



SETTING UP THE YEAR OF SECURITY CULTURE- ZIMBABWE’S EXPERIENCE *by Bertha Muzangaza*

1. Introduction

Zimbabwe joins the rest of the world in dedicating the year 2021 to the promotion of security culture in all aspects of aviation operations.

The Year of Security Culture (YOSC) is expected to go a long way in attaining a balance between aviation security, safety, facilitation and the passenger experience.

This article seeks to share Zimbabwe’s experience in the planning and implementation of the YOSC.

3. Preparatory Work- “Security s everyone’s responsibility”

The National Civil Aviation Security Committee (NCASC) reviewed and approved the YOSC Implementation Plan on 23 December 2020.

This high- level endorsement oaddressed the YOSC aim to promote an effective and sustainable security culture, as a critical core value endorsed from top management.

By early December 2020 the State had completed and submitted the ICAO YOSC questionnaire and sent out letters for the notification of designation of year 2021as ICAO YOSC to all stakeholders who include airport and aircraft operators, regulated agents and government agencies.

Obtaining the much- needed buy- in was considered a low- hanging fruit as Zimbabwe quickly appointed a cross-cutting Project Team under the championship of the Civil Aviation Authority Executive responsible for Aviation Security, and the Head of the Public Relations, to spearhead the YOSC campaign.

The Project Team shall meet at least once a month and has representations from industry operators such as airport authorities, airlines and air cargo operators.

2. YOSC Reference Framework

The following international and regional guiding framework for security culture in civil aviation was considered in setting up the YOSC implementation plan for Zimbabwe:

Reference Framework	Relevance to Security Culture
The UN-SCR 2309 (2016)	Implores all organizations involved in civil aviation to take all the necessary steps to promote an effective security culture.
Resolution 40-11 of the 40th Assembly	Designated 2020 as the Year of Security Culture (YOSC) making security awareness and security culture a priority. Deferred to year 2021 due to the Coronavirus (COVID- 19) outbreak in year 2020.
ICAO GAsEP Priority Action:	Priority Action 2 seeks to develop security culture and human capability.
The African Aviation Security and Facilitation (AFI SECFAL) Plan of 2015	Seeks to provide the outreach and awareness campaign on aviation security and facilitation culture
The Windhoek Declaration Targets	Amended to reflect that all African States must take appropriate actions to develop a strong security culture at all levels within the organizations by December 2023
ICAO Security Culture Starter Pack and Toolkit	YOSC principles, benefits, guidance, tools and other customisable resources

4. Project Implementation Plan

The campaign implementation plan was developed to embed security consciousness and encourage personnel in the civil aviation industry to think and act in a security-conscious manner.

The plan clarifies the aims and vision of the campaign, including expected delivery milestones and timelines.

The risks identified as potential to negatively impact its implementation includes the COVID-19 global pandemic.

The campaign package includes the following activities:

- * Official launch of the YOSC campaign by the Minister of Transport and Infrastructural Development;
- * Hold stakeholder workshops to promote the ICAO YOSC initiatives;
- * Deliver short training courses for airport staff on security culture;
- * Start using the ICAO YOSC flier in e-mail signature blocks;
- * Make YOSC a permanent item on agendas for NCASC and Management meetings;
- * Publish YOSC contributions in the newsletters and other media;
- * Regular upload of material to promote YOSC on corporate websites; and
- * Advise operators to post YOSC signage at airports and operator premises.

7. Conclusion

This is how Zimbabwe has planned to put in place a robust security culture capable of raising the profile of aviation security.

We shall also continue to learn from the articles and material from ICAO and other Member States with a determination to make the YOSC a success not only in 2021 but for years beyond.

5. Relaunch of the Aviation Security Confidential Reporting System

The relaunch of the Aviation Security Confidential Reporting System (ASCERS) is meant to reignite and promote the practice of reporting suspicious activities which have a bearing on the implementation of the National Civil Aviation Security Programme (NCASP).

The ASCERS is a voluntary, non-punitive confidential reporting system. It seeks to enhance aviation security oversight through the collection of feedback on aviation security breaches and incidents that would otherwise not be reported through other channels or that may appear minor.

The ASCERS will allow others to learn from the reporter's experience and even lead to changes in security procedures and designs. Incident response and analysis shall be conducted and measures taken to avoid recurrence.



6. Monitoring YOSC Performance

The YOSC campaign shall be monitored through:

- Monthly update reports to the Director General and quarterly update reports to the NCASC.
- Feedback from the industry through ASCERS and other reporting mechanisms.
- Inspection results: a strong security culture should see a reduction of non-compliances with security standards.
- Increased reporting of security incidents by operators and staff.

Author's Profile

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