quality Control Programme</p>   | <p>31 December 2025</p> | <p>Reviewed National Security Programmes and a mechanism established to track industry implementation.</p>  |

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|  |  | (NCASQCP), National Civil Aviation Security Training Programme (NCASTP) and National Air Transport and Facilitation Programme (NATFP) – ensure fit for purpose and international best practice.   |                                  | Aim for 80% implementation by industry at the end of 2029.  |
|  |  | Review and publish the Fiji State Safety Programme (SSP). This includes awareness for CAAF staff and industry.  | 31 December 2024                 | Reviewed SSP and a mechanism established to track industry implementation.<br><br>Aim for 100% implementation by industry at the end of 2029.   |
|  |  | Develop, publish and implement the National Aviation Safety Plan (NASP). This includes training of CAAF staff and industry.   | 30 March 2025                    | NASP is implemented and incorporated as part of Fiji's SSP and a mechanism established to monitor implementation.   |
|  |  | Implement a risk/performance-based approach to regulatory oversight (focus resources on high-risk areas while reducing unnecessary regulatory burdens on low-risk operators). Implement risk assessment tools and data analytics.   | 31 December 2025                 | Methodology documented, staff are trained, industry aware and methodology is implemented. Reduction in non-compliances.   |
|  | Implement advanced technologies - Adopt and integrate advanced technologies for enhanced safety and security oversight | Identify/ prioritise advanced technologies (digital/automation) for safety and security oversight to modernise regulatory processes (certification, licensing, examinations) and reduce ipaperwork and time. This to include implementation of online application systems, electronic document management systems, and digital signatures to facilitate faster processing and reduce manual errors.<br><br>Include technology solutions such as data analytics and automation based on their potential to improve effectiveness and efficiency of safety and security management. | 31 July 2025<br><br>31 July 2026 | Successful implementation of advanced technologies to modernise CAAF regulatory processes and effectiveness in safety and security oversight<br><br>Improve efficiency by 10% within the 1 <sup>st</sup> year of implementation and achieve a stakeholder satisfaction score above 90%. |

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|  |  | Allocate budget and resources for the procurement and implementation of selected technologies, with clear timelines for deployment.  |                  |  |
|  | Regular Training and certification programs to maintain high standards of competence among aviation personnel.   | Develop and implement a comprehensive training curriculum and for staff and industry, covering safety, security, and regulatory compliance (workshops, seminars, and online courses).<br><br>Offer specialised training for industry key personnel responsible for safety and security management. | 31 December 2026 | Training curriculum established and plan developed to implement for CAAF and Industry.<br><br>Key industry personnel are trained and competent to implement and monitor industry safety and security management systems. |
|  | Promote safety and security culture - Foster a safety-first and security-first culture across the industry through targeted training and awareness programs. | Develop and launch a safety and security awareness campaign targeting aviation personnel and industry stakeholders, highlighting the importance of a safety-first and security-first culture. Allocate sufficient resources, including budget and personnel, to support the campaign.              | 31 December 2025 | Safety and security awareness campaign developed and implemented.  |
|  |  | Refine the mechanisms for reporting safety and security concerns anonymously/ voluntarily and encourage a proactive approach to hazard identification and reporting.   | 30 June 2025     | Voluntary Reporting system established   |

## GOAL 2

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| <b>Enhance Operational Efficiency</b> | Streamline internal processes to improve service delivery.                      | <p>Conduct a comprehensive review of existing processes to identify bottlenecks and inefficiencies. Implement process automation where feasible to reduce manual work and increase efficiency.</p> <p>Provide training and resources to all staff members prior to implementation, to ensure they understand and adhere to streamlined processes.</p> | 31 December 2025 | Revised processes, automated as appropriate, that will result in a reduction in processing times by 10%.  |
|                                       | Invest in modern infrastructure and technology to support efficient operations. | <p>Assess current infrastructure and technology capabilities and identify areas for improvement.</p> <p>Allocate budget for upgrading or investing in new technology solutions that streamline operations and improve efficiency.</p> <p>Train staff on how to use new technologies effectively and efficiently prior to implementation.</p>          | 31 December 2026 | <p>Improvement in efficiency by 10% in the first year and continuous improvements thereafter.</p> <p>Due to efficiency gains, staff able to be assigned to other pending tasks without need for establishment of new positions.</p> |
|                                       | Foster a culture of innovation within the organization.                         | Encourage idea generation and creativity among staff members through workshops, brainstorming sessions, feedback channels, and innovation challenges. Recognize and reward innovative contributions that are implemented through annual innovation awards.  | 31 December 2025 | At least two innovative ideas implemented per year  |
|                                       | Recognise and reward excellence in service delivery and performance.            | <p>Implement an employee recognition program that rewards individuals or teams for outstanding service delivery and performance.</p> <p>Conduct annual surveys to measure employee perceptions of recognition and rewards programs and adjust accordingly.</p>  | 31 December 2024 | A more engaged workforce with job satisfaction at 80% or higher.  |
|                                       | Develop a performance-based framework.  | Conduct a comprehensive review of existing regulations and procedures to identify opportunities to shift towards a performance-based approach. This includes consulting with  | 31 December 2025 | Framework established, staff are trained, industry aware.   |

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|  |  | <p>industry stakeholders and regulatory experts to gather input and feedback on proposed changes to the CAAF's oversight framework.</p> <p>Pilot test new performance-based framework in select areas before implementing them on a wider scale.</p>  |                         | <p>Framework implemented – phased approach.</p>   |
|  | <p>Enhance data collection and analysis capabilities for informed decision-making.</p> | <p>Implement data collection tools and systems, that enable the gathering of relevant data on operational activities and performance metrics.</p> <p>Train staff on data analysis techniques and tools to ensure they can effectively interpret and utilise data for decision-making.</p> <p>Establish data governance policies and procedures to ensure the accuracy, integrity, and security of collected data.</p> <p>Establish regular data review meetings to analyse key metrics and make data-driven decisions, with meetings held at least quarterly.</p> | <p>31 December 2026</p> | <p>CAAF utilises data analysis techniques and tools in our day-to-day operations; i.e. integration of data-driven practices into operational workflows.</p> <p>Improved decision-making and the generation of actions leading to continuous improvement in operational performance.</p> |

## GOAL 2

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| <b>Foster Stakeholder Partnership</b> | Engage with local and international stakeholders to enhance collaboration.                      | Organise at least one major stakeholder engagement event annually, with representation from key aviation stakeholders.<br><br>Establish a stakeholder satisfaction survey to measure the effectiveness of engagement efforts.  | 31 December 2025                          | Achieve a satisfaction rate of 80% or higher.  |
|                                       | Promote open communication and feedback mechanisms with airlines, airports, and other partners. | Launch an online feedback portal for stakeholders to submit suggestions and concerns, aiming to address 90% of submitted feedback within one month.<br><br>Conduct annual surveys to gather input on CAAF services and initiatives and to assess stakeholder perceptions of communication effectiveness.                         | 31 December 2025                          | Achieve a satisfaction rate of 80% or higher.  |
|                                       | Develop joint initiatives to address common challenges in aviation.                             | Establish three forums or task forces (ASD/GSD/ASFD) with industry stakeholders to address specific aviation challenges.<br><br>Each forum to implement a collaborative project with stakeholders (airlines, airports, other partners) aimed at improving safety or efficiency in aviation operations within the next two years. | 31 December 2026                          | Forums established and active - progress and outcomes monitored through regular progress reports and evaluations, with milestones defined for each initiative. |
|                                       | Enhance communication and transparency with the public.   | Launch a dedicated public communication campaign to increase awareness of CAAF initiatives and activities, with defined metrics for measuring campaign reach and impact.<br><br>Monitor media coverage and social media sentiment to gauge public perception of CAAF communication efforts.                                      | 30 September 2024<br><br>31 December 2025 | Engagement and Communications Officer is recruited.<br><br>Public perception of CAAF communication efforts - a positive sentiment rate of 80% or higher.       |
|                                       | Actively participate in regional and international aviation forums.                             | Allocate budget and resources for CAAF representation at key regional and international aviation forums on safety and security.  | 31 December 2024                          | Identification of key aviation forums for CAAF's attendance.   |

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|  |  | <p>Facilitate speaking opportunities for CAAF representatives at forums to showcase expertise and initiatives, aiming for at least two speaking engagements per year.</p> <p>Partnerships established with CAAs and organisations through participation in forums.</p> | <p>31 December 2025</p> | <p>At least two (2) speaking opportunities for CAAF representatives per annum.</p> <p>Training and assistance opportunities identified and engaged.</p> |
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## MONITORING AND EVALUATION

The strategies, actions, and initiatives outlined in the preceding sections will be closely monitored to ensure progress and adherence to established timelines.

### Monitoring Mechanism

For each identified action/initiative, a detailed set of action plans will be developed and tracked using Excel spreadsheets. These action plans will include specific milestones, responsible parties, and deadlines to facilitate effective tracking and monitoring of progress.

Responsibility for monitoring progress will rest with the Executive Committee (ExCom), who will oversee the implementation of the corporate plan.

### Review Process

The ExCom will conduct quarterly reviews to assess progress against established milestones and identify any roadblocks, challenges, or emerging opportunities. During these reviews, timelines will be adjusted as necessary to ensure alignment with strategic objectives and evolving circumstances.

An annual review of the corporate plan will be presented to the CAAF Board of Directors, providing a comprehensive update on the progress of strategies, actions, and initiatives outlined in the plan. Any adjustments made to timelines will be communicated to the Board, along with the rationale behind the changes.

### Ensuring Accountability

This robust monitoring and evaluation framework will foster accountability and transparency throughout the organisation. By regularly tracking progress, addressing challenges proactively, and aligning efforts with strategic priorities, we will remain agile and responsive to changing conditions, ultimately driving the successful implementation of our corporate plan.

## CONCLUSION

The Civil Aviation Authority of Fiji remains steadfast in our commitment to safeguarding the well-being and prosperity of Fijians by ensuring the highest standards of safety and security in air transportation. Our Corporate Plan outlines a clear and focused path forward, grounded in our Purpose, Vision, and Mission, and reflecting our dedication to excellence in every aspect of our work.

We envision becoming a leader in aviation safety and security oversight in the Pacific, recognised for our excellence in regulation, partnership, and service delivery. This vision drives us to continually enhance our capabilities, embrace innovation, and uphold the highest standards in everything we do.

Our Mission emphasises the importance of collaboration with our stakeholders to achieve the highest levels of safety, security, and efficiency in civil aviation. By fostering sustainable development and connectivity, we aim to contribute to the overall growth and prosperity of Fiji and her people.

As we advance, we remain steadfast in these principles, ensuring that our regulatory framework is robust, our operations are efficient, and our partnerships are strong. Together, we will navigate the challenges and opportunities ahead, ensuring a safe, secure, and thriving aviation sector for Fiji.

Thank you for your continued support and partnership in this vital journey.

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