Ministry of Tourism and Civil Aviation

# Civil Aviation Master Plan for Fiji

2026-2031

Australian Aid | P4A AUSTRALIA-PACIFIC PARTNERSHIPS FOR AVIATION

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# 2 Foreword

It is with great pride and optimism that I present the **Civil Aviation Master Plan for Fiji 2026–2031**, a strategic document that charts a clear and bold vision for the future of our nation's civil aviation sector.

Civil aviation is a critical enabler of economic growth, national development, and regional integration. For Fiji—a geographically dispersed and remote island nation—aviation is more than just a mode of transport; it is our lifeline to the world. It supports our thriving tourism industry, facilitates trade and business, connects families across islands and continents, and enables the delivery of vital medical, educational, and emergency services to our people.

As we look to the five years ahead, our aviation sector must evolve to meet new and complex challenges: the rapid pace of technological innovation, the urgent need for environmental sustainability, the impacts of climate change, and the growing demand for safe, secure, and reliable air transport. At the same time, we must also seize opportunities to position Fiji as a regional aviation hub in the South Pacific, strengthening our connectivity and competitiveness.

This Civil Aviation Master Plan is a product of robust stakeholder engagement, data-driven analysis, and alignment with global frameworks such as the International Civil Aviation Organisation's (ICAO) Global Plans, the Pacific Regional Aviation Strategy, and Fiji's own National Development Plan and the Operational Plan of the Ministry. It sets out our strategic goals, policy priorities, and investment directions across seven key pillars:

1. Aviation Safety and Security;
2. Infrastructure and Air Navigation Services;
3. Environmental Sustainability and Climate Resilience;
4. Institutional and Human Capacity Building;
5. Innovation and Digital Transformation;
6. Connectivity and Airline Development; and
7. Institutional Effectiveness

Each of these areas is critical to building a world-class aviation system that serves the people of Fiji and our neighbours in the Pacific region. The Plan also includes a clear framework for implementation, monitoring, and evaluation to ensure accountability and results.

I wish to extend my sincere appreciation to all our stakeholders—government agencies, regulatory bodies, airport and airline operators, regional partners, and international development agencies—for their valuable contributions to the formulation of this Civil Aviation Master Plan. Your collective wisdom, experience, and commitment are the foundation upon which we will build the next chapter of aviation in Fiji.

Let this Master Plan be not only a policy document but a call to action—a roadmap that inspires innovation, drives investment, and fosters collaboration across sectors and borders. Together, let us take Fiji's civil aviation to new heights.

**Vinaka vakalevu,**

**Hon. Viliame Gavoka**
**Deputy Prime Minister and Minister for Tourism and Civil Aviation**


SPRINGFIELD
HOSPITAL

# 3 Purpose

**The Civil Aviation Master Plan for Fiji provides a Strategic Plan for the comprehensive and sustainable development of Fiji's civil aviation system in a manner that is aligned with Fiji's economic and social development objectives whilst addressing the opportunities and challenges in meeting this growth ambition.**

The Civil Aviation Master Plan is a strategic policy document. It does not define what infrastructure developments are likely to be necessary nor recommend fleet plans for any of Fiji's airlines.

In its development the Civil Aviation Master Plan has reviewed and included factors from;

a. The UN 2030 Sustainable Development Goals (SDG's) (economic, social impact);

b. Fiji's National Development Objectives;

c. The ICAO Global Aviation Safety Plan (GASP) and Regional Aviation Safety Plans (RASG's);

d. The ICAO Global Aviation Security Plan (GASeP) and Aviation Security (AVSEC) regional plans;

e. The ICAO Global Air Navigation Plan (GANP) and Planning and Implementation Regional Groups (PIRGs);

f. ICAO's air transport policies (User Charges, Taxes etc.);

g. Fiji's Airport Master Plans for Nadi, and Nausori;

h. Fiji's National Aviation Safety Plan;

i. Fiji's National Civil Aviation Security Programme; and

j. Fiji's National Air Transport Facilitation Programme.

The development of the Civil Aviation Master Plan highlights opportunities to enhance integration among Master and Strategic Plans across various sectors of the economy and society. By fostering greater alignment, the Civil Aviation Master Plan aims to build on existing, independent efforts to ensure a more cohesive approach. Additionally, the plan seeks to harmonise key assumptions underpinning these strategies, reducing the risk of divergent recommendations and enabling more consistent and impactful outcomes.

The changes associated with the continued development of the aviation sector, and the speed at which these changes are likely to occur, will require public awareness and stakeholder engagement: A communication and stakeholder engagement plan to build public understanding and support for key changes, especially those that may affect fees, access, or development (e.g., passenger levies, rezoning, and noise abatement) will be critical.

# 4 Objectives

**The Civil Aviation Master Plan is designed to guide the development and regulation of Fiji's aviation sector. The following key objectives ensures there is support to the broader social, economic, environmental goals for Fiji's growth and development:**

Strengthen Aviation Safety and Security Oversight

Improved Aviation Infrastructure and Navigation Systems

Environmental Sustainability and Climate Resilience

Capacity Building and Skills for Aviation Workforce

Foster Innovation and Digital Transformation

Expanding Domestic and International Connectivity and Services; and

Institutional Effectiveness

The key objectives of the aviation sector are:

- That delivery of aviation safety and security to world best practice standards remains the Government of Fiji's top priority and that there is appropriate regulatory oversight of the aviation eco-system;
- Continued development of and investment in a skilled and effective regulator, including a strategy to sustainably fund safety regulation and an accident investigation authority;
- That the aviation sector is fit to effectively manage the expected rapid influx of significant new technologies, like drones and Advanced Air Mobility (AAM) capabilities. This includes both benefiting from the associated opportunities to enhance efficiency, connectivity, and services, but also managing the associated challenges, including the improper use of lasers, as well as concerns regarding community privacy expectations and security;
- That the aviation sector continues to be safe, competitive, efficient and sustainable, including ensuring the sector can continue to attract and retain the skills that underpin these outcomes;
- A skilled workforce in both aviation and tourism available to support the growth in these sectors. This will include training that will provide job-ready graduates, including ensuring ongoing sustainability through appropriate high school and tertiary curriculum, post-school development and ongoing training within the workforce;
- Higher levels of female participation in the workforce, especially in skilled and leadership areas;
- Assured access to aviation and tourism for people with disabilities both as employees and clients;
- Timely and efficient development of Nadi International Airport by Fiji Airports to ensure it is able to adequately manage projected passenger and cargo growth;
- Ensuring Tourism Fiji and other tourism operators such as Fiji Airways effectively drive destination marketing to ensure Fiji's competitiveness as a premier tourism destination, hence supporting the growth of the tourism sector. This requires balancing the promotion of Fiji's best interests with the need to maintain robust commercial frameworks and profitability. This also includes ensuring the key marketing bodies are adequately funded to enable this;
- That domestic flights continue to be safe, reliable and made available at prices that are affordable to Fijian citizens; and
- That the aviation sector and Fiji Airways strive to influence environmental outcomes by adopting and advancing environmentally sustainable practices, aligning with the Government of Fiji's policy guidelines and meeting the expectations of visitors to Fiji, as much as is within their capacity to effect change.

# 5 Recommendations

This report makes the following recommendations:

## Aviation Policy

### For the Ministry of Tourism and Civil Aviation

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| **Recommendation 1** | That the Ministry of Tourism and Civil Aviation progress a full review of Fiji's Aviation Policy |
| **Recommendation 2** | That the Ministry of Tourism and Civil Aviation progress a full review of the Community Service Obligation (CSO) air route funding policy for Fiji, noting this was introduced in 2003. |
| **Recommendation 3** | That the Ministry of Foreign Affairs progress (possibly via the Pacific Islands Forum and/or the Pacific Aviation Safety Office (PASO)) the development of common cargo protocols across as much of the Pacific as possible to encourage the export and transit of fresh produce. |
| **Recommendation 4** | That the Ministry of Tourism and Civil Aviation progress the creation of an independent aviation Accident Investigation Commission, supported by an independent and sustainable funding mechanism. This could also explore the possibility of forming a regional Accident Investigation Commission in partnership with other Pacific Island States. |
| **Recommendation 5** | That the Ministry of Tourism and Civil Aviation work with key stakeholders including the Civil Aviation Authority of Fiji, Ministry of Defence, Ministry of Policing. Fiji Airways, and other domestic air operators to progress ensuring the timely provision of an approved and appropriately equipped air search and rescue capability. |

## For the Civil Aviation Authority of Fiji

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| **Recommendation 6** | That the Civil Aviation Authority of Fiji complete and/or update the National Air Navigation Plan |
| **Recommendation 7** | That the Civil Aviation Authority of Fiji complete and/or update the National Aviation Safety Plan |
| **Recommendation 8** | That the Civil Aviation Authority of Fiji complete and/or update the National Civil Aviation Security Programme |
| **Recommendation 9** | That the Civil Aviation Authority of Fiji complete and/or update the National Civil Aviation Facilitation Programme |
| **Recommendation 10** | That the Civil Aviation Authority of Fiji working with the Ministry of Tourism and Civil Aviation and Ministry of Finance to establish a mechanism to enable the Civil Aviation Authority of Fiji to secure sufficient funding to meet ICAO USOAP/ USAP (Universal Safety Oversight Audit Programme/ Universal Security Audit Programme) scores in at least the top third of the world. This should include the ability to attract and retain the necessary resources (including human resources) to achieve these critical safety and security outcomes. The funding model is likely to be a hybrid model combining Government baseline funding with a transparent mechanism such as user pays and/or a passenger safety levy to ensure predictability and stability and which should be independent of budget appropriations mechanisms. |
| **Recommendation 11** | That the Civil Aviation Authority of Fiji progress the harmonization and adaptation of a new Civil Aviation Act and associated rule set aligned with industry best regulatory oversight practices and ICAO expectations. |
| **Recommendation 12** | That the Civil Aviation Authority of Fiji host an annual conference of aviation stakeholders (such as the Civil Aviation Authority of Fiji, Fiji Airways, General Aviation operators, Tourism Fiji, Air Terminal Services, Fiji Meteorological Service, Customs Department, and Ministry of Immigration) to discuss their development intentions over the coming 12–36 months, improving communication and coordination within the sector. |
| **Recommendation 13** | That the Civil Aviation Authority of Fiji, Fiji Airports and Fiji Airways consider options to assist other regulators (and airports, air traffic units and airlines in the case of Fiji Airports and Fiji Airways) in smaller Pacific Island States with specialised skills that are unlikely to be sourced and/or retained locally, ideally on a commercial basis. |

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| **Recommendation 14** | That the Civil Aviation Authority of Fiji establish and conduct a Working Group focused on the changes required in policies, training, legislation, and IT platforms that are likely to be required due to the proliferation of drones and Advanced Air Mobility platforms including the potential for automated Air Traffic Control systems such as Uncrewed Aircraft System Traffic Management (UTM). |
| **Recommendation 15** | That the Civil Aviation Authority of Fiji continue advancing the harmonisation of Fiji's aviation regulations regarding new technologies with those of international regulators. That this effort aim to streamline approval processes, minimise duplication, and ensure compliance with ICAO requirements. |
| **Recommendation 16** | That the Civil Aviation Authority of Fiji continue promoting digital transformation in aviation oversight (e.g., E-Licensing, data analytics for safety monitoring, tools for compliance). This aligns with best practices and builds resilience.<br><br>This should include strategies to address cyber risks. Cybersecurity risks will necessitate stronger coordination across civil aviation, telecommunications, law enforcement and defense authorities.<br><br>The aviation sector as a whole should also promote digitalization, smart airport designs, and continuous staff capacity building. |

## For other Agencies

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| **Recommendation 17** | That the Ministry of National Planning review the body reporting to it with a view to extending its mandate (if required) to include oversight of the development and alignment of various Master and Strategic Plans across the sector. This would aim to ensure common assumptions are used across all plans and to optimise the integration and coordination of key plans wherever possible. |
| **Recommendation 18** | That the Ministry of Public Enterprises and Ministry of Finance clarify roles and responsibilities within State-Owned Enterprises (SOE's) to reduce the risk of revenue dilution by competing SOE's within the aviation sector, such as ground handling of third-party aircraft. |

## Health in Aviation

### For other Agencies

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| **Recommendation 19** | That the Civil Aviation Authority of Fiji working with the Ministry of Health complete and/or update the National Aviation Plan in Preparation for an Outbreak of Communicable Disease. |
| **Recommendation 20** | That the Ministry of Health work with the Ministry of Immigration to review the current prohibition of flights into Nausori International Airport (due to malaria concerns) from airports in Australia north of (and including) Brisbane, China, East Timor, Guam, Indonesia, Democratic Republic of Korea, Malaysia, New Caledonia, Philippines, Singapore and Vanuatu. Papua New Guinea and Solomon Islands are also on the list but it is acknowledged that malaria is still endemic in both countries |

## Traffic Forecasts and Trends

### For the Ministry of Tourism and Civil Aviation

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| **Recommendation 21** | That the Ministry of Tourism and Civil Aviation work with key stakeholders (such as Ministry of Foreign Affairs and External Trade, Fiji Airways, Fiji Airports, key tourism stakeholders, and the Solicitor General's Office) to develop a prioritised list of Air Service Agreement negotiations, with this list to be regularly reviewed and based on the expected priorities of the government, the aviation industry, and the tourism sector, aligned with driving growth. |
| **Recommendation 22** | That the Ministry of Tourism and Civil Aviation work with key stakeholders (such as Ministry of Foreign Affairs, Fiji Airways, and the Solicitor General's Office) to develop formalised protocols around Air Service Agreement negotiations to ensure negotiations follow pre-agreed methodologies. |

## Economic Factors: Interaction of Aviation with the Fiji Economy

### For the Fiji Roads Authority

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| **Recommendation 23** | That the Fiji Roads Authority review options to facilitate the timely flow of traffic from areas south of Nadi town, Denarau, and Wailoaloa Beach to and from Nadi International Airport. |

## For the Ministry of Tourism and Civil Aviation

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| **Recommendation 24** | That the Ministry of Tourism and Civil Aviation work with key stakeholders (including Fiji Airports, Fiji Airways, Tourism Fiji, and key hotel/resort owners and developers) to develop a vision for tourism development in key regions such as the Yasawa's, Kadavu, Taveuni, and Savusavu areas. In the Lau group this is likely to include the development of a "hub" ATR capable airport, which would then feed into wheel based aircraft and/or floatplanes to position the tourists to their resorts at other islands within the Lau Group.<br><br>This should align hotel/resort development plans with appropriate airport and flight infrastructure, likely via enforceable MOU's . For an airport around the Savusavu area and in Taveuni this may potentially leverage funding from the World Bank's FJD454 Million (USD200 Million) Na Vualiku Tourism Development Project for Vanua Levu. For an airport in the Yasawa's, Kadavu and in the Lau group development may be via similar financing models with development partners in other tourism regions. |
| **Recommendation 25** | That the Ministry of Tourism and Civil Aviation work with key stakeholders (including Fiji Airways, Tourism Fiji, Fiji Hotel and Tourism Association, and key hotel/resort owners and developers) to consider developing a tourism levy to fund the development of tourism-specific infrastructure (including utility capacities as specific to tourism requirements) and products. The revenue from this levy could be allocated to a dedicated trust, managed by a body appointed through a collaborative process involving the tourism and aviation sectors such as Fiji Hotel and Tourism Association. This may also require legislative changes to enable the levy not to be directed into general consolidated revenue, or an MOU to ensure transfer of the collected funds into the trust. |

## Human Capital and Training Requirements

### For the Government of Fiji

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| **Recommendation 26** | That to ensure the required levels of human capital are available to enable aviation to continue to operate safely and sustainably at present levels, and enable planned growth, the Government of Fiji should develop a strategy to reduce the loss of human capital from Fiji. This might include a mix of salary improvements, especially in areas of high human capital loss, opportunities in home ownership and / or employment-based accommodation, and pride in Fiji strategies. This may include educational material (including testimonials) on the lifestyle benefits of remaining in Fiji, from Fijian citizens who have migrated and realised the downsides of moving, such as high costs of accommodation and transport (including long commute times), dislocation from family, and in some case, the effects of a cold climate. |
| **Recommendation 27** | That the Government of Fiji progress strategies to promote female participation in the aviation workforce. This may include:<br>• options for the provision of pre and post -school childcare;<br>• considering requiring large businesses to offer or facilitate the provision of child- caring services;<br>• partnering with State Owned Enterprises within the aviation sector to establish employment targets for women in senior and operational roles, as well as improving policies and practices to support female participation of what have traditionally been male sectors of the aviation industry; and<br>• considering available options with donor and development agencies for assistance in promoting aviation careers for women and girls. |
| **Recommendation 28** | That the Government of Fiji progress a strategy to further develop Science, Engineering, Technology and Mathematics take-up in secondary school students, including consideration of the introduction of additional opportunities in early secondary school and additional technical focused post school educational opportunities. |
| **Recommendation 29** | That the Government of Fiji review options to increase the number of school leavers undertaking trade training including options for undertaking this training in additional locations across Fiji and especially in the Nadi/ Lautoka area |

## For the Government of Fiji and Fiji Airways

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| **Recommendation 30** | That Fiji Airways, the Civil Aviation Authority of Fiji and Fiji Airports (Air Traffic Services Training unit) work with the Government of Fiji to review pathways which would enable the Nadi area to become the aviation training hub for the Pacific. This may include partnerships with the ICAO's Global Aviation Training and the Singapore Aviation Academy (the training arm of the Civil Aviation Authority of Singapore). This could start with a feasibility study to identify niche training areas where Fiji can offer comparative advantage (e.g., air navigation services, pilot training, aircraft maintenance engineering, meteorology, drone operations, or regulatory inspector training). |

## Airports

### For other Agencies

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| **Recommendation 31** | That the Ministry of Finance and Ministry of Public Enterprises review the dividend policy for Fiji Airports, particularly in light of upcoming capital requirements, with a focus on the next five years. |
| **Recommendation 32** | That the Biosecurity Authority of Fiji consider the suitability of screening inbound passenger baggage using a risk-based approach, including consideration of any necessary changes to the Biosecurity Act of 2008 (or subsidiary regulations) |

### For Fiji Airports

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| **Recommendation 33** | That all airport operators be required to provide airport master plans addressing climate change resilience, noise mitigation, waste management, indigenous safeguards protocol decarbonisation, and disability access. |
| **Recommendation 34** | That Fiji Airports review its present capabilities to facilitate and accommodate up to 1,100 departing passengers at peak periods. |
| **Recommendation 35** | That Fiji Airports urgently review its present capacity to security screen up to 350 international transit passengers at peak periods. |
| **Recommendation 36** | That Fiji Airports, in collaboration with the Government of Fiji, Fiji Airways, and the Civil Aviation Authority of Fiji, identify the necessary approvals and changes required to eliminate secondary LAGS (Liquids, Aerosols, and Gels) and transit screening. If deemed viable, these measures should be implemented to streamline processes. |

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| **Recommendation 37** | That Fiji Airports consider the development of a slot policy that addresses the total capability of Nadi International Airport to handle arrivals and departures. |
| **Recommendation 38** | That Fiji Airports move to cease further development on the public land that would required to be resumed for a potential extension of the Runway 02/20 parallel taxiway to its full length, preserving the option to pursue this extension as a viable future alternative to relocating Runway 09/27. Additionally, Fiji Airports should evaluate aircraft parking configurations to ensure compliance with the Runway 09/27 side transitional splay requirements, hence aiming to avoid the need to relocate Runway 09/27. |
| **Recommendation 39** | That Fiji Airports review options to offer present tenants in the vicinity of Runway 09/27 leases to further develop their facilities, conditional on the possible relocation of the runway in approximately two decades. |
| **Recommendation 40** | That Fiji Airports progress options to relocate ab-initio pilot training from Nadi International Airport to a more suitable location better aligned with the specific requirements of flight training, to improve commercial aircraft traffic flows and enable extended training hours throughout the day. |

### For both the Ministry of Immigration and Fiji Airports

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| **Recommendation 41** | That the Ministry of Immigration and Fiji Airports prioritise the installation of technologies such as e-gates. |
| **Recommendation 42** | That the Ministry of Immigration progress implementation of API/PNR data systems to enhance border security and further address threats such as terrorism and illegal migration. |

## Air Traffic Control and Instrument Flight Procedures

### For Fiji Airports:

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| **Recommendation 43** | That Fiji Airports develop Required Navigation Performance - Localiser Performance with Vertical Guidance (RNP LPV) approaches for Matei, Kadavu, Cicia, Savusavu, Lakeba, Koro, and Vanua Balavu airports, which currently provide scheduled passenger flights without instrument approaches. |
| **Recommendation 44** | That Fiji Airports progress the upgrade of the present Required Navigation Performance (RNP) published approaches to Required Navigation Performance - Localiser Performance with Vertical Guidance (RNP LPV) capability. |
| **Recommendation 45** | That Fiji Airports consider the option of providing an Required Navigation Performance - Localiser Performance with Vertical Guidance (RNP LPV) instrument approach away from Nadi International Airport specifically for flight training/checking purposes, including consideration whether this needs to be co-located with a runway. |
| **Recommendation 46** | That Fiji Airports consider the traffic flow benefits of an Required Navigation Performance - Localiser Performance with Vertical Guidance (RNP LPV) approach for Nadi International Airport Runway 27 and a Standard Instrument Departure (SID) with an early right turn on departure from Runway 20 (between Denarau and Sonaisali). |

## Protection of Airports from Urban Encroachment

### For the Government of Fiji:

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| **Recommendation 47** | That Section 18 of the Environment Management Regulations 2007 which makes reference to Public Participation in scoping and or Environmental Impact Assessment process be amended to mandate involvement of Fiji Airports or an airport owner during or Environmental Impact Assessment processes within a defined proximity zone.<br><br>Additionally that airport or airspace expansions involving or near to customary lands ensure that customary land protections occur along with integrated heritage and cultural site assessments, and including consultation as well as informed consent procedures with iTaukei land-owning groups where applicable. |

### For Nadi and Nausori Town Councils

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| **Recommendation 48** | That Nadi and Nausori Town Councils require hydrology studies with all substantial building permit requests and ensure the town planning section is adequately resourced to review these. |
| **Recommendation 49** | That Town Councils incorporate building requirements, such as double glazing, into its planning regulations for construction under flight paths near all airports capable of handling turbo-prop aircraft such as ATR's and jet aircraft. |

## Environment and Climate Change

### For the Government of Fiji

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| **Recommendation 50** | That the Government of Fiji develops a certification scheme consistent with international standards, to verify the emissions from Sustainable Aviation Fuels. |
| **Recommendation 51** | That that the Government of Fiji progress discussions with the Government of Australia on accessing bulk Sustainable Aviation Fuel from Australia to leverage the work and investment in existing Sustainable Aviation Fuel production within Australia. |

## New Technologies

### For the Civil Aviation Authority of Fiji

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| **Recommendation 52** | That the Civil Aviation Authority of Fiji consider adopting a Remote ID system for all drones operated in Fiji to ensure responsible and accountable use. |
| **Recommendation 53** | That the Civil Aviation Authority of Fiji and Fiji Airports identify an enablement pathway for air traffic management to communicate electronically with drones and other unmanned aircraft. |

### For the Government of Fiji:

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| **Recommendation 54** | That the Government of Fiji progress consultations with the Government of Australia on Fiji aviation being able to access the benefits of the SouthPAN Satellite Based Augmentation System (SBAS) program, which is set to become available from 2028. |

## Disabled Persons in the Aviation Sector

### For the Government of Fiji

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| **Recommendation 55** | That the Government of Fiji, where practicable, identify opportunities to make existing buildings within the aviation and tourism sectors suitable for persons with disabilities. |
| **Recommendation 56** | That the Government of Fiji establish a realistic timeframe for State-Owned Enterprises in the aviation and tourism sectors to demonstrate that at least 2% of their workforce comprises individuals with physical disabilities, along with evidence that the workplace is appropriately equipped and supportive to enable their full participation and contribution. |
| **Recommendation 57** | That the Government of Fiji amend Section 84 (4) of the Employment Relations Act 2007 to also cover persons with disabilities other than physical and to make the employment of two percent a requirement (as against the present “may”) with a suitable transition period. |

### For both the Government of Fiji and Aviation Sector Stakeholders

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| **Recommendation 58** | That the Government of Fiji establish domestic aviation-specific accessibility standards, requiring airlines and airports to collaborate in facilitating the journeys of persons with disabilities. These standards should include the development of user guides that clearly outline airlines' and airports' obligations under the standards. That these user guides be made widely available to inform the traveling public about the rights of persons with disabilities when traveling by air in Fiji, thereby enhancing awareness and ensuring a more inclusive travel experience. |
| **Recommendation 59** | That ground handlers at all airports identify the necessary equipment required to facilitate the safe movement of persons with disabilities, including Disabled Passenger Lifts (DPLs) and aisle-compatible wheelchairs, and progress procurement where needed. |

### For Airports in Fiji

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| **Recommendation 60** | That all airports be required to include in their Airport Master Plans evidence of how they will provide and/or improve disability access. |


CHARGING
STATION

# 6 A BRIEF HISTORY OF AVIATION IN FIJI

**On July 16, 1921, a four-seat Channel 1 flying boat embarked on a ten-day journey, taking off from Suva Harbour and flying around Viti Levu and Vanua Levu. Later, on June 5, 1928, Charles Kingsford Smith, piloting his aircraft the Southern Cross became the first to land in Fiji, touching down in Albert Park, Suva, as part of a historic flight from California to Brisbane.**


*Figure 1: Southern Cross in Albert Park, Suva*

In 1939 the building of an airport in Nadi commenced and was completed in 1940 with Nausori Airport (Suva) following in 1942. Fiji Airways' inaugural flight took place on 1st September 1951, with a flight from Nausori Airport to Drasa Airport near Lautoka.

In 1958, Fiji Airways was acquired by Qantas and developed into a regional South Pacific airline with ownership shared between Fiji, Tonga, Western Samoa, Nauru, Kiribati, the Solomon Islands , Qantas, British Overseas Airways Corporation (BOAC), and Air New Zealand.

Fiji Airways was renamed Air Pacific in 1970, and then rebranded back to its original name in 2013. The airline operated its first international flights to Brisbane Australia using British Aircraft Corporation (BAC )1-11 jet aircraft. These were in turn replaced by Boeing 737-200 aircraft.

In 1979, the Civil Aviation Authority of Fiji (CAAF) was established to promote safety and develop regulatory oversight in the growing Fijian aviation industry.

Domestically Air Pacific operated ATR-42's, whilst Sunflower Airlines (which was later acquired by Air Pacific) operated principally BN-2's and DHC-6's. In 2012, Air Pacific reverted to its original name, Fiji Airways, and soon after added B737 and A330 aircraft to its burgeoning fleet.

Smaller operators such as Island Hoppers, Northern Air Services, Turtle Airways and Joyce Aviation provide services in the charter, float plane, and helicopter markets, whilst a small number of operators such as Laucala and Kokomo provide closed flights for luxury resorts.

By 2024, Fiji was connected by scheduled flights to 28 international destinations with Fiji Airways providing scheduled services to 11 domestic destinations.


*Figure 2: International connections from Fiji*

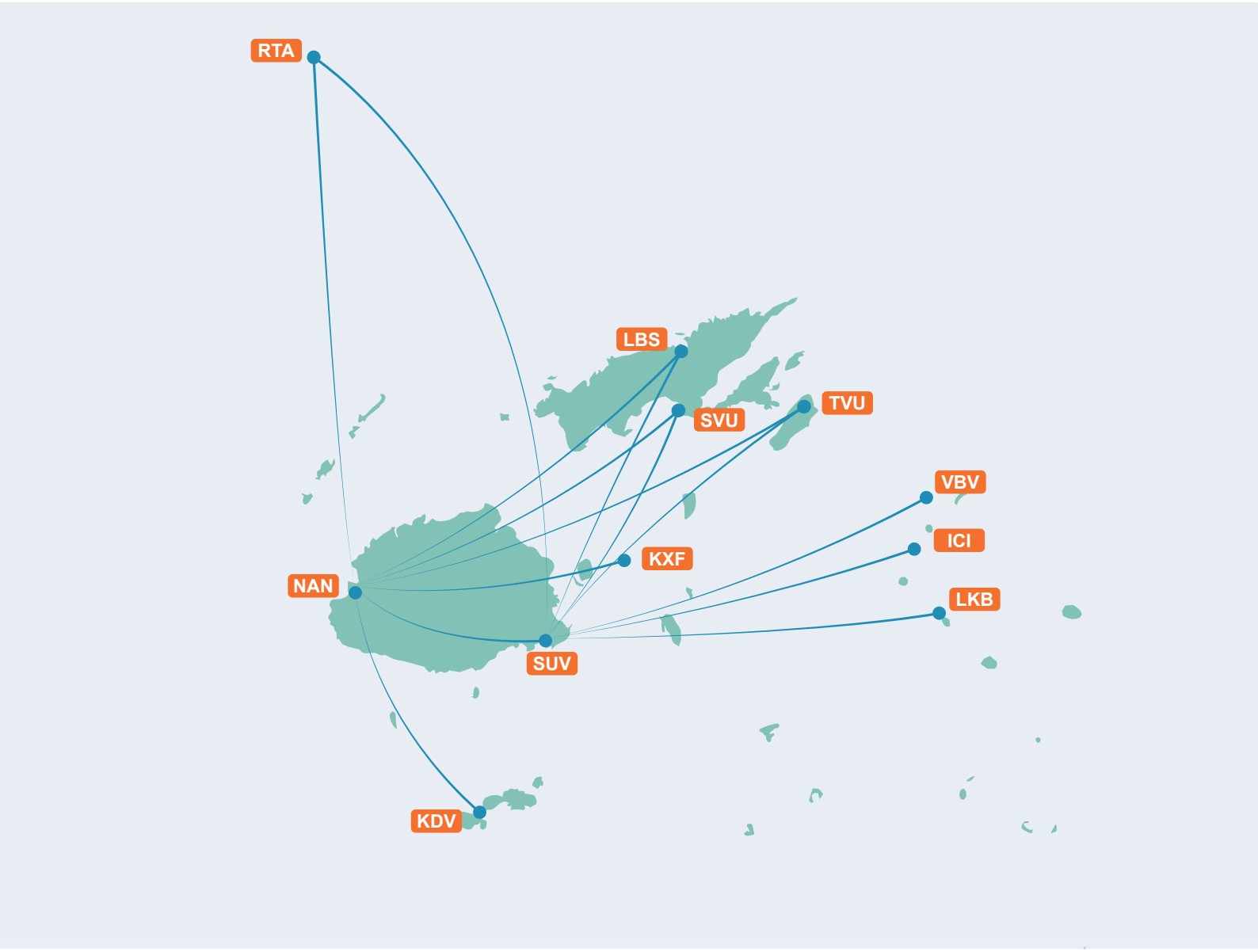



*Figure 3: Domestic connections served by Fiji Airways*

# 7 STATE CONTEXT

## 7.1 LEGAL, POLICY AND REGULATORY FACTORS

a. Fiji's aviation sector is governed by the following Act's and Regulations. These are accessible at: https://www.laws.gov.fj/

   i. The Civil Aviation Act 1976

   ii. The Civil Aviation Authority Act 1979

   iii. The Civil Aviation (Security) Act 1994

   iv. The Civil Aviation (Reform) Act 1999

   v. The Civil Aviation Air Navigation Regulations 1981

   vi. The Civil Aviation Air Navigation (Amendment) Regulations 2003

   vii. The Civil Aviation (Occurrence Reporting and Investigation) Regulations 2009

   viii. The Civil Aviation (Licensing of Air Services) Regulations 1979

   ix. Aircraft (Wreck and Salvage) Regulations 1939

   x. Nausori Airport Traffic Regulations 1973

   xi. The Civil Aviation (Fees and Charges) Regulations 2007

   xii. The Civil Aviation (Security) Regulations 1994

   xiii. The Civil Aviation (Security) (Amendment) Regulations

   xiv. Airport Departure Tax Act 1986

   xv. Airports (Development and Modernisation) Act 2012

   xvi. Civil Aviation (Convention on International Interests in Mobile Equipment) Act 2012

   xvii. Civil Aviation (Ownership and Control of National Airlines) Act 2012

   xviii. Civil Aviation (Montreal Convention 1999) Act 2016

   xix. The Immigration Act 2003

   xx. The Customs Act 2013

xxi. The Bio-security Act 2008

xxii. The Health Quarantine Act

xxiii. The Public Health Act

xxiv. The World Health Organisation (WHO) Travel and Health Requirements 1998

xxv. The World Health Organisation International Health Regulations 1969

b. A copy of the Aviation Policy of Fiji is available on request to approved parties from the Ministry..

c. A copy of the National Air Transport and Facilitation Programme of Fiji (NASP) is available on request to approved parties from the Civil Aviation Authority of Fiji.

d. Copies of Air Service Agreements (ASAs) as pertaining to Fiji are available on request to approved parties from the Department of Civil Aviation. A list of the ASA's currently in effect is available at https://mtca.gov.fj/air-services-agreement/

## 7.2 KEY STAKEHOLDER INSTITUTIONS RELEVANT TO FIJI'S AVIATION SECTOR

Details are provided in Appendix One.

As part of Fiji's obligations to ICAO it is recommended that the Government of Fiji complete and/or update the following plans;

a. The National Air Navigation Plan;

b. The National Aviation Safety Plan;

c. The National Civil Aviation Security Programme; and

d. The National Civil Aviation Facilitation Programme

## 7.3 MINISTRY RESPONSIBLE FOR CIVIL AVIATION

The Ministry of Tourism and Civil Aviation is presently the Ministry responsible for the formulation and review of policies and legislations for safe, secure and cost-effective air transport services for the travelling public. This supports trade, tourism promotion, foreign exchange earnings and creates employment opportunities for the Fijian people. It also ensures development of proper aviation infrastructure and improved security at airports to meet capacity demand.

The Department of Civil Aviation is a key section within the Ministry.

The Department of Civil Aviation:

I. Establishes Air Services Agreements;

II. Facilitates requests for non-scheduled international air operations;

III. Issues air service licenses to international operators; and

IV. Issues Air Services Permits for domestic operations in Fiji, via the Air Transport Licensing, There are presently 10 licensed domestic air operators in Fiji.

The Ministry of Tourism and Civil Aviation completed a partial review of Fiji's Aviation Policy in 2024 but this was principally aligned with updating the policy to include for an open skies agreement with the United States to enable the commencement of flights to Dallas by Fiji Airways from December 2024.

With the Aviation Policy formulated in 2006, and with only a partial review undertaken so far, the Aviation Policy is now due for a full and thorough review.

It is recommended that the Ministry of Tourism and Civil Aviation progress a full review of Fiji's Aviation Policy.

In 2003, a study on domestic aviation was conducted (the Domestic Aviation Strategy Study) resulting in the establishment of the Community Service Obligation (CSO) subsidy scheme. The study focused principally on the status and cost of operating the outer island airports, without consideration for the cost of operating the aircraft.

The routes the review recommended as requiring subsidising were:  Lakeba, Cicia, Vanua Balavu, Kadavu, Koro, Gau and Rotuma.

To ensure that the Community Service Obligation (CSO) program continues to meet the needs of community, it is recommended that the Ministry of Tourism and Civil Aviation progress a full review of the Community Service Obligation (CSO) air route funding policy for Fiji, noting this was introduced in 2003.

The organisational structure for the Ministry of Tourism and Civil Aviation is as follows.

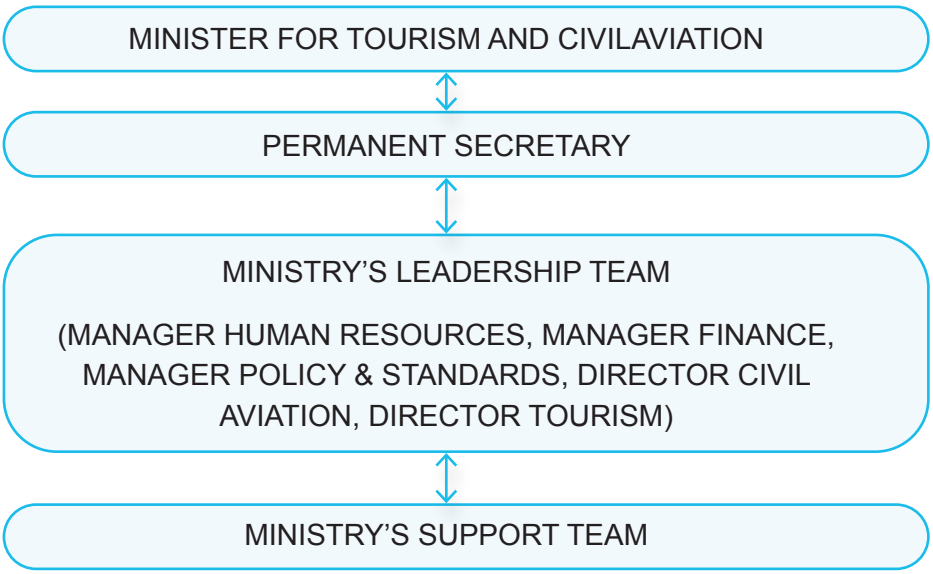



*Figure 4 Organisational Structure for Ministry of Tourism and Civil Aviation*

## 7.4 CIVIL AVIATION AUTHORITY OF FIJI AND ICAO

The Government of Fiji is committed to maintaining Fiji's world-leading record on aviation safety. As well as keeping the travelling public safe, a strong safety system is essential to ensuring the aviation sector's social licence and maintaining an efficient and competitive aviation industry.

Fiji completed its ICAO - Continuous Monitoring Approach - Coordinated Validation Mission (ICAO USOAP CMA ICVM) audit in 2019 with ICAO assessing Fiji as having a mature aviation safety system overall that proactively identifies, manages and mitigates safety risks. The Civil Aviation Authority of Fiji will continue to seek closer alignment with ICAO Standards and Recommended Practices.

The Civil Aviation Authority of Fiji's mandate is established by the Civil Aviation Authority Act of 1979, with Part 2 of the Act giving authority to its establishment. Section 10 of the Civil Aviation Authority Act of 1979 establishes the position of Chief Executive, whilst Section 11 of the Act defining their powers.

Provisions for funding for the Civil Aviation Authority of Fiji is provided in Section 5 and Section 6 of the Civil Aviation Authority Act of 1979.

The Civil Aviation Authority of Fiji organisational structure is provided on the next page.

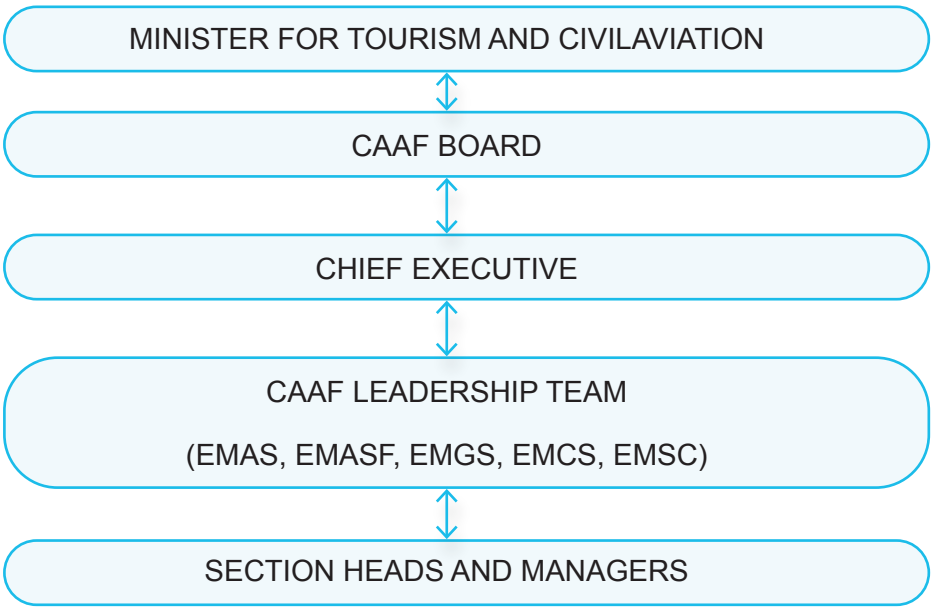



*Figure 5: The Civil Aviation Authority of Fiji Organisation Structure*

As of November 2024, Fiji was the only Pacific Island State with an ICAO USOAP Effective Implementation score higher than the world average.

The ICAO Effective Implementation scores from the last ICAO audit are provided below.

| | Subject Area | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Country | Legislation | Organisation | Licensing | Operations | Airworthiness | Accident Investigation | Air Navigation | Aerodromes | Total Average ICAD USAOP Score |
| World Average | 77% | 71% | 73% | 71% | 83% | 55% | 63% | 63% | 70% |
| Fiji | 61% | 62% | 86% | 87% | 87% | 38% | 71% | 76% | 71% |

*Figure 6: Fiji's ICAO Effective Implementation scores*

The three areas where The Civil Aviation Authority of Fiji scored below the world average were;

## 1. Legislation

The Civil Aviation Authority of Fiji is moving to adapt a version of the New Zealand Act, Aviation Rules and associated documentation suitable for Fiji's specific circumstances. The completion of this process in a successful manner is expected to raise this score well above the world average.

It is recommended that the Civil Aviation Authority of Fiji progress the harmonisation and adaption of a new Civil Aviation Act and associated rule set aligned with worlds best regulatory oversight practices and ICAO expectations.

## 2. Organisation

This result reflected that The Civil Aviation Authority of Fiji did not hold sufficient funds to enable it to operate without any additional funding for at least six months. Additionally, that The Civil Aviation Authority of Fiji was unable to evidence sufficient funding was derived separately from the Government of Fiji as to be able to demonstrate independence in its regulatory and safety functions.

It is noted that The Civil Aviation Authority of Fiji will need to continue to attract and retain Subject Matter Expertise (SME) at least equivalent to that within the aviation industry within Fiji, whilst developing additional capabilities to reflect the growth of the industry, new safety expectations and the ever increasing speed of technological change including drones, AAM' s, Artificial Intelligence (AI) and automation.

Additionally Fiji is the only Pacific Island State (outside the French territories) to presently hold US FAA IASA Category One approval. It is critical to Fiji, aviation and tourism that this approval is not downgraded.

At present The Civil Aviation Authority of Fiji collects FJD 5 from the airport departure levy on all international passengers departing after having been in Fiji for at least 72 hours (from a total levy of FJD 200 per passenger[1]).

An increase to FJD 10 (and additional FJD 5) per international passenger would collect an additional estimated FJD 11 million per annum for The Civil Aviation Authority of Fiji, but only cost the average tourist the equivalent of an additional AUD 0.70[2] per night's stay.

It is recommended that the Civil Aviation Authority of Fiji working with the Ministry of Tourism and Civil Aviation and Ministry of Finance establish a mechanism to enable the Civil Aviation Authority of Fiji to secure sufficient funding to meet ICAO USOAP/ USAP (Universal Safety Oversight Audit Programme/ Universal Security Audit Programme) scores in at least the top third of the world. This should include the ability to attract and retain the necessary resources (including human resources) to achieve these critical safety and security outcomes. The funding model is likely to be a hybrid model combining Government baseline funding with a transparent mechanism such as user pays and/or a passenger safety levy to ensure predictability and stability and which should be independent of budget appropriations mechanisms.

[1] https://www.parliament.gov.fj/wp-content/uploads/2017/03/Bill-Summary-Airport-Departure-Tax-Budget-Amendment-Bill-2016-Final.pdf

[2] Average of 9.6 nights stay per tourist. FJD/AUD=0.71

## 3. Accident Investigation

At present as per the Civil Aviation (Occurrence Reporting and Investigation) Regulations 2009 serious incident and incident investigations are conducted within the Civil Aviation Authority of Fiji, whilst in the event of an accident the Minister has the power to appoint an investigator in charge.

It is more appropriate that a separate fully independent body (in authority and funding) be created to investigate aviation incidents and accidents (and potentially maritime accidents).

It is recommended that the Ministry of Tourism and Civil Aviation progress the creation of an independent Accident Investigation Commission including an independent and sustainable funding mechanism. This could also explore the possibility of forming a regional Accident Investigation Commission in partnership with other Pacific Island States.

At present there is no “ready to activate” search and rescue capability within Fiji. In the event of a missing aircraft (or boat) it is probable that the aviation industry would provide a search capability such as helicopters and/or aircraft like Twin Otters. However, this is not a pre-event formalised arrangement, nor do any of these assets have existing capability to drop life rafts etc.

For significant events it remains appropriate to assume that Australia and/or the USA and/or New Zealand would assist using assets such as Poseidon maritime aircraft.

It is recommended that the Ministry of Tourism and Civil Aviation work with key stakeholders including the Civil Aviation Authority of Fiji, Ministry of Defence, Ministry of Policing, Fiji Airways, and other domestic air operators to ensure the timely availability of a search and rescue capability, including that this is approved and equipped appropriately. For domestic responses (including ideally for sea search and rescue requirements) this is likely to be based on industry capabilities. For Search and Rescue within the Nadi Flight Information Region (FIR) this may be aligned with a formal MOU with one of other states with existing capability.

The development of the Civil Aviation Master Plan identified a lack of communication flows across much of the industry. Whilst some stakeholders (such as Fiji Airways) met regularly with other parties such as Fiji Airports this appeared not to be the norm.

It is recommended that the Civil Aviation Authority of Fiji host an annual conference of aviation stakeholders (such as the Civil Aviation Authority of Fiji, Fiji Airways, General Aviation operators, Tourism Fiji, Air Terminal Services, Fiji Meteorological Service, Customs Department, Ministry of Immigration, Ministry of Health) covering development intentions of each stakeholder over the coming 12-36 months to assist in improving communication flows.

Additionally the world is expected to continue to move towards digitalisation of data, as seen with airlines adopting electronic flight bags (EFB’s), Flight Operations Quality Assurance (FOQA) etc. This (if developed, maintained and used correctly) improve data reliability, productivity and safety especially as relates to forward looking trend information. It is recommended that the Civil Aviation Authority of Fiji continue promoting digital transformation in aviation oversight (e.g., E-Licensing, data analytics for safety monitoring, tools for compliance). This aligns with best practices and builds resilience.

The work should include strategies to help protect the Civil Aviation Authority of Fiji, and the aviation eco-system from cyber risks. Cybersecurity risks will necessitate stronger coordination across civil aviation, telecommunications, law enforcement and defense authorities. Aviation specific cybersecurity standards should be aligned with ICAO GASeP and NIST CSF expectations and include cyber drills for airports and airlines.

The aviation sector as a whole should also promote digitalization, smart airport designs, and continuous staff capacity building, and be aligned with the Fiji National E Commerce strategy 2025 to 2029

## 7.5 ICAO DIFFERENCES

The Fiji Aeronautical Information Publication (AIP) identifies Fiji's differences from ICAO standards and recommended practices in Section GEN 1.7.

## 7.6 FIJI'S AVIATION OBLIGATIONS IN THE REGION

Fiji remains a strong supporter of both ICAO in the development and implementation of international standards and recommended practices, guidance and advisory material, as well as the Pacific aviation industry.

This includes hosting the ICAO Pacific Small Islands Developing States (PSIDS) Liaison Office based in Nadi, and the recent opening of the Regional Specialised Meteorological Centre in Nadi by the Fiji Meteorological Service.

Fiji is committed to working with its regional neighbours to support a safe, sustainable and resilient aviation sector which is vital for Pacific economies and social development.

Fiji will continue to work with ICAO in promoting its commitments to meeting challenges in aviation including continuing to participate in ICAO's Asia-Pacific regional forums, such as the annual conference of Directors General of Civil Aviation.

Fiji Airways is the only airline of substantial size in the Pacific other than Air Niugini (and Air Calin and Air Tahiti within the French territories). The size of all the other airlines in the region makes the establishment and retention of some specialised skills a challenge such as Non-destructive testing (NDT), Flight Operations Quality Assurance (FOQA), Incident investigations, Extended Diversion Time Operations (EDTO) and Continuing Airworthiness functions.

Sourcing these capabilities from Australia and New Zealand is also challenging and expensive. In addition to Fiji Airways assistance to other regional carriers in providing wet lease capability when their aircraft are away for maintenance or unserviceable, there are substantial opportunities for Fiji Airways to assist in areas such as this in the development of safe and sustainable aviation in the Pacific.

A similar situation exists with the provision by The Civil Aviation Authority of Fiji of Flight Operations Inspector, Airworthiness Inspector, Air Navigation Services Inspector, Aerodromes and Ground Aids Inspector and Aviation Security Inspector capability and training to its regulator peers around the Pacific.

Fiji Airports has also assisted in the training of Flight Information Service Officer's and Air Traffic Controller's in Vanuatu and Tonga.

It is recommended that the Civil Aviation Authority of Fiji , Fiji Airports and Fiji Airways progress exploring options to assist other regulators, airports, air traffic services and airlines in smaller Pacific Island States with specialised skills they are unlikely to be able to source and/or retain ideally on a commercial basis.

## 7.7 OTHER TRANSPORT MODES

Domestically, there are a range of viable alternatives to aviation. Both main islands (Viti Levu and Vanua Levu) have well-developed and effective road networks for both passenger and freight, as do all the main outer islands.

Additionally, there is a wide-ranging sea passenger service principally out of Suva to the Lau group islands, Rotuma, Taveuni and Savusavu and Kadavu.  There is also a limited schedule from Lautoka. The shipping service also provides an effective freight solution within Fiji.

These all actively compete with the domestic aviation industry.

In the Western division there are a significant number of smaller boats providing inter-island services for the tourist industry.

Fiji has a relatively extensive narrow-gauge railway network dedicated to transporting sugar cane, but it does not offer passenger train services.

# 8 HEALTH IN AVIATION

**Health in aviation is a critical component of safety, efficiency, and service quality, particularly in a country like Fiji where air transport connects its many islands and serves as a vital link for tourism, commerce, and medical emergencies. The physical and mental well-being of aviation workers—from pilots and cabin crew to ground staff and air traffic controllers—directly impacts operational safety.**

Public health measures in aviation are equally crucial, particularly in managing communicable diseases. Fiji's international airports, like Nadi International Airport, serve as major entry points, making them frontline defenses against the spread of diseases such as COVID-19, dengue, or influenza. Quarantine protocols, vaccination requirements, and hygiene standards are part of international health regulations enforced by airport health units and customs authorities. Fiji's Ministry of Health works closely with the World Health Organisation (WHO) and regional aviation partners to implement these safeguards.

The impact of COVID-19 on the aviation eco-system and Fiji's economy as a whole from 2020 to 2023 is one example of the consequences of the spread of communicable diseases.

As part of Fiji's obligations to ICAO it is recommended that the Civil Aviation Authority of Fiji working with the Ministry of Health complete and/or update the National Aviation Plan in Preparation for an Outbreak of Communicable Disease.

Aviation workers in Fiji are often exposed to challenging conditions, including irregular work hours, jet lag, high stress, and in some roles, physical exertion. These factors can contribute to fatigue and long-term health issues such as cardiovascular problems or mental health disorders if not managed effectively. For instance, pilots and air traffic controllers must undergo regular medical evaluations to ensure they are fit for duty. The Civil Aviation Authority of Fiji enforces stringent medical and psychological assessments to minimise risks linked to human error, which remains a leading cause of aviation incidents globally.

Occupational health and safety (OHS) for airport and airline staff is another essential aspect of aviation health. In Fiji, workers handle everything from passenger baggage and aircraft refuelling to catering and maintenance. Ensuring proper training, protective equipment, and safety protocols helps reduce workplace accidents and long-term injuries.

Lastly, mental health support in aviation is gaining recognition as a key priority, particularly in light of growing stressors and the isolation experienced by some aviation professionals. Exploring ways to provide better mental health resources, including confidential counselling and peer support programs are important developments.

An increasingly important consideration for regulators includes ensuring appropriate physical and psychological health measures and assessments are available and in place.

Promoting a health-conscious aviation culture not only benefits employees but also contributes to passenger safety and satisfaction, reinforcing Fiji's reputation as a safe and welcoming travel destination.


Whilst Nadi International Airport is expected to remain the core hub for international flights, Nausori International Airport has previously managed international flights from New Zealand and presently facilitates flights from Tuvalu.

There is an opportunity to expand international flight operations at Nausori International Airport by reassessing and potentially waiving existing requirements that may no longer be necessary.

It is recommended that the Ministry of Health & Medical Services, working with the Ministry of Immigration, review the current prohibition of flights into Nausori International Airport (due to malaria concerns) from airports in Australia north of (and including) Brisbane, China, East Timor, Guam, Indonesia, Democratic Republic of Korea, Malaysia, New Caledonia, Philippines, Singapore and Vanuatu. Papua New Guinea and Solomon Islands are also on the list, but it is acknowledged that malaria remains endemic in both countries.[3]

[3] Fiji AIP Section 5.1.3

# 9 TRAFFIC FORECASTS AND TRENDS

**During the period 1999-2023, international visitor numbers grew from 409,955 passengers to 929,740 passengers[4]. an average annual growth of 3.9%. Domestic travel equates to around an additional 10% of passenger numbers.**

Tourism in Fiji has recovered quickly from COVID-19, with Fiji having hosted over one million tourists in 2024, accommodated principally in 13,400 hotel rooms.

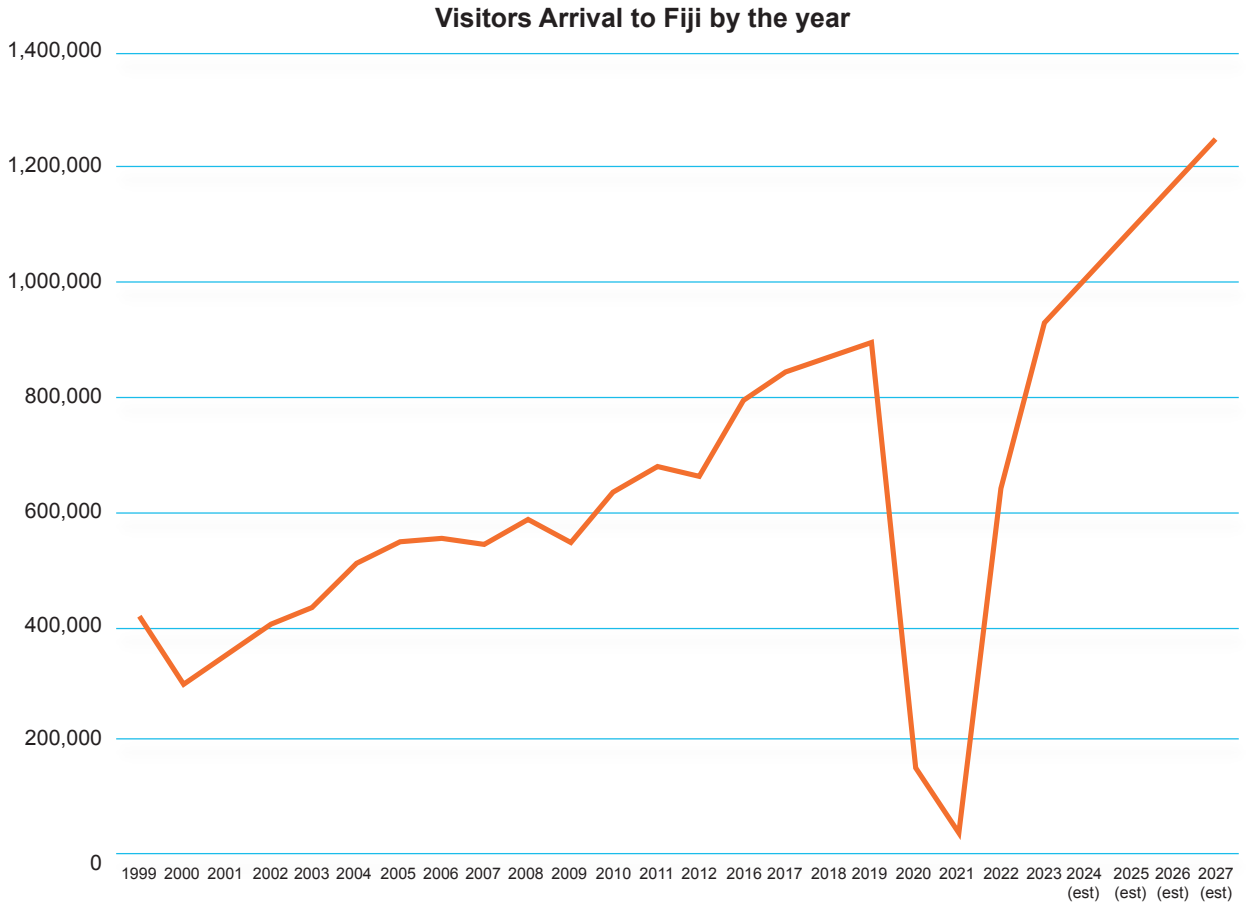



*Figure 7: Visitor arrivals to Fiji 1999 to 2027*

[4] https://www.statsfiji.gov.fj/statistics/social-statistics/tourism-and-migration-statistics/#visitor

Fiji Airways has articulated an ambition to double its capacity from over 2.5 million passengers per annum to in excess of 5 million passengers per annum, over the next 10-15 years at an average annual growth rate of between 3-6%. This level of growth is however contingent upon growth within the tourism sector and within tourism and airport infrastructure to support this additional growth in passenger numbers.

At present, Fiji Airway's passenger mix is comprised of approximately;

- Ten percent being passengers using Fiji Airways domestic services;
- Ten percent being passengers travelling to Fiji and thence onwards from other Pacific Islands States;
- Thirty five percent travelling to Fiji as tourists;
- Thiry five percent using Nadi International Airport as a hub to travel onwards to their final destination. This is called sixth freedom traffic and is comprised for instance of passengers travelling from Sydney to Honolulu (via Nadi), or Canberra to Los Angeles (via Nadi) etc; and
- Ten percent of passengers travelling to and from Fiji to visit family, friends and relatives (VFR traffic)

Fiji has bilateral Air Service Agreements (ASA's) with a number of other countries and has an open access agreement (also known as an 'open skies' agreement) with the USA.

In all cases, international airlines including Fiji Airways make commercial decisions as to which routes to operate based on their assessment of commercial viability of the particular routes available. However, these Air Service Agreements can take years to negotiate between States and unless concluded in a timely manner may artificially constrain tourism growth into Fiji, especially from traditional markets. Equally ASA's typically reflect reciprocal outcomes with both governments seeking improved access for their designated international carriers at the same time as granting access to foreign carriers.

The continued capability of aviation to grow and contribute to the economic success of Fiji will be aligned with the timely and appropriate negotiation of Air Service Agreements to ensure these do not artificially constrain growth due to full utilisation of capacity.

All decisions on the priority and nature of negotiations are normally determined based on Fiji's national interest, based on a range of factors, including:

- forecast international capacity compared to remaining capacity in the existing ASA;
- reciprocal market opportunities for Fijian carriers;
- expanding travel opportunities for Fijian's including allowing visits to diaspora communities;
- economic benefits for Fiji's tourism, and trade sectors;
- bilateral relations with the other governments;
- safety and security for passengers;
- job opportunities and job security for Fijians; and
- the sustainability of the Fijian aviation sector.

Noting the timeframes involved it is recommended that the Ministry of Tourism and Civil Aviation work with key stakeholders (such as Ministry of Foreign Affairs, Fiji Airways, key tourism stakeholders, and the Fiji Airports Solicitor General's Office) to develop a prioritised list of Air Service Agreement negotiations, with this list to be regularly reviewed and based on the expected priorities of the government, the aviation industry, and the tourism sector, aligned with driving growth.

Fiji Airways is a relatively small airline by global standards that the Government of Fiji needs to protect from predatory international airlines. This can include dumping - offering unsustainable airfares to force another carrier off a route - but may present through more neutral pricing activities as the result of other airlines' scale or home-base benefits (for example, home-base tax arrangements, Government-backed investment bonds, etc.).

Fiji should continue to pursue increased opportunities for Fijian carriers, in accordance with Fiji's national interest. It is recommended that the Ministry of Tourism and Civil Aviation work with key stakeholders (such as Ministry of Foreign Affairs, Fiji Airways, key tourism stakeholders, and the Solicitor General's Office) to develop formalised protocols around Air Service Agreement negotiations to ensure negotiations are progressed via pre-agreed methodologies.

A number of the Air Service Agreements require the Government of Fiji to continue to require Fijian control and ownership of Fiji Airways as the country's designated international airline. This also recognises the central role that aviation plays in connecting Fiji to the world.

The Government of Fiji also has an interest in maintaining a strong, Fijian-controlled international airline. This assures Fijian aviation capability for humanitarian and emergency purposes, as well as providing a strong commercial platform that also represents Fiji's national interests.

# 10 ECONOMIC FACTORS: INTERACTION OF AVIATION WITH THE FIJI ECONOMY

**The level of economic activity of air transport industries is closely linked to the level of economic activity in markets and economies that aviation serve. Equally high levels of economic activity go hand in hand with growing the demand for air transport.**

Aviation is essential to Fiji's economic and social wellbeing. As the most effective means to enter Fiji, aviation underpins the nation's tourism industry, which accounts for 40% of Fiji's GDP and 36.5% of total employment. The profound impact of border closures during the COVID-19 pandemic highlighted the critical role aviation plays in sustaining Fiji's economy and connectivity.

Equally the success of Fiji's aviation sector is intrinsically linked to the growth and vibrancy of its tourism industry, creating a dynamic partnership crucial to the nation's prosperity and also enabling the two-way trade of fresh produce.

The direct employment and taxes derived from these two sectors is critical in delivering on the Government of Fiji's twenty-year development plan (2017-2036).

These economic goals include;

1. A four-fold increase in GDP per person;
2. Government debt to be reduced to 35 percent of GDP;
3. Reducing unemployment to below 4 percent; and
4. Eradicating poverty

These sectors are also critical to enabling Fiji to deliver on all seventeen of the UN Sustainable Development Goals.

A strong and competitive aviation sector is fundamental to developing Fiji's tourism sector. Equally a strong tourism sector is fundamental to aviation being able to succeed. Without the tourism sector being able to sustainably grow, there is no ability for aviation to grow its present passenger numbers. The two: aviation and tourism are entirely symbiotic.

For Fiji Airways to achieve their target of doubling capacity over the next 10-15 years, and assuming other carriers such as Qantas, Virgin Australia and Air New Zealand match this growth profile, both tourism and the aviation infrastructure will need to accommodate an expected additional one million tourists annually by 2035, being a doubling of present tourist numbers. This is in addition to increased VFR traffic and a projected doubling of transit (sixth freedom) traffic.

Simply put, aviation will be unable to grow over the next ten years, unless the tourism industry is also able to handle the influx of an expected additional one million tourists per annum. An inability of the tourism sector to succeed in this has dramatic ramifications on the aviation sector and is presently considered by both Fiji Airways and Tourism Fiji as being the biggest risk to the successful and sustainable growth of aviation over this period.

To accommodate a potential doubling of capacity by Fiji Airways (assuming similar growth by other air operators to and from Fiji) over the next 10-15 years, there are a significant number of strategic issues relating to aviation that Fiji needs to address.

Nadi International Airport must be equipped to manage a corresponding increase in passenger volume—covering inbound, outbound, and transit passengers. Section 14.1 details Fiji Airports plans to grow the Nadi International Airport physical infrastructure to build capacity and meet continued demand.

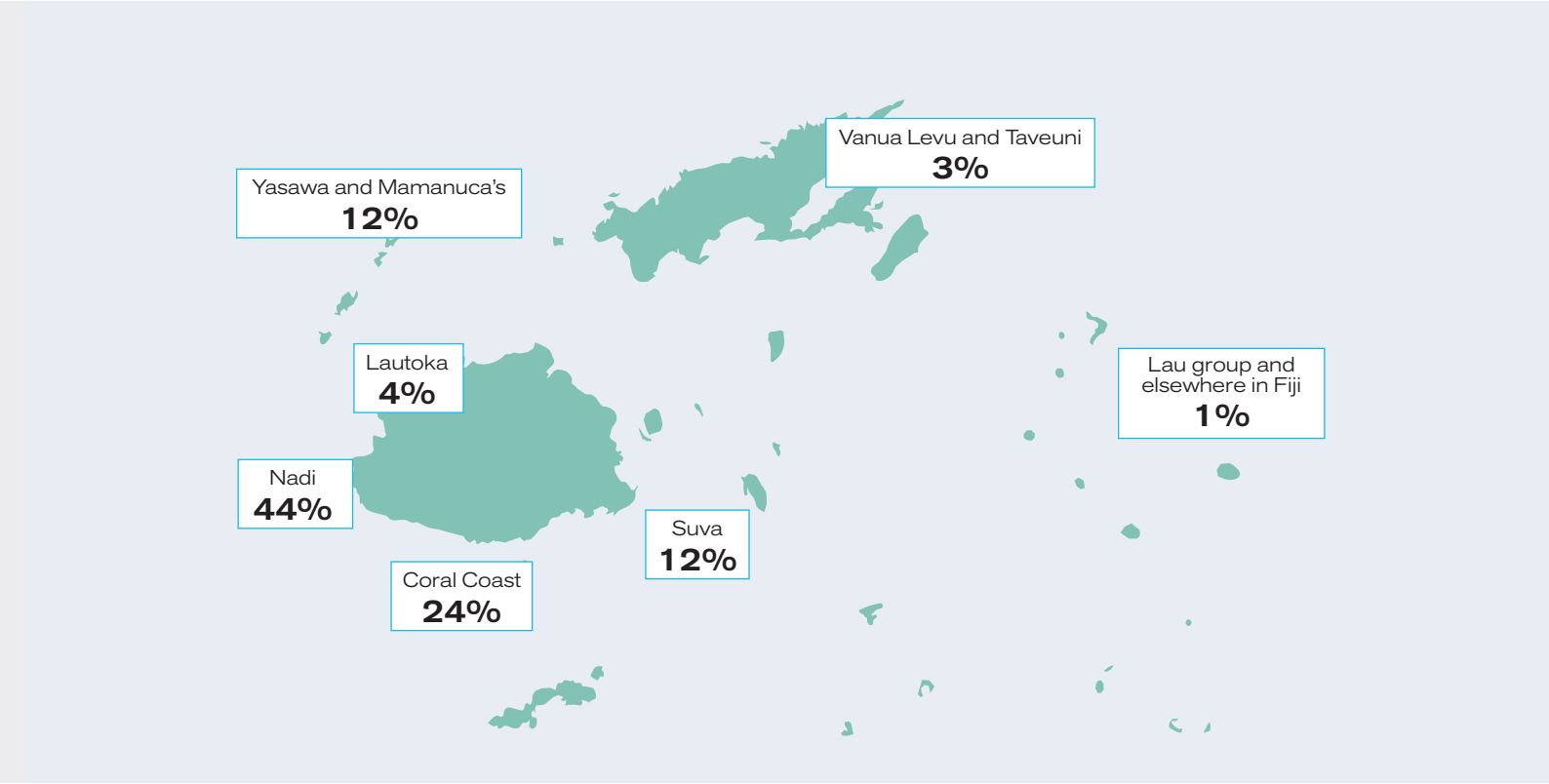



*Figure 8: Distribution of tourism within Fiji (2023)*

At present tourism is highly concentrated in the Western division including the Mamanuca's, Yasawa's and Coral Coast. This is in part due to the proximity to Nadi International Airport (with relatively easy access by boat or vehicle) and with some other areas (such as the Lau Group) potentially not having the same population densities and/or some areas having higher average rainfall.

In 2023 96% of total bed nights occurred in the regions of Nadi, Yasawa and Mamanuca's, Lautoka, Coral Coast and Suva.[5] Only 4% of bed nights occurred elsewhere in Fiji.

A constraint is some of the other likely destinations such as Taveuni, Kadavu, Savusavu and the airports in the Lau group are only served by 19 seat Twin Otter aircraft. The relatively high cost is not presently an obstacle for tourists staying at the luxury resorts in these areas which are often priced around USD 1,000 per night, but is likely to preclude the growth of additional family style tourism. Additionally, none of the airports serving these areas can currently accommodate aircraft larger than Twin Otters. Physical constraints at Savusavu and Kadavu airports present significant challenges to handling even ATR-42-600 aircraft, particularly given ATR's announcement that they do not intend to develop a STOL version of this model. Likewise, travel to Yasawa is only possible by boat (a 4-hour trip), or float plane.

In all locations a shortage of hotel rooms precludes the immediate business case for airports able to handle larger aircraft. This creates a circular issue whereby the lack of hotel rooms and a suitable airport precludes an air operator offering a larger aircraft on the route and the lack of a larger aircraft works against the addition of extra hotel rooms. This also poses challenges to the diversification of tourism away from the Western Province and Coral Coast. Such diversification would support a balance between the benefits and the stresses tourism places on society and the environment.

The Lau Group provides incredible opportunities especially for smaller scale tourism and eco-tourism , with negligible tourists presently visiting the area. Development of tourism in the Lau Group has the potential to slow or even reverse urban drift. However the distance from Nadi International Airport to Lau Group and the expectation that individually each island would be unlikely to support an ATR flight, is a hurdle to tourism development. For instance the distance from Nadi to Cicia Island is 345 km. The distance from Nadi to Lakeba Island is 405 km. However the distance from Cicia Island to Lakeba Island is 75 km, to Moala Island is 125 km and to Vanua Balavu is 69 km. This may include the development of a water landing hub at one or more locations across the Lau Group.

It is recommended the Ministry of Tourism and Civil Aviation work with key stakeholders (including Fiji Airports, Fiji Airways, Tourism Fiji, and key hotel/resort owners and developers) to develop a vision for tourism development in key regions such as the Yasawa's, Kadavu, Taveuni, and Savusavu areas. In the Lau group this is likely to include the development of a "hub" ATR capable airport, which would then feed into wheel based aircraft and/or floatplanes to position the tourists to their resorts at other islands within the Lau Group.

This should align hotel/resort development plans with appropriate airport and flight infrastructure, likely via enforceable MOU's. For an airport around the Savusavu area and in Taveuni this may potentially leverage funding from the World Bank's FJD 454 Million (USD 200 Million) Na Vualiku

[5] https://fijicdn.azureedge.net/kenticoproductionmedia/fijicorp/media/mediaazure/pdf_documents/pdf-tourism-fiji-corporate-plan_v1_26-05-2022.pdf

Tourism Development Project for Vanua Levu. For an airport in the Yasawa's, Kadavu and in the Lau group development may be via similar financing models with development partners in other tourism regions.

A key challenge to consider is Fiji's human resources capacity both within the aviation sector and the tourism sector in order to meet this level of growth, particularly as customer-facing roles should continue to be Fijian citizens.

As noted, aviation will not be able to succeed in meeting its growth plans, unless the inbound passengers have somewhere to stay, staff to serve them and holiday experience aligned with their expectations.

A lot of work has been done on the Fiji National Sustainable Tourism Framework 2024 to 2034, with more ongoing consultation with the Fijian people to understand what society would like tourism in Fiji to look like as it grows over the next 25 years. Many in the country take the view that Fiji should avoid the model of mass tourism currently observed in destinations like Hawaii and Bali. However, without a documented and widely agreed-upon vision for tourism development, supported by the necessary social license, there is a risk that tourism could grow in an unplanned and unsustainable manner. For example, most beachfront areas in the Western Province either already have tourist facilities located on them, or there are plans to develop them in the future. Some such as Denarau have become 5-star areas, others such as part of Wailoaloa Beach have become 3- 3½-star. Whilst there remain opportunities for the development of integrated resorts (pool based away from a beach) and/or developments which have developed their own beach environments such as Fiji Marriott Resort Momi Bay, there are very few remaining beachfront opportunities on the mainland in the Western Province or in the Mamanuca's. Tied with this is the need for the tourist industry to operate with a social licence that likely includes ongoing public access to an ever decreasing level of access to beaches.

A number of high-value visitors to Fiji are largely indifferent to the cost, especially those arriving on private jets. A number of the State Owned Enterprises (SOE's) have started to compete for business providing services (such as ground handling) to these. This is expected by its nature to have a downward pressure on pricing and hence reduced revenue to the Fijian economy. It is recommended that the Ministry of Public Enterprises and Ministry of Finance roles and responsibilities within the SOE's to reduce the risk of revenue dilution by SOE's competing against each other for business within the aviation sector, for example, ground handling of third party aircraft.

Aviation is integral to the uplift of high-value, low-volume exports such as mail, small parcels and high-value perishables. These also either contribute to the economies of neighbouring States, or have the potential to do so. Nadi is an obvious cargo hub for the trans-shipment of freight onwards to export markets. A current constraint is the number of different cargo protocols across the Pacific, and across main destinations of Australia, USA, New Zealand, Singapore, Hong Kong and Japan.

**Opportunities to continue to develop this market includes through:**

**Improved market access:** enhanced air connectivity will allow for faster and more reliable transport of high-value, perishable agricultural products, such as tropical fruits, root crops, seafood, and floriculture, into regional and international markets;

**Export facilitation:** upgraded cargo terminals and cold chain logistics especially at Nadi International Airport and Nausori International Airport will support the growth of agri-exports, especially to niche markets in the Asia-Pacific and beyond;

**Farmer empowerment:** by linking rural producers to aviation-enabled supply chains, CAMP can help smallholder farmers participate more directly in value-added trade, increasing incomes and reducing post-harvest losses;

**Reviewed bio-security protocols, where safe to do so:** by ensuring bio-security and other inspections are fit for purpose, especially for trans-shipped cargo

Additionally domestically there are opportunities with the aviation system to deepen the integration between agriculture and tourism, particularly through:

**Farm-to-Table experiences:** improved domestic connectivity can support agritourism initiatives, enabling tourists to visit farms, participate in harvesting, and enjoy authentic Fijian cuisine sourced directly from local producers.

**Local and affordability:** with better logistics, resorts and hotels can source fresh produce from nearby farming communities, reducing reliance on imports and promoting sustainable tourism.

**Branding and storytelling:** aviation onboard IFE can be leveraged to promote Fiji's agricultural heritage, such as organic farming, traditional food systems, and indigenous crops, as part of the national tourism narrative.

Pathways forward to help fully realize these synergies may include;

**Joint working group:** such as a task force to align aviation development with agricultural export strategies and rural development plans.

**Infrastructure co-planning:** coordinate on the design of cargo terminals and regional airports to ensure they meet the needs of agri-exporters, including cold storage, quarantine, and biosecurity facilities.

**Data sharing and market intelligence:** share tourism demand forecasts and aviation traffic data to help farmers plan production cycles and target emerging markets.

It is recommended that the Ministry of Foreign Affairs progress (possibly via the Pacific Islands

Forum and/or PASO) advance the development of common cargo protocols across as much of the Pacific as possible to facilitate the export and transit of fresh produce.

General Aviation (GA), which includes flight training, medivacs, helicopter flying, and charters, will continue to play an essential role in Fiji's aviation environment including providing ab-initio flight training for many of Fiji's future pilots. This also includes provision of medivac capabilities and facilitating tourists' access to many of the smaller (often high-end) resorts.

# 11 FUNDING FOR AVIATION

**The Fijian budget faces a substantial number of competing demands, particularly in the aftermath of the economic losses incurred as a result of the COVID-19 pandemic.**

As of 31 October 2023 Fijian Government debt was 76% of GDP , reduced from 92% principally due to the growth of the economy but expected to continue to grow at around 4.5% for the 2024-2025 budget[7].

Anecdotally, it has been suggested that delays in infrastructure funding risk compromising the tourist experience, and constraining ongoing sector growth. This includes advice of wait times of up to 12 months for connection of mains electricity, and ongoing pressure on the Water Authority of Fiji which has noted a need for FJD 780 Million in capital expenditure over the next five years for upgrades[8]. While a privately owned facility, the water and the sewerage system at Denarau will likewise require an upgrade in the near future.

As an example of the quantum of funding required for the aviation sector in Fiji is reflected in an estimated cost of FJD 1 Billion to complete the projects identified in the Nadi International Airport Master Plan, whilst the capital cost of an additional eight A350-900 aircraft and six more B737-MAX8 aircraft is estimated at FJD 4.4 Billion[9].

Traffic access into Nadi International Airport is increasingly creating issues for tourists especially at peak movement times. Reports suggest travelers having to leave their Coral Coast hotels as early as 3am to reliably meet check-in times for morning flight. Delays in getting to the airport can invariably be expected to leave a negative memory of the visitor's holiday experience.

To identify future solutions, it is recommended that the Fiji Roads Authority review options to facilitate the timely flow of traffic to and from Nadi International Airport from areas south of Nadi town, Denarau and Wailoaloa Beach.

Noting the linkage between the development of the capabilities within the tourism sector and aviation's ability to meet its growth goals, and the demands on accessing funding to deliver on key infrastructure and associated products, it is recommended that the Ministry of Tourism and Civil Aviation work with key stakeholders (including Fiji Airways, Tourism Fiji, Fiji Hotel and Tourism Association, and key hotel/resort owners and developers) to consider developing a tourism levy to fund the development of tourism-specific infrastructure (including utility capacities as specific to tourism requirements) and products. The revenue from this levy could be allocated to a dedicated trust, managed by a body appointed through a collaborative process involving the tourism and aviation sectors such as Fiji Hotel and Tourism Association. This may also require legislative changes to enable the levy not to be directed into general consolidated revenue, or an MOU to ensure transfer of the collected funds into the trust.

[6] https://www.finance.gov.fj/wp-content/uploads/2023/12/Government-Debt-Report-Quarter-1-FY2024-1.pdf

[7] https://devpolicy.org/fijis-coalition-budget-is-laudable-but-challenges-remain-20240807/#:~:text=The%20estimated%20decline%20in%20the,the%20end%20of%20July%202025.

[8] https://islandsbusiness.com/news-break/fiji-water-woes/

[9] List price of A350-900 at USD 308 million. List price of B737-MAX8 at USD 134 million per aircraft. Assumes Fiji


It is acknowledged this may require either legislative changes to enable the levy not to be directed into general consolidated revenue, or an MOU with the Government to ensure any moneys paid into consolidated revenue was transferred into the trust fund.

[10] https://www.statsfiji.gov.fj/provisional-visitor-arrivals-2024/

[11] https://corporate.fiji.travel/statistics-and-insights/international-visitor-survey

# 12 HUMAN RESOURCES AND TRAINING REQUIREMENTS

**The success of Fiji's aviation industry hinges on the availability of a well-trained and adequately skilled workforce across both the tourism and aviation sectors. This entails not only meeting current needs but also planning for future growth through effective training programs and initiatives to retain talent.**

Worldwide the aviation industry faces shortages of key workers, especially including pilots, flight instructors, aircraft engineers and air traffic controllers. Whilst global crises such as 9/11, the GFC and COVD-19 temporarily constrained the demand for aviation and the shortages abated, the current situation presents the risk of becoming systemic and long term.

The International Air Transport Association (IATA) forecasts a 3.4% annual passenger growth globally to 2040 and a 4.5% growth in the Asia-Pacific[12]. Boeing predicts a requirement for an additional 649,000[13] pilots, and 690,000 aircraft engineers worldwide over the next 18 years.

After many years of losing Fijian National pilots overseas, especially to employment opportunities in the Middle East, Fiji Airways moved post-COVD-19 to align citizen pilot salaries to those of its expatriate pilots. However, the airline is still reliant on expatriate pilots despite ongoing development of Fiji Nationals. With the airline's growth plans this is unlikely to change quickly. Equally Fiji's aviation sector continues to lose Fiji citizens to opportunities offshore. This includes skills across the entire industry such as Licenced Engineers and Meteorological Forecasters to Australia and New Zealand. Highlighting the challenge, the Fiji Meteorological Service recently experienced the resignation of a senior forecaster, who relocated to New Zealand for a position offering six times the salary.

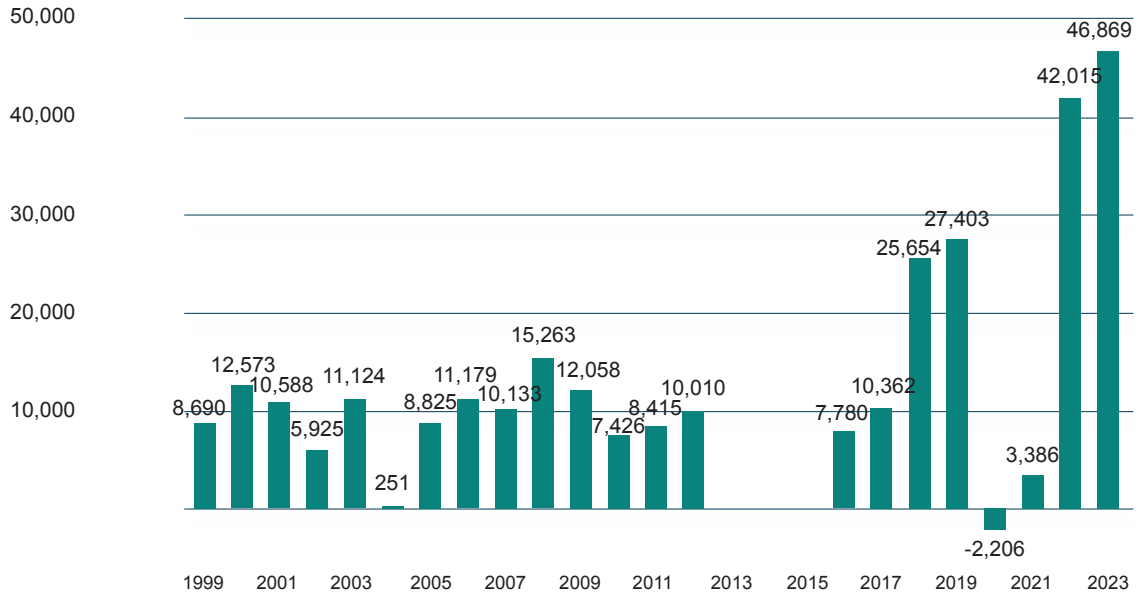
The loss of skills is not just limited to aviation, with a large number of businesses and public service sectors [14] [15] [16] within Fiji identifying a shortage of staff especially in the skill trades[17] including electricians, plumbers, refrigeration and air-conditioning technicians, among others. These levels of loss present a significant risk of hollowing out key parts of society that are critical to developing the future aviation (and tourism) workforce that is critical to meeting the growth plans of the aviation sector.

[12] International Air Transport Association (IATA), Global Outlook for Air Transport: A local sweet spot, IATA, 2023
[13] Boeing, Pilot and technician outlook 2023–2042, Boeing website, June 2023.
[14] https://www.fbcnews.com.fj/news/monthly-average-of-93-teachers-resigning/
[15] https://www.fbcnews.com.fj/news/health/healthcare-system-faces-midwife-crisis-after-500-exit-the-country-last-year/
[16] https://www.fijitimes.com.fj/417-resign-from-fiji-health-ministry/
[17] https://www.fijitimes.com.fj/fijis-grave-skill-shortage/

Based on Fiji Airways intent of doubling capacity over the next 10-15 years, and the inference that as a consequence Fiji will need to attract an additional one million tourists by 2035-2040 (in order to fill these seats), and with every 15 tourists estimated to generate one new job[18], the tourism sector is projected to require at least 67,000 additional employees. Currently, this demand is expected to be primarily concentrated in the western region. As noted, unless the tourism sector can grow to meet this increase in inbound passengers, the aviation industries growth plans are unachievable.

According to the Fiji Ministry of Finance, unemployment is currently around 4.3%[19], with Fiji having suffered from a net migration of people equivalent to five percent of the population in both 2022 and 2023[20]. This translates to approximately 80,000 Fijian residents travelling out of the country for better employment opportunities and emigration in the period January 2018 to August 2023.

Over time, this trend may moderate if overseas tertiary education opportunities decrease, particularly as key destinations such as New Zealand and Australia tighten university placements for international students[21]. However potentially offsetting this will become a demand industries such as aged care, health, and hospitality is expected to grow. Additionally, the migration of iTaukei may foster further migration as they create opportunities for others within their community to follow suit.




*Data for 2013 to 2015 is missing*

*Source: Fiji Bureau of Statistics * Created with Datawrapper*

*Figure 9 Resident Net Departures*

[18] https://corporate.fiji.travel/articles/media-coverage/positive-outlook-for-tourism-related-jobs#:~:text=Every%2015%20international%20visitors%20that,on:%20Fijitimes.com.fj

[19] https://www.finance.gov.fj/wp-content/uploads/2024/02/Fact-Sheet-Employment-Labour-Market.pdf

[20] https://devpolicy.org/fijis-emigration-boom-will-it-last-20240730/#:~:text=Fiji's%20population%20is%20just%20under,case%20for%20its%20being%20temporary.

[21] https://www.fbcnews.com.fj/news/fijian-migration-to-australia-falls-sharply/

The cost of a holiday in Fiji is also a key consideration in attracting passengers. By May 2024 the average day rate for a room in Fiji (figure 10) had increased by 71% against the pre-COVD-19 rate and was around 50% more than North Queensland and 35% more expensive than Bali (both with similar climates). This is evidence of the importance of the "soft product" particularly the warmth of the Fijian culture that is critical to maintaining this type of price margin.

To show the importance of maintaining this margin, the additional FJD 186 per room per night being earned in 2024 (FJD 450/night versus FJD 263/night in 2019) has been worth an additional FJD 680 million per annum to the industry/economy (note this is based on a 75% occupancy rate).

This infers that, at least in customer facing roles, that expatriate labour is unlikely to be able to deliver the same expected experience. Equally the introduction of significant numbers of expatriates for key roles, for example, management, trades, etc. with rates commensurate to skills and experience and additional benefits such as housing may not have the social licence required to be able to be progressed.

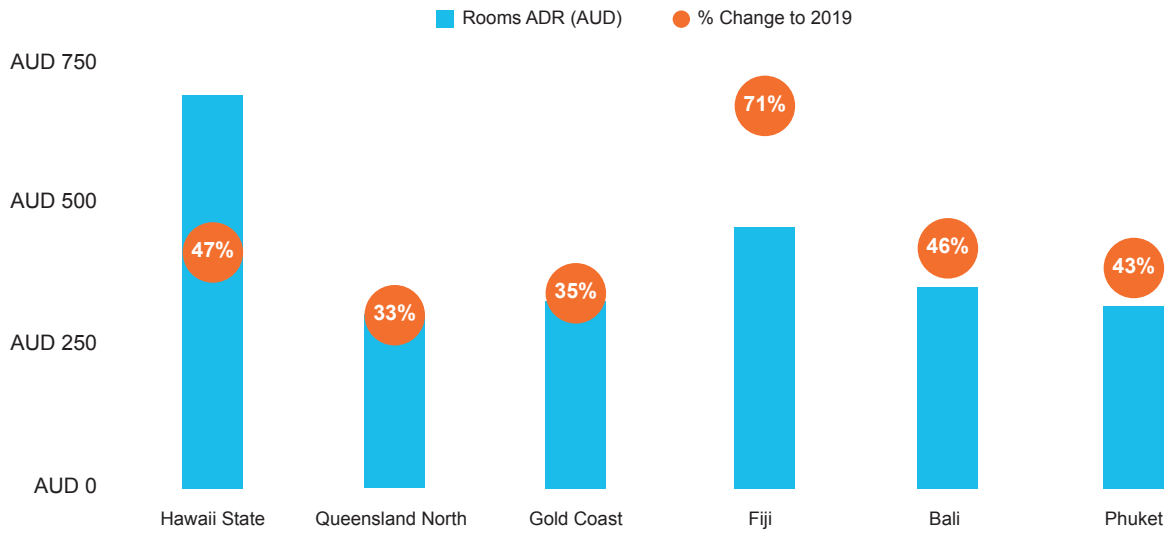



*Figure 10: Average Daily Room Rate* [22]

Part of doubling of tourism numbers over the next 10-15 years infers doubling of tourist rooms from the present 13,400 rooms to 26,800 rooms, assuming the average period of stay remains at 8.6 nights[23] and the average visitors per room remains constant.

A review of upcoming tourist accommodation developments identifies just over 8,700 rooms where construction has already started, is expected to be announced shortly, where approvals are underway, where architectural plans are complete, or where proposed resorts are in the concept stage.

[22] https://fijicdn.azureedge.net/kenticoproductionmedia/fijicorp/media/mediaazure/pdf_documents/str_costar_ahicefiji_2024jul.pdf
[23] https://corporate.fiji.travel/statistics-and-insights/international-visitor-survey

Of this;

a) 3,900 rooms are identified as already under construction or construction is shortly to be announced. It is reasonable to assume that almost all of these rooms will be completed;

b) 1,500 rooms at the stage where approvals are progressing or architectural plans have been completed. Assuming 60% of these projects will actually be delivered over the next 4-5 years this would add a weighted average of an additional 883 rooms;

c) 3,300 rooms are at the concept stage. Assuming 35% of these projects will actually be delivered over the next 4-5 years this would add a weighted average of an additional 1,160 rooms.

Combined this suggests there are existing plans which could be expected to deliver an additional 5,967 rooms over the next 4-5 years. The likely key challenge in delivering this will be the human capital challenges identified in this section, especially in the skilled trades required to build these additional rooms and at the same time progress the development of significant public works infrastructure (including water, sewerage, power and airport developments) that are all identified as needing to occur. Without the available skilled labour the rooms will not be able to be built and aviation's growth plans cannot be met.

Reflecting the need for skilled labour in the Western division, 75% of these 8,700 planned rooms are in Nadi, Lautoka, and Mamanucas area. A further 12% are in the Suva area (through to Pacific Harbour) and 8% of the proposed rooms are in the Natadola Beach and the Coral Coast area. Only 5% of the proposed rooms, and hence demand for skilled labour are planned for all of the rest of Fiji.

This need for skilled workers especially in the Western division, added to Fiji Airports expansion plans at Nadi International Airport, and associated utility upgrades risks becoming a significant challenge for the aviation sector to attract and retain the necessary workforce needed for aviation's growth plans.

The Government of Fiji has moved to increase the minimum wage after a long period of stagnation, increasing this to FJD 4.50 in August 2024 with a further increase to FJD 5.00 in 2025.[24] However especially in the public service salaries continue to be uncompetitive especially for skilled staff both compared to what can be earned in the private sector and overseas, even with the recent 10% increase. Additional measures to address this have included raising the retirement age from 60 to 62 and through initiatives in the National Development Plan 2025-2029 and Vision 2050.[25]

Work force participation for males is broadly in line with Australian and New Zealand participation rates at 72%, with participation in the Western division being even higher, acknowledging some of these may be in the informal sector. However female workforce participation is substantially lower at 37%[26].

[24] https://www.fbcnews.com.fj/news/minimum-wage-rate-to-increase-to-5-by-2025/

[25] https://www.fbcnews.com.fj/news/government-targets-skill-shortage-with-workforce-reforms/

[26] https://www.adb.org/sites/default/files/institutional-document/32240/cga-fiji.pdf

Unemployment rates are likely to be lower in the Western division, and it is noted that there is anecdotal evidence that businesses in the Western division are already having difficulty attracting workers.

With a shortage of workforce already becoming an issue, the potential shortage of human capital, especially in skilled areas, may be the most significant challenge facing the aviation sectors growth plans.

This will need to be considered as the Government of Fiji seeks to grow the economy and facilitate an additional one million tourists over the next 10-15 years.

The regularly reported[27] drug issues facing Fiji society is likely to exacerbate the ability of business to attract and retain the suitable staff.

It is recommended that the Government of Fiji formulate a comprehensive strategy to mitigate the erosion of human capital from the country. This strategy could encompass a combination of targeted salary enhancements in sectors experiencing significant talent attrition, initiatives to promote homeownership and/or employment-based accommodation, and programs designed to foster a sense of national pride.

It is noteworthy that many Fijian citizens many of who have been involved in the aviation sector have subsequently recognise the challenges associated with relocating overseas, including the high costs of housing and transportation (often accompanied by lengthy commute times), separation from family, and, in some cases, the adverse effects of colder climates. Developing educational materials, such as testimonials, to highlight the lifestyle advantages and sense of fulfillment associated with remaining in Fiji would be expected to be a valuable component of this strategy.

The expected ability of aviation (and tourism) to meet expected growth over the coming years is contingent on a much higher participation rate by females in the work force especially in the Western division. Present constraints include a mix of social factors (family pressures not to work and some church pressures) as well as a lack of suitable and affordable childcare (including pre/after school care).

It is recommended that the Government of Fiji progress strategies to promote female participation in the aviation workforce. This may include;

- options for the provision of pre and post school child care;
- requiring large businesses to offer or facilitate the provision of child caring services, acknowledging concerns that have been raised[28];
- partnering with State Owned Enterprises within the aviation sector to establish employment targets for women in senior and operational roles, as well as improving policies and practices to support female participation of what have traditionally male sectors of the aviation industry; and

[27] https://islandsbusiness.com/features/opinion-silent-epidemic-the-devastating-impact-of-drugs-on-fijis-health-and-wellbeing/
[28] https://www.fijitimes.com.fj/workplace-childcare-challenge-halabe-its-cruel/

- Considering available options with donor and development agencies for assistance in promoting aviation careers for women and girls.

The program will likely need to develop strategies to collaborate with society and churches to encourage a shift in attitudes toward the importance of women's participation in the workforce, including efforts to educate families and society about the benefits working women contribute.

Fiji provides Technical and Vocational Education and Training (TVET) regulation via the Fiji Higher Education Commission[29]. Of the 45 approved organisations, only 7 provide technical training and other than Fiji National University, all are private institutions (with others being mainly theological schools, caregiving or hospitality schools and universities).

Fiji National University (FNU) provides a range of degree, diploma and certificate level courses following the merger of the original Fiji Institute of Technology (FIT) into FNU's College of Engineering, Science and Technology (CEST). FNU has over 14,000 students across 17 campuses and sub-centers covering all main urban areas in Fiji. It offers Certificate and Diploma courses in the trades such as automotive, refiguration, carpentry, plumbing and electrics.

However, access to these trade courses is limited, being offered in three campuses - Sambula (Derrick), Ba and Labasa and not available in the Nadi/ Lautoka area. For some students the costs of living away from home may be prohibitive.

It is recommended that the Government of Fiji explore strategies to increase the number of school leavers enrolling in trade training programs, including expanding access to such training in additional locations across the country, with a particular focus on the Nadi/Lautoka area.

It is also recommended that the Government of Fiji progress a strategy to further develop Science, Engineering, Technology and Mathematics take-up in secondary school students, including considering introduction of additional opportunities in early secondary school and additional technically focused post school educational opportunities.

Education opportunities should also include courses especially enabling  youth or school leavers to become qualified as drone pilots.

The strength of Fiji as a tourism destination will ultimately reflect the experiences of all visitors. Therefore, it is crucial to maintain and support appropriate standards across all price points, from luxury to budget travel, aligned with the service expectations of travellers. This encompasses guests at high-end resorts, families on budget-conscious holidays, and backpackers. While many larger 5-star hotels have well-established internal processes for staff training and customer service, including formal in-house schools in some cases, there is concern about inconsistent service standards among 2–4-star hotels and resorts.

[29] https://nic.hec.org.fj/tvet

*Figure 11: Fiji Airways Aviation Training Academy*

The development of the Fiji Aviation Training Academy is a good example of the benefits of onshoring technical training is delivering by enabling higher rates of female participation. This is in part due to the ability of women to undertake training whilst still in the family environment.

The training presently provided by the Academy exemplifies the opportunity for Nadi to become the aviation training hub for the Pacific. Opportunities to extend the training on offer include a wider range of non-crew training such as Dangerous Goods Acceptance, Customer Service Training, Quality and Safety Training, auditor training and the potential to provide IATA based training courses.

It is recommended that Fiji Airways, the Civil Aviation Authority of Fiji and Fiji Airports (Air Traffic Services Training unit) review pathways which would enable the Nadi area to become the aviation training hub for the Pacific. This could start with a feasibility study to identify niche training areas where Fiji can offer comparative advantage (e.g., air navigation services, pilot training, aircraft maintenance engineering, meteorology, drone operations, or regulatory inspector training).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# 13 PLANS FOR SPECIFIC AREAS OF AVIATION ACTIVITY

## 13.1 AIRPORTS

### 13.1.1 FIJI AIRPORTS LIMITED

Airports are critical infrastructure that must be developed in the interests of all Fijians. The right planning decisions at airports, and in surrounding areas, are critical to ensure aviation can grow whilst also retaining the required social licence.

Fiji Airports employs 500 personnel across 15 airports and holds a total asset base of FJD 441 Million. Fiji Airports status and commercial mandate is under the Public Enterprises Act 2019 and related frameworks. The Ministry of Public Enterprises provides monitoring of Fiji Airports from a high-level governance, financial and policy perspective.

Airports are, by default, natural monopolies and hence must be overseen to ensure they do not abuse their market position to deliver unreasonable profit levels or invest at inefficient levels. The pricing of aeronautical services within Fijian Airports is controlled by the Fiji Competition and Consumer Commission (FCCC). This includes air traffic control, air navigation, and airport provided airside activities such as landing and parking fees.

Fiji Airports has a substantial capital requirement over the next 20 years, aligned with its airport master plans. At present the Government of Fiji policy is for fifty percent of Fiji Airports profits to be paid to the Government as dividend. In December 2023 Fiji Airports paid FJD 6 million in dividends[30]. Given Fiji Airports status as a self-financing public enterprise, financing options for infrastructure projects must ensure that public sector borrowing requirements are not unduly expanded while enabling critical investments. Where sovereign support is contemplated, assessments must be undertaken regarding contingent liabilities. Additionally compliance with the Public Enterprises Act 2019 particularly in relation to joint ventures and subsidiaries must also be ensured. Where private sector participation is considered, it should follow established public enterprise reform parameters and Fiji's Public Private Partnership guideline, ensuring transparency, accountability, protection of national interests, and consistency with Government's commitment to efficiency, competition, and fair consumer outcomes.

It is recommended in the context of the upcoming capital requirements that the Ministry of Finance and Ministry of Public Enterprises review the dividend policy for at least the next five years, as relates to Fiji Airports.

30 https://www.pmoffice.gov.fj/fiji-airports-dividend-presentation-and-bonus-announcement-by-prime-minister-rabuka-21-12-2023/#:~:text=In%20a%20significant%20financial%20development,financial%20year%20for%20the%20organization.

### 13.1.2 NADI INTERNATIONAL AIRPORT

The capabilities of Nadi International Airport are a critical factor in enabling airlines to expand operations and supporting the growth of tourism. It serves as the primary bottleneck in the entire aviation ecosystem.

Challenges in resourcing forthcoming development plans are in part reflected in only 15% of Fiji Airports 2024 approved capital expenditure has actually been expended due to these constraints. Upcoming development work requires spend that is multiple times the 2024 capital budget.

Whilst the Nadi International Airport Master Plan Update 2024, and the associated Nadi International Airport Terminal Design Brief Report 2024 provide solutions from 2028, the rapid recovery and ongoing growth in tourist arrivals and departures mean the terminal facility is already stretched and this issue will only exacerbate over the next four years based on expected tourism growth forecasts. Fiji Airports acknowledges the progress on these plans is approximately five years behind the originally intended schedule driven by the constraints from COVD-19 and project management and construction capability constraints.

Fiji Airways core business model of using Nadi as a hub and spoke airport, and hence enabling between 30-40% of the airlines passengers to transit Nadi onwards to other destinations means there is very limited ability to smooth out the arrival and departure peaks for Fiji Airways movements. The airlines financial success is conditional on the airport being able to handle significant number of transit passengers within short peak periods.

Furthermore, a tourist's overall perception of their holiday in Fiji is often shaped significantly by the ease and efficiency of their arrival and departure experience.

#### 13.1.2.1 NADI INTERNATIONAL AIRPORT TERMINAL CAPABILITIES

The general principles of Annex 9 require Fiji to take necessary measures to minimise the time required for the accomplishment of border controls, minimise the inconvenience caused by the application of administrative and control requirements, foster and promote the exchange of relevant information between Contracting States, and develop effective information technology to increase the efficiency and effectiveness of their procedures at airports.

During peak flow times, Nadi International Airport is already operating at full capacity. Between 08:00 and 09:00 on Sundays, up to 1,058 international passengers may depart within the hour. Similarly, between 21:00 and 22:00 on Saturdays, as many as 992 international passengers could be expected to depart, assuming a 100% load factor. This is already 106% of the peak 2024 departure assumptions from the Nadi International Airport Master Plan Update 2024 (999 departing passengers) and 80% of the 2028 peak departure assumptions (1,333 passengers).

It is recommended that Fiji Airports review its present capabilities to facilitate and accommodate up to 1,100 departing passengers at peak periods for the period until the additional terminal works are completed (presently scheduled for 2028).

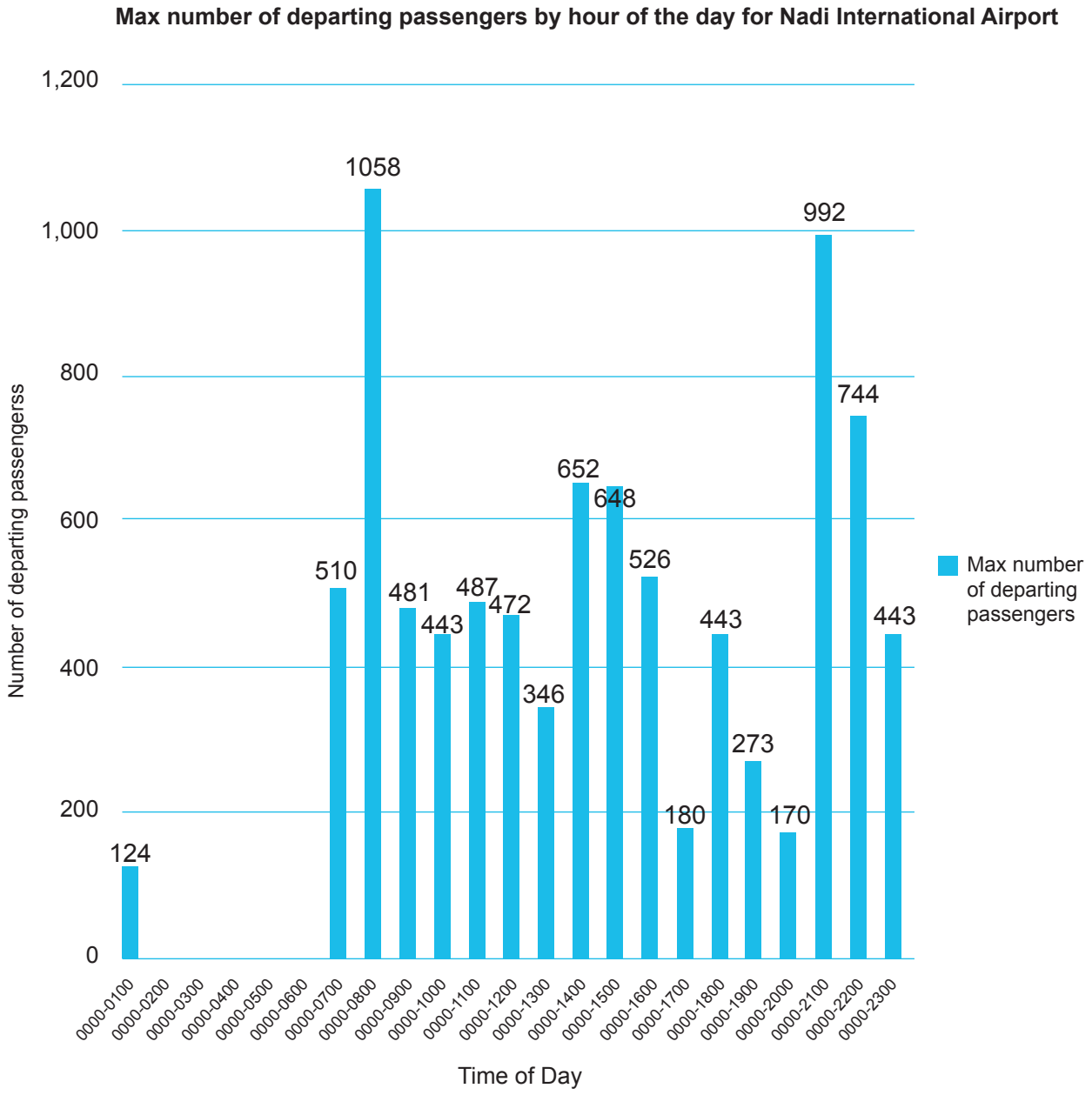


*Figure 12: Maximum number of departing passengers by the hour of the day for Nadi International Airport*

A similar challenge exists with arriving international passengers.

During peak flow times, Nadi International Airport experiences high passenger arrivals. Between 05:00 and 06:00 on Saturdays, up to 1,045 international passengers may arrive within the hour. Similarly, between 20:00 and 21:00 on Sundays, as many as 947 international passengers could be expected to arrive, assuming a 100% load factor. This is already 104% of the 2024 peak arrivals assumptions from the Nadi International Airport Master Plan Update 2024 (999 arriving passengers) and 92% of the 2028 peak arrival assumptions (1,142 passengers).

Premised on 35% of these passengers transiting through Nadi, this means at peak 370 passengers will require transit screening, utilising two X-ray machines and walk through scanners. It is recommended that Fiji Airports urgently review its present capacity to security screen up to 350 international transit passengers at peak periods.

The introduction of digital arrival cards  has the potential to both reduce CIQ handling times and also reduce the amount of paper required.

Options to reduce wait times in transit screening may include locating the desk for issuing/ reissuing onwards boarding passes away from the transit screening line (with appropriate signage), upgrading screening equipment to avoid the need to remove laptops etc from carry-on baggage, and/or possibly recovering part of Prouds Duty Free footprint within the airport to enable the installation of a third X-ray machine and walk-through scanner.

It is furthermore recommended that Fiji Airports, in collaboration with the Government of Fiji, Fiji Airways, and the Civil Aviation Authority of Fiji, identify the approvals and changes required to removed secondary LAGS and transit screening and if considered viable to progress these.

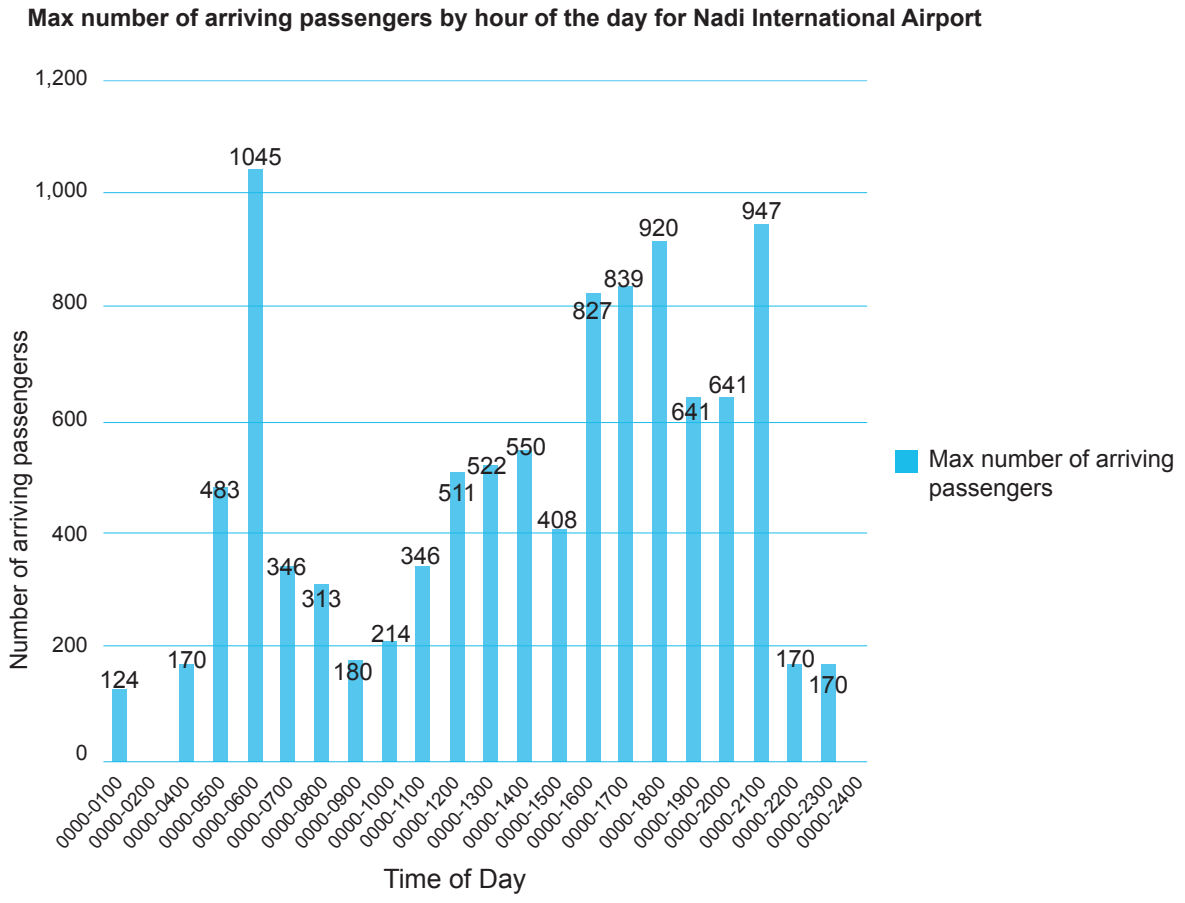


*Figure 13:  Maximum number of arriving passengers by hour of the day for Nadi International Airport*

As noted, Fiji Airways business model is predicated on using Nadi International Airport as a hub to facilitate onwards transit of passengers especially between Australia, New Zealand, the USA, Canada and other Pacific Islands. As such, peaks in their arrivals and departures are a natural and relatively unavoidable consequence. All other airlines (with the exception of Air Calin through to Wallis) use Nadi as a point-to-point destination. Expanding airport capacity solely to accommodate additional flights during peak periods is unnecessary when scheduling adjustments can be made. With sufficient advance notice, airlines can optimise their schedules by shifting flights to less congested times, ensuring more efficient use of existing infrastructure.

At present, arrivals and departure times of non-Fiji Airways aircraft does not impact on the total peak capacity requirements for the airport.  However for future planning purposes however in order to avoid this possibly becoming an issue it is recommended that Fiji Airports considers the development of a slot policy that addresses the total capability of Nadi International Airport to handle arrivals and departures including gates, air bridges, CIQ, security screening,  baggage carousels, GSE, ATS, baggage arrival screening and seats in the departure lounge. The slot policy should be backed by a transparent, rules-based mechanism overseen by an independent or neutral body to maintain fair competition, and recognise Fiji Airways use of Nadi International Airport as a hub airport.

Equally acknowledging that significant advance planning is required between Fiji Airways and Fiji Airports to ensure airport infrastructure development proactively aligns with the growth plans of Fiji Airways the slot policy should not in itself become a constraint on the ability of Fiji Airways to expand capacity and hence continue to develop the Fijian economy via growth in the tourism sector.

Considering the expected growth in incoming passenger numbers and the associated challenges on Fiji's Customs and Revenue Services to sustainably provide sufficient manpower to manage this increase, it is recommended that the Biosecurity Authority of Fiji consider the suitability of screening inbound passenger baggage on a risk-based approach including consideration of any changes required in the Biosecurity Act of 2008 (or subsidiary regulations).

### 13.1.2. NADI INTERNATIONAL AIRPORT AIRSIDE CAPABILITIES

Fiji Airports is progressing with airside infrastructure upgrades including purchase and installation of new airbridges and opening of new remote Code E capable parking bays.

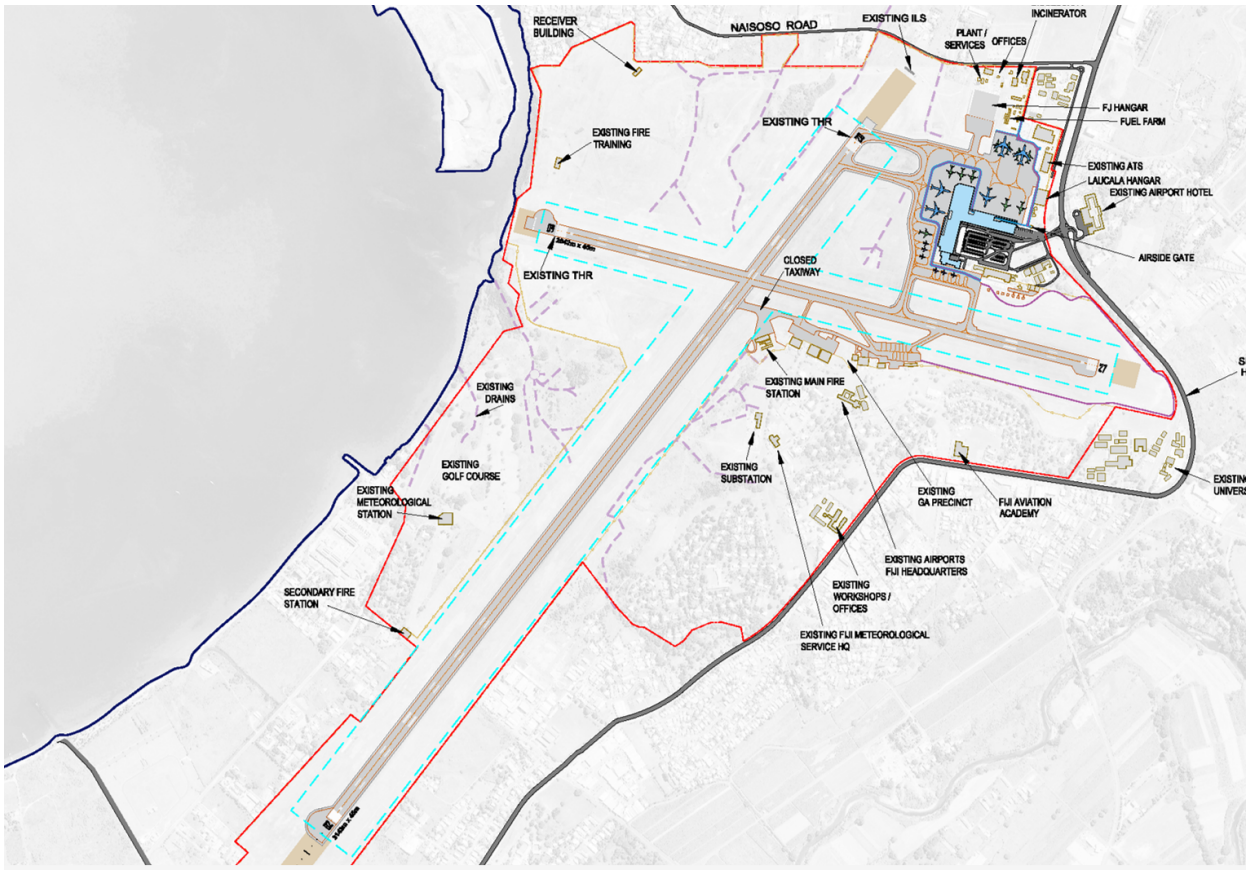


*Figure 14: Existing Nadi International Airport setup*

The more immediate challenges appear to be associated with the terminal facilities as identified above.

Beyond the addition of a Dallas service in December 2024 and an additional B737 service to Cairns from April 2025, additional fleet growth by Fiji Airways until approximately 2030 is likely to be within the turbo-prop fleet unless other airlines handback production slots or lease opportunities arise.

The Nadi International Airport Master Plan Update 2024 envisages the construction of taxiway parallel to Runway 02/20 in 2033, along with gate capabilities for 18 international aircraft and 11 domestic aircraft. The parallel taxiway would provide 1,850 metres take-off distance for Runway 02 hence enabling Code C aircraft departures without backtracking. This (with a taxiway for runway 09/27) would allow 40-45 movements per hour.  With a present maximum of 13 aircraft movements per hour this would require peak movements to increase by 350% to require additional runway developments.

Whilst it is acknowledged that extending the parallel taxiway to full length would only reduce runway occupancy time by 4.5 seconds (78.2 seconds versus 73.7 seconds)[31] it is recommended that Fiji Airports move to stop further development on the land area that would be required to be resumed should extending the Runway 02/20 parallel taxiway to full length, should this extension become a viable future alternative to relocating runway 09/27. This would include further developments on private land that would need to be resumed, such as the present industrial estate as identified below.

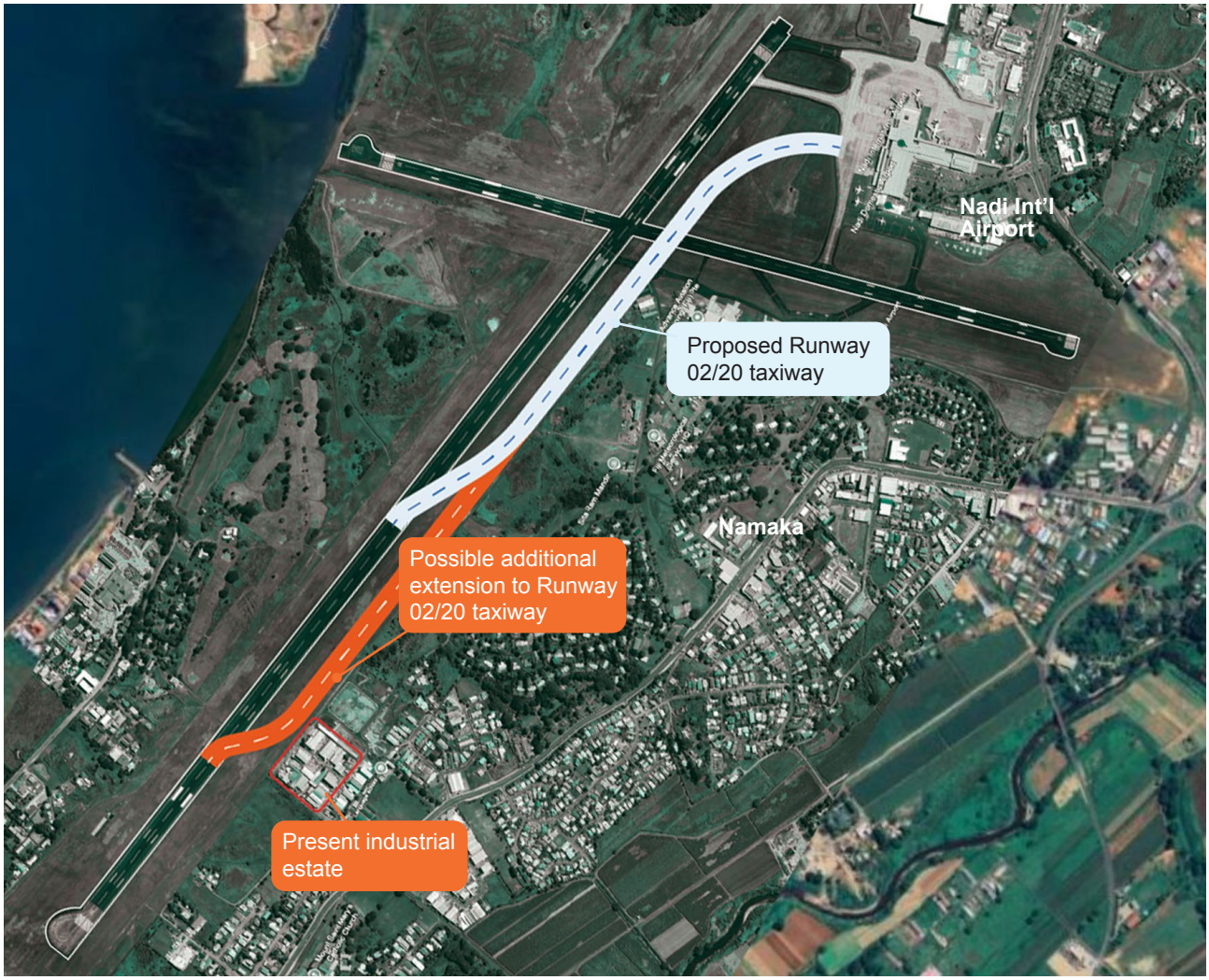


*Figure 15: Possible parallel taxiway options for Runway 02/20 at Nadi International Airport, and location of industrial estate*

[31] Nadi International Airport Master Plan Update 2024

Additionally, the Nadi International Airport Master Plan Update 2024 has as a trigger point the relocation of Runway 09/27 being when terminal stand demand exceeds 7 x Code E and 3 x Code C jet presently identified as possibly occurring around 2043.

At present, the maximum Code E movements are between 0500-0600 with three Code E movements; Tuesday, Thursday and Saturday with Fiji Airways A330 arrivals from San Francisco, Dallas Fort Worth and Los Angeles.

Even with a doubling of the Fiji Airways fleet over the next ten years, and effective slot management of other operators it is unlikely that Code E aircraft movements would itself trigger the need to relocate Runway 09/27, especially noting the significant cost associated with its relocation and extension.

The critical pathway therefore appears to be the potential need to park larger jet aircraft onto the present domestic stand and hence the tail of these aircraft infringing the Runway 09/27 side transitional splay. This is especially in the context that even at peak movements (between 1300-1400) eleven of the thirteen aircraft movements are code C or turbo-prop aircraft which can already use Runway 09/27.

Considering the cost of the relocation of Runway 09/27 and the disruption to present General Aviation tenants due to their need to move, it is recommended that Fiji Airports review aircraft parking options to avoid infringing the Runway 09/27 side transitional splay from aircraft parked on the apron in order to potentially avoid having to relocate Runway 099/27.

Additionally, even if relocation of Runway 09/27 is ultimately considered required, at present it is not expected that the trigger point will occur until at least 2043. A number of tenants that would be affected by the need to move have indicated a desire to expand their present facilities (with associated benefit to the Fijian economy) but advise Fiji Airports are reluctant to offer longer term leases due to the Master Plan requirements.

It is recommended that Fiji Airports review options to offer present tenants in the vicinity of Runway 09/27 leases to further develop their facilities conditional on the need to possibly relocate in around the 20-year timeframe if Runway 09/27 does need to be relocated. Tenants at Nausori International Airport also identified similar constraints on expanding their businesses due to short term lease arrangements.

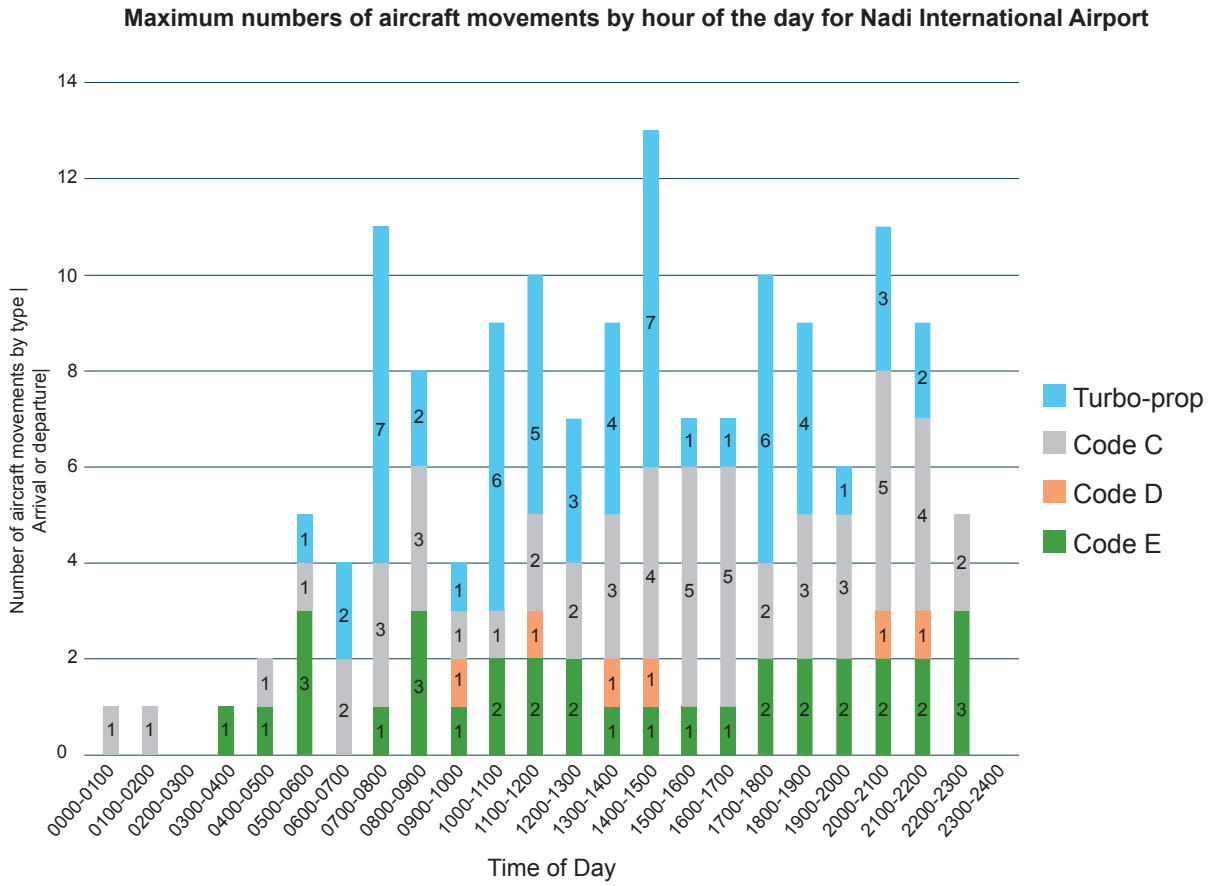


*Figure 16: Maximum number of aircraft movements by hour of the day for Nadi International Airport*

The Fiji Customs and Revenue Service (FCRS) which handles the arrival and departure desks at the international airports, has recently suffered from significant labour shortages dating back to the COVD-19 period. These have at present been addressed but it is likely that availability of labour will remain a challenge especially in the Nadi area.

It is noted that the requirement for the provision of e-gates resides with Fiji Airports, but the backbone IT system resides with the Ministry of Immigration which is in the process of migrating to the new MIDAS IT immigration system.

It is recommended that the Ministry of Immigration and Fiji Airports progress the installation of technologies such as e-gates.

Likewise acknowledging the increased risks associated with terrorism and illegal migration it is recommended that the Ministry of Immigration progress implementation of API/PNR data systems to further address border security and counter potential threats.

### 13.1.3 OTHER FIJI AIRPORTS

The use of Nadi International Airport as Fiji Airways hub airport for international flights means that there is unlikely to be a substantial increase in international flights to other airports within Fiji over the period of these plan, at least to the extent present Fiji Airports Master Plans do not already address.

Reports identify that conducting an instrument approach is twice as safe as conducting a visual approach[32], noting the principal risk lies when visual approaches are conducted in poor visibility. At present the only airports within Fiji with instrument approaches are Nadi International Airport, Nausori International Airport, Labasa Airport, Laucala Airport and Rotuma Airport.

Seven airports with regularly scheduled passenger flights do not have instrument approaches; Matei, Kadavu, Cicia, Savusavu, Lakeba, Koro and Vanua Balavu airports.

It is recommended that Fiji Airports develop RNP LPV (GNSS satellite-based approaches with vertical guidance) approaches for at least these seven airports currently provided scheduled passenger flights and at present without instrument approaches.

Additionally, Flight Safety Foundation identified that for commercial air carriers[33] precision approaches were five times as safe as non-precision approaches. A key benefit of precision approaches is the provision of vertical guidance. It is recommended that Fiji Airports progress the upgrade the present RNP published approaches to RNP LPV capability.

As traffic at Nadi International Airport continues to increase the capacity of the airport to continue to facilitate ab-initio flight training will continue to be restricted. Already flight training is restricted to between 0900-1100 (local time) and 2100 to 2300 (local time) daily[34]. Onshore ab-initio pilot training will continue to be critical to enabling the aviation sector to both sustain and continue to localise its pilot numbers. It is recommended that Fiji Airports progress options to relocate ab-initio pilot training away from Nadi International Airport to a suitable location reflective of the nature of ab-initio pilot training assisting in commercial aircraft traffic flows and enabling flight training to occur for most of the day.

At the same time air operations will continue to need to utilise instrument approaches as part of pilot recurrent training, where simulator-based training is not available. Part of this will be access to an RNP approach for flight examinations.

Noting the expected increase in demand at Nadi International Airport it is recommended that Fiji Airports consider the option of providing an RNP LPV instrument approach away from Nadi International Airport specifically for flight training/ checking purposes, including consideration whether this actually needs to be co-located with a runway.

[32] https://pubmed.ncbi.nlm.nih.gov/1610333/#:~:text=The%20data%20suggest%20that%20there,of%20day%20IFR%2C%2035.43%20vs.

[33] https://peter-ftp.co.uk/aviation/misc-euroga/MITRE%20Corporation-PA%20versus%20NPA%201997.pdf

[34] Fiji AIP Section 21.6

### 13.1.4 PROTECTION OF AIRPORTS FROM URBAN ENCROACHMENT

Inappropriate development near airports can contribute to aviation safety risks, constraints on airport operations and can negatively impact local communities. It is in the best interest of all stakeholders that development proceeds in a manner that aligns with both current and projected growth expectations.

The most effective way to ensure sustainable development and minimise potential challenges is through strategic and effective land use planning.

The most effective way to ensure sustainable development and minimise potential challenges is through strategic and effective land use planning.

This is most effective if it occurs as early in the land planning process as possible, such as before land is rezoned from agricultural leases to commercial or residential and significant investments are made. At present Section 18 (Public participation in scoping) of the environment Management (EIA Process) Regulations 200735 only requires the "processing authority may if it considers appropriate involve the public in the scoping exercise to gather information that is likely to benefit the planning of the development proposal." The consultations suggested Fiji Airports are not always being invited to participate in Environment Impact Assessment even when the project may have a future impact on the airport, such as future pressures on noise abatement or redirection of storm waters.

Planning as well as airport or airspace expansions involving or near to customary lands should also address indigenous affairs and legal obligations under both National and international instruments, especially noting iTaukei land constitutes over 90% of Fiji's land. These instruments include;

- UN Declaration on the Rights of Indigenous Peoples
- ILO Convention No. 169 on Indigenous and Tribal Peoples
- UNESCO 1972 World Heritage Convention.
- the iTaukei Affairs Act 1944,
- the iTaukei Lands Act 1905;
- UNESCO Cultural Conventions 1972 and 2003

Planning should;

- Ensure customary land protections during aviation infrastructure expansion;
- Integrate cultural heritage preservation into airport and airspace development;
- Ensure affected indigenous land-owning units (Yavusa, Mataqali, Tokatoka) are fully consulted, informed, and provide their Free, Prior and Informed Consent (FPIC) through the TLTB (where applicable) ;

[35] https://www.mowe.gov.fj/wp-content/uploads/2019/08/Final-EIA-Process-Regs-2007.pdf

- Integrate cultural sensitivity training for aviation personnel, especially those engaged in Infrastructure developments;
- Ensure that the landowners receive fair market value and timely rental payments for the lease of their land;
- Protect traditional fishing grounds, forests, and other natural resources that may be impacted by aviation development or associated environmental changes, including protecting access;
- Ensure protection of significant historical or cultural sites such as burial grounds or village boundaries;
- Minimize the social disruption to iTaukei communities caused by large-scale infrastructure projects;
- Ensure that local iTaukei communities benefit directly from the development through opportunities for employment, skills development, and training;
- Create pathways and supporting policies to enable iTaukei individuals and businesses to participate in the commercial activities stemming from the developments.

It is recommended that Section 18 of the Environment Management Regulations 2007 which makes reference to Public Participation in scoping and or Environmental Impact Assessment process be amended to mandate involvement of Fiji Airports or an airport owner during or Environmental Impact Assessment processes within a defined proximity zone.

Additionally that airport or airspace expansions involving or near to customary lands ensure that customary land protections occur along with integrated heritage and cultural site assessments, and including consultation as well as informed consent procedures with iTaukei land-owning groups where applicable.

Integrated and coordinated planning around key aviation hubs, notably Nadi International Airport and Nausori International Airport, is important to ensure that aviation infrastructure development is harmonised with broader urban and housing strategies that will also be key to success. As these hubs undergo expansion and modernisation.

It is important that planning efforts factor the following considerations:

- **Provision of Affordable Housing:** The anticipated growth in aviation and tourism related employment and ancillary services will increase demand for housing in surrounding areas. The expected developments will likely require the proactive development of affordable and accessible housing options in order to prevent housing shortages and informal settlement growth.
- **Protection of Informal Settlements:** A number of Informal communities near major airports reside in informal or transitional housing arrangements. Any land acquisition and infrastructure development will need to be conducted with sensitivity to these people, ensuring that any displacement or relocation is avoided or mitigated through inclusive relocation planning and community engagement.

- **Infrastructure Upgrades for Shared Benefit:** Investments in transport, water, sanitation, and energy infrastructure should be designed to serve both aviation and tourism facilities and the residential zones that support them. This dual-purpose approach will enhance the quality of life for residents while reinforcing the operational efficiency of aviation services.
- **Forecasting of Population Growth and Housing Needs:** Aviation and tourism development needs to be accompanied by robust demographic and housing demand projections. This is likely to include collaborative forecasting exercises involving the Ministry of National Planning, Fiji Airports, the Ministry of Tourism and Civil Aviation, Investment Fiji, Tourism Fiji, the Ministry of Housing, municipal councils, as well as other relevant Ministries to anticipate population shifts and plan for adequate housing supply in areas experiencing increased aviation-related activity in the future.
- **Inclusion of Housing Affordability and Accessibility Metrics:** Aviation and tourism -related urban development should incorporate housing indicators to ensure that residential growth is inclusive and responsive to the needs of low- and middle-income households. Metrics such as affordability thresholds, tenure diversity, and proximity to employment centers should be embedded in planning frameworks to guide equitable development in the expansion of aviation and tourism infrastructure.


*Figure 17: Aircraft flight paths on departure Runway 20*

Considering the potential for increased future noise issues around airports in Fiji it is recommended that Town Councils incorporate building requirements, such as double glazing, into its planning regulations for construction under flight paths near all airports capable of handling turbo-prop aircraft such as ATR's and jet aircraft.

As part of this they may consider utilising the Australian Standards AS2021:2015 Acoustics: Aircraft noise intrusion: Building siting and construction as well as Handbook SA HB 149:2016 Acoustics Guidance to support land use planning decisions.

## 13.2 AIR TRAFFIC CONTROL AND INSTRUMENT FLIGHT PROCEDURES

Fiji's Air Traffic Control is managed by Fiji Airports across the Nadi Flight Information Region (FIR) as below.

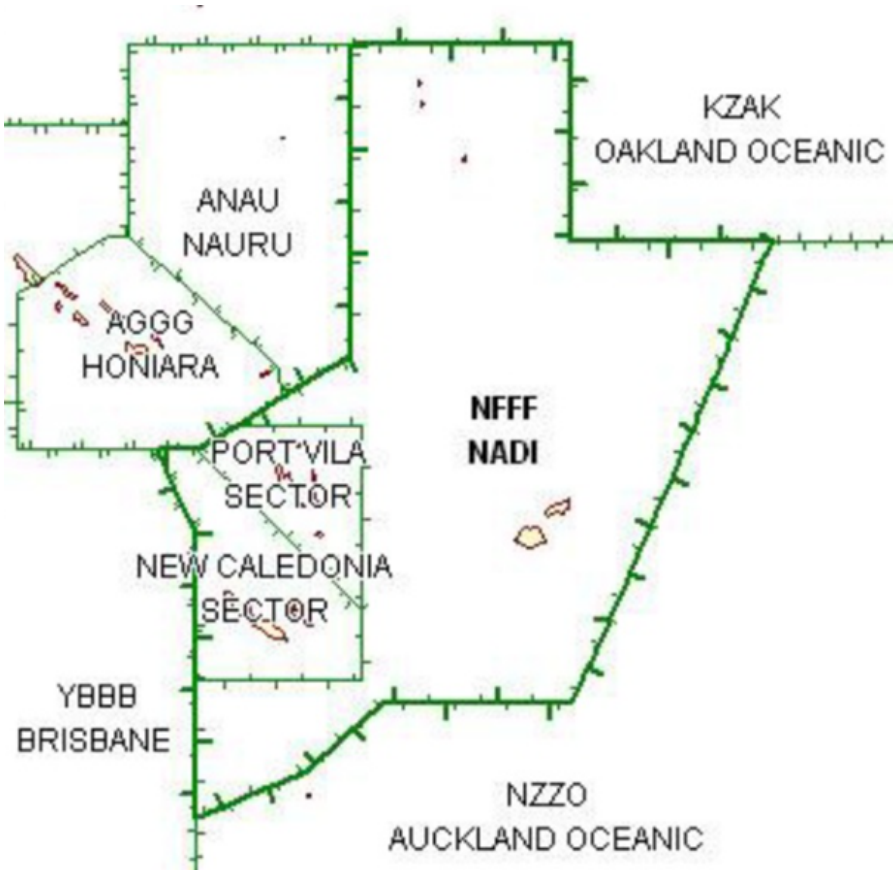


*Figure 18: Map of the Nadi FIR*

The system is modern and effective. Similarly, as highlighted in Section 21 on new technologies, the eventual introduction of drones and other non-conventional aviation vehicles may place additional strain on the current system, potentially exceeding its capacity to manage effectively over time.

The Fiji ATC system has also provided capability into its neighbouring Pacific Island States such as recently conducting examinations for new Air Traffic Controllers at Fua'amotu International Airport in Tonga and at Bauerfield International Airport in Port Vila, Vanuatu.

All non-State aircraft operating in Fijian airspace must be equipped with ADS-B, and it must be turned on at all times in controlled airspace[36].

Without a parallel taxiway at Nadi International Airport arrivals are generally onto Runway 02 and departures on the opposite Runway 20. This is a natural constraint on the amount of traffic that can be handled per hour, albeit the cross runway 09/27 can handle turbo-prop and Code C (narrowbody jet) aircraft.

In order to facilitate additional traffic flows it is recommended that Fiji Airports consider the traffic flow benefits of an RNP LPV approach for Nadi International Airport Runway 27, and a Standard Instrument Departure (SID) with an early right turn on departure Runway 20 (between Denarau and Sonaisali). It is noted that a trial of this (for noise abatement purposes) is already underway with Fiji Airways aircraft.

## 13.3 FIJI METEOROLOGICAL SERVICE

The Fiji Meteorological Service provides aviation and marine weather, including actual and forecasting, as well as cyclone tracking across a vast expanse of the Pacific.

Tracking of tropical cyclones covers the area from the Equator to 25 degrees south, and from 160 degrees east to 120 degrees west, as as seen on the next page.

[36] https://caaf.org.fj/sites/default/files/2023-01/AIC%2003-23%20ADS-B.pdf

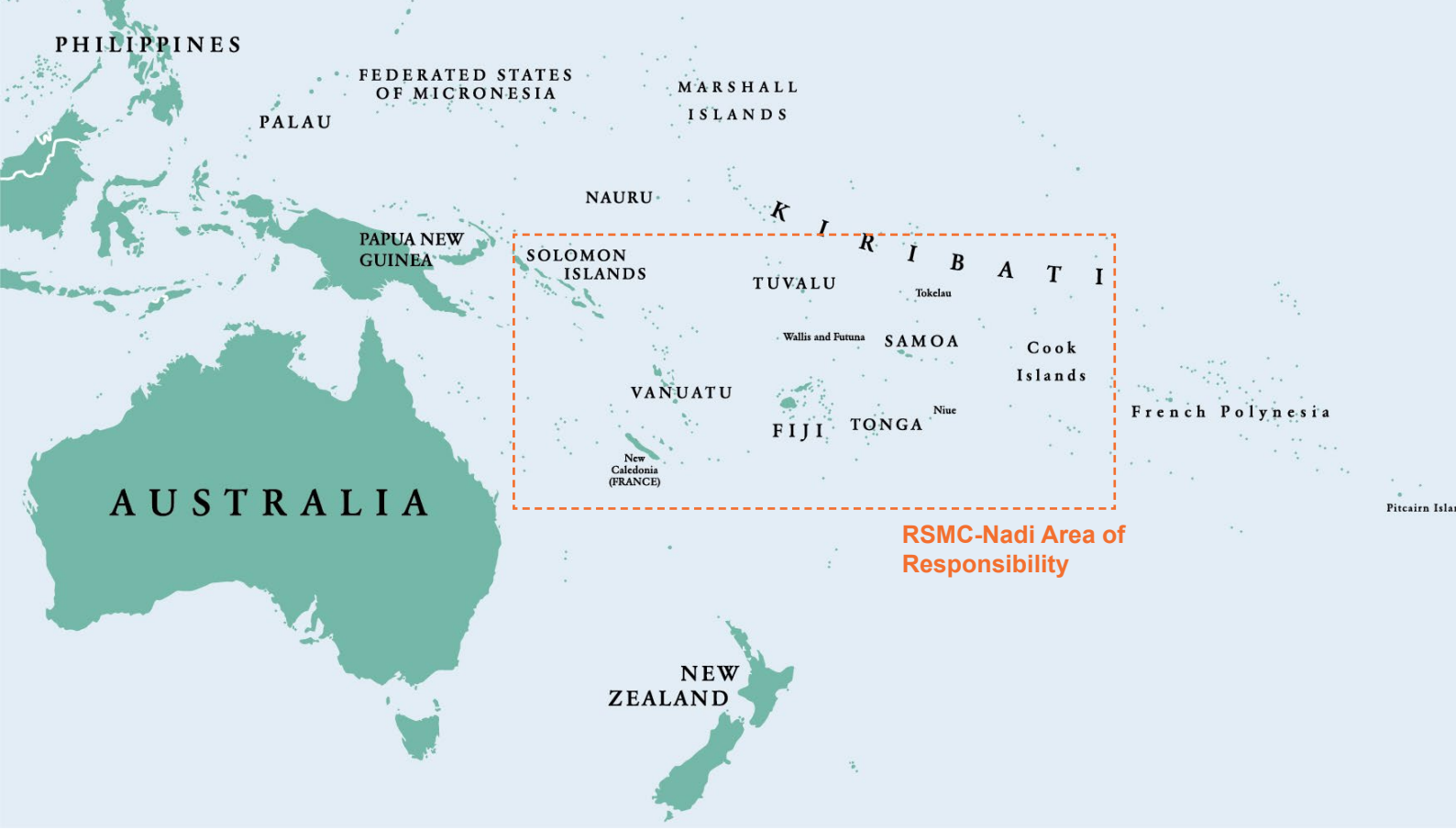


*Figure 19: Map of area of responsibility for Fiji Meteorological Service for cyclone forecast and tracking*

The Fiji Meteorological Service issues aviation weather for the Nadi Flight Information Region (FIR), which extends from Western Kiribati to Tuvalu, Fiji, Vanuatu, Wallis and Futuna and New Caledonia, as well as out to the Cook Islands, Christmas Island, the Line Islands, Samoa, Niue and Tonga. Within Fiji the Fiji Meteorological Service manages fourteen automated weather stations and two weather radars.

The Fiji Meteorological Service is progressing the sixteen strategic initiatives identified in their 2021-2024 Strategic Plan.

Potentially the greatest challenge for the Fiji Meteorological Service is retention of highly skilled staff. Entry level academic requirements for forecasters are high with a Bachelor of Science in Physics and a GPA average of 3. It is noted the Fiji Meteorological Service has lost a number of forecasters to overseas at up to eight times the salary the Fiji Meteorological Service was able to offer and a number of IT professionals into the private sector within Fiji.

The new Meteorological and Hydrological Services Act 2024 provides an opportunity to address this by enabling the Fiji Meteorological Service to charge for commercial services such as to the aviation sector.

*8. The funds of the Service consist of the following—*

- *a. money appropriated for the Service specified in an annual national budget approved by Parliament;*
- *b. any prescribed fees and charges; and*
- *c. income from any commercial services provided by the Service.*

Underwriting the development of Fiji as a hub for development of capability across the Pacific, the Fiji Meteorological Service has recently opened the new Regional Training Center in Nadi.

## 13.4 ENVIRONMENT AND CLIMATE CHANGE

Climate change is a critical issue for Fiji. Not only are large areas of Fiji at risk from rising sea levels, but the country already suffers from relatively frequent significant weather events such as cyclones which risk intensifying due to global warming. Additionally, many tourists travelling to Fiji for its perceived clean green environment are increasingly likely to expect to see the aviation and tourist sectors showing even more evidence of climate friendly initiatives and actions to mitigate climate change.

Fiji Airways re-fleeting with newer, larger and more fuel-efficient aircraft will deliver incremental sustainability gains in the short to medium term. For instance, the A330-900 neo can produce up to 25% less CO2 emissions per seat than some of its older peers and has half the noise footprint of the A330-200 ceo. However, whilst these moves can make an important contribution to emissions reduction, the industry will need access to low carbon Sustainable Aviation Fuels (SAF) to significantly reduce $CO^2$ emissions.

Long haul aviation will be among the hardest sectors to decarbonise due to the present limitations of both hydrogen and battery technologies.

Fiji Airways is already moving towards the refining and use of SAF via a collaborative agreement between Fiji Airways, Fiji Sugar Corporation, Lee Enterprises Consulting and the Asian Development Bank[37] to evaluate the feasibility of SAF production in Fiji using sugarcane residue as feedstock.

Internationally, governments are already implementing a range of requirements regarding SAF usage, some of which will affect Fiji Airways. Singapore is proposing a passenger levy from 2026[38] to help airlines transition to SAF. Japan is likely to mandate that all airlines operating from Japan depart with at least 10% SAF by 2030[39]. In Europe aircraft fuel suppliers will be required to provide 2% of all fuel as SAF from 2025, growing to 20% by 2035 and 70% by 2050[40].

SAF is currently the only likely viable technology for decarbonising medium and long-haul flights in the period to 2050. Equally whilst in the long term, electric, hydrogen-electric and hydrogen aircraft may become replacements for regional turboprops this is presently unlikely to occur within the next 10-20 years.

In addition, Fiji is a signatory to the ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) which is a global market-based measure from ICAO to reduce emissions from international aviation. CORSIA is now in the first phase (2024-2026) during which participation is voluntary. The second phases which began in 2027 and runs to 2035 during which participation is mandatory.

[37] https://www.fijiairways.com/en-au/media-centre/exploring-sustainable-aviation-fuel-production-in-the-pacific

[38] https://www.arup.com/insights/singapores-sustainable-aviation-fuel-opportunity/#:~:text=Singapore%20recently%20announced%20that%20all,five%20per%20cent%20by%202030.

[39] https://www.argusmedia.com/en/news-and-insights/latest-market-news/2582074-japan-aims-to-tighten-saf-supply-regulations#:~:text=The%20Japanese%20government%20decided%20in,official%20that%20spoke%20to%20Argus.

[40] https://www.trade.gov/market-intelligence/european-union-aerospace-and-defense-sustainable-aviation-fuel-regulation#:~:text=Beginning%20in%202025%2C%20fuel%20uplift,the%20EU%2C%20regardless%20of%20destination.

Airline emissions will be benchmarked against 85% of the total $CO^2$ emissions covered by CORSIA in 2019 increased by annual sector growth. With the substantial growth plans for Fiji Airways, there is a materiality that the airline may need to purchase offsets, even acknowledging its fleet renewal plans unless it can otherwise reduce emissions (such as via SAF).

In time it is likely Governments of destinations that Fiji Airways flies into and passengers will expect to have visibility over total flight emissions.

It is recommended as part of a pathway to address these requirements and expectations that the Government of Fiji develops a certification scheme consistent with international standards, to verify the emissions from SAF.

Furthermore, it is recommended that the Government of Fiji progress discussions with the Government of Australia on accessing bulk SAF from Australia and hence leveraging off the work and investments the Government of Australia is already investing into developing SAF production within Australia.

As noted in Section 14.1, the airports in Fiji and around the wider region have a key role to play in addressing environmental issues, including both reducing carbon and managing waste. It is recommended that all airport operators be required to provide in airport master plans information how development of the airport will address climate change resilience (including ensuring alignment with Fiji's Paris Agreement commitments and the National Adaptation Plan) , noise mitigation, waste management, decarbonisation and disability access.

Waste management strategies may include the use of renewable energy options,  LED lighting, water efficiencies, and use of sustainable building materials into airport infrastructure. Additionally strategies to reduce use of plastics with replacement with renewal substitutes as well as recycling.

All these can be expected to both reduce risks and attract climate finance.

Fijian airports also face increasing climate risks, including from heat waves, sea level rise, storm tides, and increased major rainfall events especially from more severe cyclones. Higher temperatures can threaten airport infrastructure and affect day to day operations. Already the main runway at Nadi International Airport has been closed for four hours following flooding from a cyclone.

Equally the airports around Fiji (and the region) play a key role in responding to emergencies and hence it is important they remain available for response assistance as far as possible.

It is recommended that Nadi and Nausori Town Councils require hydrology studies with all substantial building permit requests, and ensure the town planning section has the human capabilities to review these.

Ground operations including airports are also a critical part of reducing carbon within aviation, as well as being demonstrably good corporate citizens. It is recommended that all airport operators be required to provide information how development of the airport will address climate change resilience, noise mitigation, waste management, decarbonisation and disability access in their airport master plans.

## 13.5 NEW TECHNOLOGIES

New aviation technologies including drones and Advanced Air Mobility (AAM) devices, such as aerial taxis and flying cars, are already in use across the world, or becoming close to introduction. These deliver benefits including delivery of surveys, aerial photography, and the rapid delivery of goods including medicines and vaccines in a cost-effective means. They also bring challenges such as new risks to safety, security, and public privacy that need to be addressed.

It is expected that these will also result both in significant increases in aircraft type movements and may potentially conflict with conventional aircraft especially around airports.

Drones and AAM's are expected to be different from conventional aviation in a number of ways, including;

- Communities will interface more especially with drones such as when they make deliveries. Likewise both drones and AAM's are expected to operate in closer proximity to houses than conventional aircraft; and
- New infrastructure will be required for charging and landing of AAM's, and for pick-up and delivery of products by drones.

As Fiji's airspace become busier, and as drones and AAM's begin to become more frequently used around Fiji it is likely that traditional ATC systems, relying primarily on human interactions will need to move towards forms of automation such as Unmanned Aircraft System Traffic Management (UTM).

Noting the long lead times for the introduction of this type of technology into an existing ATC environment, versus the rapid expansion of drones and the likely use of AAM (especially as AI progresses quickly) it is recommended that the Civil Aviation Authority of Fiji progress a working group focused on the changes in policies, training, legislation and IT platforms that are likely to be required. It is acknowledged that successful implementation will require building regulatory and enforcement capabilities within the Civil Aviation Authority of Fiji, possibly supported by technical cooperation from established aviation authorities or ICAO.

The Civil Aviation Authority of Fiji and related agencies will need to continue to review the suitability of legislation to address safety, security, and privacy challenges especially as the rate of technological change accelerates. This should continue to address both via education and enforcement the risks consequent of lasers being pointed at aircraft and pilots.

The growth of drones and AAM is expected to put additional pressures on The Civil Aviation Authority of Fiji's resourcing, especially sourcing SMEs within this sector where competition for human skills will be high.

It is recommended that the Civil Aviation Authority of Fiji continue to progress the harmonisation of Fiji's aviation regulations as relating to new technologies with those of offshore regulators to reduce duplication in the approval processes and keep up with ICAO requirements.

Drones are easy to access at low cost and relatively easy to operate. Many are small and manoeuvrable making them difficult to detect and intercept. To illustrate, drones have already been used to smuggle contraband into prisons[41], whist their use by ISIS in Iraq and Syria and by both

Ukraine and Russia is well documented. Likewise, there have been a number of cases of drones being used to disrupt aircraft movements at airports often for extended periods[42]. The case of use of lasers against pilots in flight is an example of how quickly new technology can be misused and become a potential risk to safety.

Geo-fencing and/or regulations to address possible unauthorised drone flyovers of critical/sensitive sites is expected to need to be considered, as are regulations associated with counter-drone operations.

Similar to present ID requirements for mobile phone cards, it is likely that it will be necessary to be able to identify the owner/operator of all/most drones being used in Fiji. This is not just for significant criminal intentions, but also to address safety concerns relating to airport/sensitive site intrusions or near miss events including with conventional aircraft.

Remote ID has the potential to address this issue by enabling the communication of flight and ownership information to Government authorities which may include a unique identifier, information on the drone's location, altitude, speed, and direction, information on the location of the ground operating station and details of the owner/operator.

It is recommended that the Civil Aviation Authority of Fiji consider adopting a Remote ID system for all drones being operated in Fiji enable responsible and accountable drone use.

As part of this system, it is recommended that the Civil Aviation Authority of Fiji and Fiji Airports identify a pathway to enabling air traffic management to communicate electronically with drones, AAM's and other unmanned aircraft.

The Government of Australia, in partnership with the New Zealand governments is progressing the delivery of a Satellite-Based Augmentation System (SBAS), which has the ability to provide more accurate and reliable navigation services including for aviation. The basis for this is SouthPAN.

Nadi and Nausori International Airports have Instrument Landing System (ILS) approaches which enable aircraft to fly approaches in cloud/rain with accurate horizontal and vertical guidance. In the case of Nadi International Airport an ILS enables aircraft to land in a cloud base of 214 ft above the runway and 800 metres visibility. SBAS has the potential to enable aircraft to fly instrument approaches with the same guidance and to similar decision height (DH) minima's at all the other airports in Fiji.  This would significantly improve flight safety as well as reducing flight diversions.

SouthPAN is expected to be certified for aviation use in Australia and New Zealand by 2028.

It is recommended that the Government of Fiji progress consultations with the Government of Australia on Fiji aviation being able to access the benefits of the SouthPAN SBAS program due to become available from 2028.

It is noted that the successful regulation, including initial implementation, of these new technologies will require ensuring the Civil Aviation Authority of Fiji has and retains the necessary regulatory and enforcement capabilities, possibly supported by technical cooperation from established aviation authorities and/or ICAO. These capabilities are expected to be over and above the Civil Aviation Authority of Fiji's present resource levels.

[41] https://www.theage.com.au/national/victoria/sword-uncovered-after-alleged-drone-drugs-drop-at-melbourne-prison-20230717-p5dotb.html

[42] https://www.unmannedairspace.info/counter-uas-systems-and-policies/drone-incursions-at-airports-continue-to-disrupt-commercial-flights/

# 14 PERSONS WITH DISABILITIES IN THE AVIATION SECTOR

## 14.1 DELIVERY TO DISABLED PERSONS AS CLIENTS OF THE AVIATION SECTOR

Air travel should be accessible to all passengers, with all stakeholders working together to eliminate barriers to travel. The World Health Organisation has estimated that more than 1.3 billion people live with some form of disability, which constitutes approximately 16% of the world's population. Furthermore, as the population ages, the proportion of people with disabilities grows.

Many of these people, presently are already tourists visiting Fiji and driving aviation growth and the growth of the Fijian economy. Equally further reducing (or eliminating) barriers to travel has the potential to make Fiji an even more attractive destination for persons with disabilities.

Fiji Airways commitment to accessible air transport was reaffirmed at the 2019 IATA Annual General Meeting, when IATA members approved a Resolution on Passengers with Disabilities. Further, the UN Convention on the Rights of Persons with Disabilities (CRPD) requires all parties to take appropriate measures so that persons with disabilities have equal access to the physical environment, transportation, information and communication, including information technologies and systems, and other facilities and services open or provided to the public in urban and rural areas.

### 14.1.1 THE RIGHTS OF PERSONS WITH DISABILITIES ACT 2018

The Rights of Persons with Disabilities Act 2018 provides extensive rights to people with disabilities to have the same level of rights as their peers.

Section 29 of the Act includes rights;

a. to reasonable access to all indoor and outdoor places, public transport, and information;

d. to reasonable adaption to buildings, infrastructure, vehicles, working arrangements, rules, practices or procedures, to enable their full participation in society and the effective realisation of their rights;

e. in buildings and other facilities open to the public, information, signage and forms in Braille and in easy to read and understand modes.

Additionally, the Act in Clause 27 states both that;

4. the State must take reasonable measures within its available resources to achieve the progressive realisation of the rights recognised under this Part and within the Constitution with regard to persons with disabilities; and
5. in applying any right under this Part, if the State claims it does not have the resources to implement the right, it is the duty of the State to show that the resources are not available.

Clause 49 also identifies the right for enforcement via the High Court.

Whilst the Act is quite specific as to the rights of people with disabilities, this is not always reflected in services and infrastructure on the ground.

Under the provisions of the Act, individuals with disabilities have a legal right to equal access to public transportation. However, apart from international air travel and routes between Nadi and Nausori, evidence suggests that these rights are not consistently upheld in a manner that meets appropriate standards. This includes concerns such as the need for dignified boarding procedures without excessive physical assistance and ensuring reasonable wheelchair accessibility in transportation facilities.

It is noted that the new building code requires new buildings to meet disabled access and use expectations. The Suva City Council has been working with the National Council for Persons with Disabilities to audit new buildings and major building changes as part of their fitness for disabled persons prior to issuing completion certificates.

In order to further develop education both within the industry and the public as to rights and expectations as regards the use of aviation by disabled members of society it is recommended that the Government of Fiji create domestic aviation-specific disability standards, requiring airlines and airports to work together to facilitate the journeys of people with disabilities and produce user guides that outline airlines' and airports' requirements under these standards and hence increase the likelihood travelling passengers are aware of their rights.

To help meet their obligations under the Act it is recommended that the ground handler at all airports progress the procurement of disabled persons lifts (DPL's), and aisle suitable wheelchairs at those airports within Fiji which presently do not have equipment appropriate for the type of aircraft operating to these airports.

As part of future proofing aviation to ensure it is suitable for disabled persons, it is recommended that all airports be required to include in their Airport Master Plans evidence of how they will provide disability access.

### 14.1.2 INVISIBLE DISABILITIES

Negotiating the various processes involved in air transport can be a stressful experience for even the most seasoned travelers. It is particularly challenging for those with conditions that are not immediately apparent, such as autism or dementia. Unfortunately, the very nature of these invisible symptoms can lead to misunderstandings, false perceptions, and unfair judgments.

Currently, there is a lack of understanding regarding invisible disabilities and the assistance for these passengers at airports and on board. Some passengers hesitate to communicate their conditions for fear of being denied boarding. It is also essential to raise awareness regarding the advanced notification for assistance service requests, to provide support at airports, to offer direct aid on board aircraft, and to ensure assistance during flight disruptions.

### 14.1.3 MOBILITY AIDS

The safe handling of mobility aids, including wheelchairs, important to advancing air travel accessibility.

When damage or loss occurs, it can be devastating to the traveler, as these devices are extensions of their body and crucial to their independence. It also represents a reputational issue for airlines, and by default for Fiji as the passengers' destination.

The root of the challenges in loading and safe storage of mobility aids is the fact that few, if any, of these devices have been designed with air transport in mind.

Several issues work against the ability to transport them safely and without risk of damage or injury to loading staff that need to be addressed. IATA recommends;

a. the creation of an electronic mobility aid tag, fixed to the mobility aid and containing technical information which will help airlines and ground handlers transport the aid safely;

b. that dedicated specialised ramp personnel be trained and deployed to handle mobility aids;

c. that airlines and ATS develop guidance on how to properly resolve instances where mobility aids are damaged.

### 14.1.4 STANDARDS AND CERTIFICATION FOR TRAINED SERVICE DOGS

Airlines support the right of individuals with disabilities who have a legitimate need to travel with a trained and certified service dog.

An important part of reducing confusion is ensuring Fiji has a clear and consistent definition and standard for certified service dogs, so that the industry and passengers have clear guidance regarding the acceptability of assistance animals. This would normally only include dogs individually trained to do work or perform tasks for the benefit of an individual with a disability, and excludes all other species of animals, whether wild or domestic, trained or untrained.

### 14.1.5 ACCESSIBILITY INFORMATION

Accessible information is vital for anyone planning to travel. This is especially true for individuals with disabilities who need support and must meticulously organise their travel plans. Although airlines have made progress in offering detailed information on their websites, there is still room for enhancement, especially in simplifying the process of finding specific details.

## 14.2 PARTICIPATION OF DISABLED PERSONS IN EMPLOYMENT

Section 84 (4) (Exceptions in relation to disability) of the Employment Relations Act 2007 (as amended) states *"An employer who employs 50 or more workers may employ physically disabled person on a ratio of at least 2% of the total number of workers employed by the employer"*.

Clause 256 (General Penalties) of the Act does provide for fines for breaches not otherwise in Part 21 (Offences).

There was limited evidence of businesses within either the aviation or tourism sectors even at large corporate levels having available information to demonstrate they met this expectation. As a starting point a number of businesses acknowledged a lack of disabled suitable infrastructure (such as toilets) which would facilitate meeting of this expectation.

As noted above, The Rights of Persons with Disabilities Act 2018 includes a requirement for the reasonable adaption to buildings, infrastructure, vehicles, working arrangements, rules, practices or procedures, to enable their full participation in society and the effective realisation of their rights.

The majority of work places within the aviation sector do not meet this expectation.

It is noted that the new building code requires new buildings to meet disabled access and use expectations. The Suva City Council, for example, has been working with the National Council for Persons with Disabilities to audit new buildings and major building changes as part of their fitness for disabled persons prior to issuing completion certificates.

It is recommended that the Government of Fiji as far as practical identify pathways to making existing buildings within the aviation and tourism sectors suitable for persons with disabilities.

It is also recommended that the Government of Fiji identify a practical timeframe for at least State Owned Enterprises within the aviation and tourism sectors to demonstrate that at least two percent of their employees are physically disabled, including evidence that the working environment is suitable to facilitate their working in that environment.

It is also recommended, that the Government of Fiji review options to amend Section 84 (4) of the Employment Relations Act 2007 to also cover persons with disabilities other than physical and to make the employment of 2% a requirement (as against the present "may") with a suitable transition period.

# 15 APPENDIX ONE: CIVIL AVIATION MASTER PLAN FOR FIJI : 2026-2031: IMPLEMENTATION PLAN

As attached

# 16 APPENDIX TWO: KEY STAKEHOLDER INSTITUTIONS RELEVANT TO FIJI'S AVIATION SECTOR

The key stakeholder institutions involved in the aviation system include:

a. Economic Regulator: Ministry responsible for Civil Aviation

b. Tourism: Ministry responsible for Tourism

c. Aviation Regulator: Civil Aviation Authority of Fiji.
   - Reports to Ministry responsible for Civil Aviation

d. National Airline: Fiji Airways.
   - Reports to Minister of Finance

e. Publicly owned airports: Fijian Airports Limited.
   - Reports to Minister for Public Enterprises for matters relating to commercial performance; and
   - Reports to the Minister for Tourism and Civil Aviation for policies relating to the aviation industry.

f. Airspace Management: Fiji Airports Limited.
   - Reports to Minister for Public Enterprises for matters relating to commercial performance; and
   - Reports to the Minister for Tourism and Civil Aviation for policies relating to the aviation industry.

g. Meteorological provider: Fiji Meteorological Services
   - Reports to Ministry of Public Works, Meteorological Services and Transport

h. Immigration: Fiji Ministry of Immigration
   - Reports to Minister for Immigration

i. Customs: Fiji Revenue and Customs Service
   - Reports to Minister for Finance

j. Biosecurity: Biosecurity Authority of Fiji
   - Reports to Minister for Agriculture

# 17 APPENDIX THREE: ACRONYMS

| | |
|---|---|
| AAM | Advanced Air Mobility (AAM) |
| AIP | Aeronautical Information Package (AIP) |
| APP | Aeronautical Pricing Principles (APP) |
| ATM | Air Traffic Management (ATM) |
| AME's | Aircraft maintenance engineers |
| ADS-B | Automatic Dependent Surveillance-Broadcast |
| ASIC | Aviation Security Identification Card |
| CAA NZ | Civil Aviation Authority of New Zealand |
| CAR | Civil Aviation Regulations 1978 |
| CAAF | Civil Aviation Authority of Fiji |
| CFIT | Controlled Flight into Terrain |
| CORSIA | Carbon Offsetting and Reduction Scheme |
| CSO | Community Service Obligation |
| DCA | Department of Civil Aviation |
| DFAT | Australian Department of Foreign Affairs and Trade |
| EASA | European Union Aviation Safety Agency |
| EAT | Emerging Aviation Technologies |
| FAA IASA | US Federal Aviation Administration -International Aviation Safety Assessment Program |
| FIMS | Flight Information Management System |
| G2G | Government to Government |
| GA | General Aviation |
| GNSS | Global Navigation Satellite System |
| KPI | Key Performance Indicator |
| IATA | International Air Transport Association |
| ICAO | International Civil Aviation Organisation |
| ICAO ACT-CORSIA | Assistance, Capacity-building and Training for CORSIA |
| ICAO ACT-SAF ICAO | Assistance, Capacity-building and Training for Sustainable Aviation Fuels |
| ICAO CAM ICVM | ICAO - Continuous Monitoring Approach- Coordinated Validation Mission |
| IFR | Instrument Flight Rules |
| ILS | Instrument Landing System |
| JICA | Japan International Cooperation Agency |
| LAME | Licensed Aviation Maintenance Engineers |
| LPV | Localiser Performance with Vertical Guidance |
| LCC | Low-cost Carriers |

| | |
|---|---|
| MTOW | Maximum Take-off Weight |
| Ministry | Ministry responsible for Civil Aviation |
| NASP | National Aviation Safety Plan |
| NES | National Emergency Services |
| OH&S | Occupational Health and Safety |
| PAX | Passengers |
| PCN | Pavement Classification Number |
| PFAS | Per and Poly-fluoroalkyl substances |
| RFFS | Rescue Fire Fighting Service |
| RFP | Request for Proposal |
| RNP | Required Navigation Performance |
| RPAS | Remotely Piloted Aircraft Systems |
| RPT | Regular Passenger Transport |

# 18 APPENDIX FOUR: STAKEHOLDERS INCLUDED IN CONSULTATIONS

The Civil Aviation Master Plan was developed in consultation with;

1. Air Terminal Services
2. Australian High Commission to Fiji
3. Civil Aviation Authority of Fiji
4. Fiji Airports
5. Fiji Airways
6. Fiji Customs and Revenue Service
7. Fiji Immigration Department
8. Fiji Meteorological Service
9. Fiji National University
10. Joyce Aviation Services
11. Kokomo Aviation
12. Laucala Aviation
13. Ministry of Agriculture and Waterways
14. Ministry of Civil Service
15. Ministry of Defence and Veteran Affairs
16. Ministry of Commerce
17. Ministry for Employment, Productivity and Workplace
18. Ministry of Finance, Commerce & Business Development
19. Ministry of Foreign Affairs and External Trade
20. Ministry of Housing
21. Ministry of Immigration
22. Ministry of iTaukei Affairs and Culture, Heritage and Arts
23. Ministry of Justice / Solicitor General's Office
24. Ministry of Local Government
25. Ministry of Policing
26. Ministry of Public Enterprises
27. Ministry of Tourism and Civil Aviation
28. Ministry of Women, Children and Social Protection
29. Nadi Town Council
30. National Council for Persons with Disabilities
31. Northern Air Services
32. Office of the Prime Minister
33. Tourism Fiji

# 19 APPENDIX FIVE: LIST OF REFERENCES USED


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| 7 | Fiji Airports | Annual Report 2023 |
| 8 | Fiji Airports | Nadi International Airport Master Plan Update 2024 |
| 9 | Fiji Airports | Nadi International Airport Terminal Design Brief Report 2024 |
| 10 | Fiji Airports | Annual Report 2023 |
| 11 | Fiji Airports | Strategic Plan 2024 |
| 12 | Fiji Airports | Corporate Risk Register |
| 13 | Investment Fiji | Fiji Tourism Investment Prospectus 2024 |
| 14 | ICAO | Global Aviation Security Plan |
| 15 | ICAO | Global Air Navigation Strategy |
| 16 | ICAO | Global Aviation Safety Plan |
| 17 | ICAO | National Aviation Planning Framework 2019 |
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| 25 | Republic of Fiji | Biosecurity Promulgation 2008 |
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| 27 | Republic of Fiji | Meteorological and Hydrological Services Act 2024 |
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| 30 | Republic of Fiji | Domestic Aviation Strategy Study 2003 |
| 31 | Tourism Fiji | Corporate Plan 2022-2024 |
| 32 | Tourism Fiji | Corporate Plan 202-2027 |
| 33 | UN Women | Gender Equality Brief For 14 Pacific Island Countries and Territories |