

# **MFAT Management Response to the Pacific Aviation Security Programme Evaluation Report by GHD 2025**

Evaluation Report Recommendation	MFAT Response and Action (Agree, Partially Agree, Reject)
<p><b>1. Develop Unified Results Based Management and Monitoring &amp; Evaluation Frameworks:</b></p> <p>Establish a cohesive Logical Framework (Logframe) and M&amp;E Framework that align both PACAVSEC and PARS activities. This unified approach will ensure consistent performance tracking, facilitate data-driven decision-making, and promote continuous improvement across operational and regulatory components (Appendix F and G).</p>	<p><b>Agree.</b></p> <p>A more comprehensive and cohesive Logframe and M&amp;E Framework will be developed as part of the design for the next phase of the Activity.</p>
<p><b>2. Enhance Local Capacity:</b></p> <p>Expand the train-the-trainer model to reduce reliance on key individuals for regulatory support. Complement this with continuous professional development and structured mentorship programmes to address staff retention challenges and build a resilient local aviation workforce. Strengthening local capacity will ensure sustainability and long-term programme success.</p>	<p><b>Partially Agree.</b></p> <p>MFAT have discussed with CAA and Smiths to make every effort to providing training opportunities for operational staff when in country doing installations, maintenance or training. This will be incorporated into the design for the next phase of the Activity.</p>
<p><b>3. Streamline Governance Processes:</b></p> <p>Clarify contract management responsibilities between MFAT and the CAANZ. Introduce a formal RACI matrix (Responsible, Accountable, Consulted, Informed) to delineate roles and responsibilities in the areas of equipment installation, regulatory training, and maintenance support. This will ensure efficient management and reduce operational ambiguities across both programmes</p>	<p><b>Agree.</b></p> <p>The Activity now has strengthened reporting procedures with CAA and Smiths, which now provide output based reporting.</p> <p>The Activity governance has a stronger focus on connecting outputs to Activity goals.</p>
<p><b>4. Establish Long-Term Maintenance Strategies:</b></p> <p>Develop comprehensive maintenance and sustainability plans that extend beyond the current three-year contract period. These should include securing long-term funding commitments, fostering local maintenance capabilities, and establishing a proximal spare parts pool to ensure operational continuity and system resilience. A long-term approach will reduce the risk of equipment failures and improve service reliability.</p>	<p><b>Partially Agree.</b></p> <p>MFAT is encouraging engagement with partners under the Activity to consider future maintenance and asset management plans for replacement at end of life.</p> <p>The Partnership Arrangements clearly identify partner obligations beyond year 3 for maintenance, however it is acknowledged that there are limitations to the ability influence partners' long term planning and maintenance.</p>

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<p><b>5. Strengthen Donor Coordination:</b></p> <p>Coordinate closely with other donor-supported aviation initiatives to avoid duplication of efforts, particularly regarding equipment donations and regulatory reforms. Regular stakeholder meetings with PASO, ICAO, and other relevant partners should be institutionalised to align objectives, standardise security infrastructure, and streamline compliance pathways. Improved donor coordination will enhance programme efficiency and ensure effective resource utilisation.</p>	<p><b>Agree.</b></p> <p>MFAT is regularly coordinating with other development partners and actors on planning of aviation safety and security work in the Pacific.</p>
<p><b>6. Strengthen Leadership Resilience and Distributed Expertise:</b></p> <p>Reduce reliance on key personnel by implementing a structured delegation plan and enhancing knowledge transfer mechanisms. Identify and train at least one additional personnel to ensure continuity in stakeholder engagement and technical oversight. Develop a Standard Operating Procedure (SOP) for regulatory and technical processes to institutionalise knowledge and prevent dependency on a single individual. Introduce a mentorship and leadership development programme to strengthen capacity and facilitate succession planning. These measures will enhance programme sustainability, ensuring consistent regulatory and technical support across PACAVSEC and PARS.</p>	<p><b>Agree.</b></p> <p>The resourcing requirements to enhance programme sustainability will be considered in the design for the next phase of the Activity.</p> <p>CAA is also working to transfer knowledge and build the capacity and capability of Pacific authorities to better support the sustainability of their airport operations.</p>
<p><b>7. Improve Fault Management and Training Standards:</b></p> <p>Introduce mandatory competency assessments within Level 1 fault management training to ensure that participants meet established technical standards. Transition from non-assessed participation to a structured evaluation framework to enhance the quality, consistency, and effectiveness of training initiatives. Ensuring competency-based assessments will improve the overall quality of technical training and service delivery.</p>	<p><b>Partially agree.</b></p> <p>CAA have developed procedures for engagement with the supplier including improved reporting to CAA, SOPs for Pacific airport authorities to report faults, and more appropriate response times for action on fault reports.</p>

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<p><b>8. Develop Risk and Contingency Plans for Non-Contracted Parties:</b></p> <p>Implement proactive risk management frameworks for non-contracted stakeholders such as airports, government bodies, and airlines. These plans should identify potential barriers to programme implementation and establish clear contingency measures to mitigate operational disruptions. Risk management planning will improve resilience and reduce disruptions to programme implementation.</p>	<p><b>Partially agree.</b></p> <p>MFAT ensures that stakeholders practice risk management and require risk and incident reporting from its contractors.</p> <p>The extent to which proactive risk and contingency plans can be implemented for stakeholders will be consider in the design for the next phase of the Activity.</p>
<p><b>9. Enhance Local Maintenance Agreements:</b></p> <p>Promote long-term ownership and sustainability by supporting local maintenance strategies and establishing maintenance agreements with PICs. Regular check-ins between the CAA and local airport authorities will help identify and pre-empt emerging operational issues, fostering resilience and self-sufficiency.</p>	<p><b>Partially agree.</b></p> <p>As above. MFAT is encouraging engagement with partners under the Activity to consider future maintenance and asset management plans for replacement at end of life.</p> <p>The Partnership Arrangements clearly identify partner obligations beyond year 3 for maintenance, however it is acknowledged that there are limitations to the ability influence partners' long term planning and maintenance..</p>
<p><b>10. Scope Future Installations Individually:</b></p> <p>Tailor future equipment installation contracts to account for local deployment needs and site-specific requirements. This localised approach will ensure that equipment is optimally deployed, maintained, and integrated into the existing infrastructure, enhancing its operational relevance and effectiveness.</p>	<p><b>Agree.</b></p> <p>All new installations are subject to a site visit prior to implementation and fit for purpose equipment specifications.</p>
<p><b>11. Localise Training Content:</b></p> <p>Adapt training materials to reflect local cultural practices, language preferences, and operational maturity levels. This regional and country-specific customisation will improve training relevance, enhance knowledge retention, and foster stronger engagement among participants.</p>	<p><b>Agree.</b></p> <p>CAA is augmenting the supplier's technical training on the equipment. CAA staff are being trained in maintenance of the new security equipment.</p>

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<p><b>12. Conduct Refresher Training and Technical Capacity Gap Analyses:</b></p> <p>Implement periodic refresher training sessions and conduct annual technical capacity gap analyses to identify skill gaps, address areas of lost capacity, and target future training efforts more effectively. This approach ensures continuous professional development and minimises the risk of knowledge attrition.</p>	<p><b>Partially agree.</b></p> <p>CAA will be undertaking gap analyses to identify training needs. Refresher training will be considered on a case by case basis over the term of the funding.</p>
<p><b>13. Align Regulatory Oversight with PASO:</b></p> <p>Engage with the PASO prior to inspections to harmonise regulatory advice and ensure consistency in the interpretation of corrective actions. Establish clear protocols for acceptable alternate compliance pathways and methods of demonstration to mitigate discrepancies and promote regulatory coherence. Strengthening regulatory alignment will improve compliance and reduce inconsistencies across the region.</p>	<p><b>Agree.</b></p> <p>There has been improved coordination with PASO which is succeeding in ensuring no overlap and more complementary provision of security training and capacity building.</p>
<p><b>14. Enhance Reporting Transparency and Accessibility:</b></p> <p>Develop strategic reporting templates that clearly outline training areas, programme achievements, and progress indicators. Ensure that reports are accessible to non-technical stakeholders, including policymakers and community leaders, to promote transparency and informed decision-making. Improving accessibility of reports will support better policy decisions and stakeholder engagement.</p>	<p><b>Agree.</b></p> <p>Improved reporting will be incorporated into the design for the next phase of the Activity</p>
<p><b>15. Renew Focus on Emerging Security Needs:</b></p> <p>Integrate cybersecurity and other emerging aviation security threats into training curricula and operational frameworks. This forward-looking approach will ensure that aviation security personnel are prepared to address evolving risks and maintain comprehensive security preparedness.</p>	<p><b>Agreed.</b></p> <p>The Activity takes a broad and adaptive approach to aviation security and integrates this into capacity building and training.</p>

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<p><b>16. Training and Capacity Building</b></p> <p>Integration with regional bodies: Explore opportunities to integrate future training with the Civil Aviation Authority of Fiji (CAA-Fiji) and the Cooperative Aviation Security Programme – Asia Pacific (CASP-AP).</p> <p>Alignment with international standards: Cross-reference training activities with ICAO’s aviation security priorities and the EFCT2 training framework to ensure regulatory alignment.</p> <p>Localised training materials: Adapt ICAO-provided materials, such as the Human Factors Starter Pack, to better suit Pacific Island operational contexts.</p> <p>Cybersecurity inclusion: Build cybersecurity modules into the PARS 1 curriculum, considering the varying digital maturity levels across Pacific jurisdictions.</p>	<p><b>Partly agree.</b></p> <p>As above. There has been improved coordination with PASO which is succeeding in ensuring no overlap and more complementary provision of security training and capacity building.</p> <p>NZ CAA is also coordinating with CASA (Australia) and is cognisant of opportunities to work with CAA Fiji (which has an aviation training facility) and CAA PNG.</p>
<p><b>17. Contract and Governance Structures</b></p> <p>Strengthening accountability in equipment installations: Retain the existing master head contract but introduce sub-contracts to clearly assign accountability for each installation. Develop a clear process flow for equipment installation and maintenance before assigning responsibilities.</p> <p>Stakeholder coordination and compliance alignment: Hold a joint planning session to define long-term infrastructure and capability goals. Conduct a cross-alignment review of the CAA International Aviation Strategy 2025 when released. Review past compliance challenges and address unresolved differences in compliance interpretation.</p>	<p><b>Partially agree.</b></p> <p>The contracting and governance structure for the Activity is working well, although it is acknowledged that there is relatively high administrative burden due to the number and complexity of contract arrangements.</p>

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<p><b>18. Evaluation and Continuous Improvement</b></p> <p>Data-driven training assessments: Send a stakeholder survey on training effectiveness and conduct a stocktake of past training programs to guide future improvements. Use ICAO aviation security priority areas to thematically group regulatory training topics for assessment.</p> <p>Monitoring performance against strategic goals: Develop a Theory of Change framework to align current security programs with future strategic aspirations. Share training materials with Smiths to inform the development of post-training assurance mechanisms.</p>	<p><b>Partially agree.</b></p> <p>As above. A more comprehensive and cohesive Logframe and M&amp;E Framework will be developed as part of the design for the next phase of the Activity, however the extent to which data-driven assessments will be effective is still being considered.</p>
<p><b>19. Risk Management and Sustainability Measures</b></p> <p>Ongoing maintenance and operational resilience: Conduct short, 15-minute monthly check-ins with each airport to confirm all security equipment is operational. Develop fallback and contingency resourcing responsibilities in the event of urgent incidents or staff non-availability. Identify vacant staff positions that can be leveraged as a resourcing pool.</p> <p>Procurement and local supply chain readiness: Work with Smiths Detection to determine which maintenance tasks could be locally outsourced. Identify spare parts that could be locally sourced, reducing reliance on international procurement delays.</p>	<p><b>Partially agree.</b></p> <p>The Activitiy has implemented improvements to maintaince monitoring, reporting and response, including ensuring broader spare parts stocks, however it is acknowledged that there are limits to the extent to which local service and supply can be utilised.</p>

