



International Civil Aviation Organization

WORKING PAPER

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EXECUTIVE COMMITTEE

Agenda Item 15: Implementation support and development (ISD)

**IMPLEMENTATION SUPPORT AND DEVELOPMENT – SECURITY PROGRAMME
(ISD – SECURITY)**

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This paper recommends a new strategy for coordinated aviation security assistance, consistent with the ICAO Comprehensive Aviation Security Strategy (ICASS) and outlines the steps that will be utilized in the planning, implementation and follow-up of aviation security assistance provided to States.

Action: The Assembly is invited to approve the new strategy for coordinated aviation security assistance.

<i>Strategic Objectives:</i>	This working paper relates to Strategic Objective B, Security.
<i>Financial implications:</i>	The activities referred to in this paper will be undertaken within the resources available in the 2011-2013 Programme Budget and/or from extra budgetary contributions.
<i>References:</i>	A37-WP/18 — ICAO Comprehensive Aviation Security Strategy (ICASS) – Strategic Plan of Action – 2011-2016 A37-WP/32 — Universal Security Audit Programme (USAP)

1. INTRODUCTION

1.1 The Council, during its 189th Session, endorsed the ICAO Comprehensive Aviation Security Strategy (ICASS) – Strategic Plan of Action 2011-2016. The ICASS comprises seven strategic focus areas, one of which is titled Promoting Global Compliance and Establishing Sustainable Aviation Security Oversight Capability of States. The Implementation Support and Development – Security Programme (ISD-Security) considers this focus area as the most relevant to the programme and is hereby proposing a new strategy for coordinated aviation security assistance.

2. LONG-TERM VISION AND GOALS

2.1 The results of second-cycle audits of the Universal Security Audit Programme (USAP) indicate that overall, quality control obligations represent the lowest level of effective implementation by States, and that the resolution of security concerns, personnel qualifications and training, and the provision of technical guidance, tools and security-critical information are also areas of concern.

2.2 While assistance objectives have partly been addressed through ICAO's assistance activities, States continue to experience difficulties in implementing their aviation security obligations. Therefore, consistent with the ICASS, assistance should focus on the following areas:

- a) promote **capacity building** efforts, to focus on sustainable solutions for the rectification of security deficiencies;
- b) raise the level of **security awareness** through the conduct of workshops, seminars, symposia and conferences, to be carried out with a view to meeting the set specific objectives; and
- c) **strengthen training and advisory services** by utilizing the existing Aviation Security Training Centre (ASTC) network, and extending ICAO's advisory role by providing States with focused and specialized advice on aviation security.

2.3 Recognizing that assistance should be initiated in a harmonized and coordinated manner, and in order for ISD-Security to realize the goals of its long-term vision, ISD-Security will:

- a) place emphasis on addressing critical aviation security deficiencies in accordance with a prioritized list, primarily consisting of States with unresolved Significant Security Concerns and others that have been referred to the Audit Results Review Board (ARRB);
- b) promote regional initiatives such as Cooperative Aviation Security Programmes (CASPs) and Regional Aviation Security Teams (RASTs) to carry out long-term capacity building projects; and
- c) strengthen coordination and cooperation with partners such as donor States and other international entities, in order to assist States in implementing the provisions of Annex 17.

3. PROCESS FOR IMPLEMENTING ASSISTANCE

3.1 This paper proposes a number of activities in which ISD-Security may be involved, as indicated in the paragraphs below.

3.2 Direct assistance

3.2.1 Once it has been determined that a State should receive priority for assistance, a senior-level ICAO visit from Headquarters or the Regional Office will be necessary. The primary purpose of this visit is to engage the State's commitment, mobilize political will and promote national action to implement the assistance project. The following activities should subsequently be undertaken:

- a) conduct a needs analysis to determine the level and type of assistance required, taking into account the USAP audit/follow-up report, corrective action plans, and other available information;
- b) develop project proposals to be taken by the State based on a prioritized list of remedial actions. These proposals will include a manageable set of actions with the objective of closing the gap between the existing deficient situation and the targeted outcome; and
- c) identify potential partners/donors, including resources available in the region in order to mobilize support for assistance.

3.3 Promoting regional partnerships and initiatives

3.3.1 It is important that assistance also be provided through a regionally or sub-regionally harmonized approach so as to collectively improve security in the region and assist States in complying with the provisions of Annex 17 — *Security*. In addition, a regional/sub-regional approach to aviation security will facilitate the identification of regional areas of concern and the development of regionally-based best practices, and foster relevant technological awareness. To this end, ICAO is promoting the implementation of CASPs or similar arrangements, which aim at establishing a standing regional/sub-regional aviation security structure or entity, to provide advice, assistance and training in aviation security to the States of the region/sub-region, and promote continued cooperation and coordination among aviation security authorities in aviation security matters.

3.3.2 ICAO is also promoting the concept of RASTs, which will be composed of both ICAO staff members and regional experts, to carry out the direct assistance detailed in paragraph 3.2.1 above. Regional experts will be nominated by States to serve as members of RASTs, to carry out ICAO assistance projects/missions, similar to the USAP audit teams. It is envisaged that RASTs may be open to experts from the industry, regional organizations and States from other regions.

3.4 Strengthening ICAO's capacity to provide assistance

3.4.1 In order to strengthen ICAO's capacity to provide assistance, the Organization will initiate activities to facilitate and coordinate the provision of technical assistance, and provide information on aviation security assistance projects and activities.

3.4.2 ISD-Security will engage in the conduct of quality assurance activities to verify that the correct type of assistance is being conducted and to ensure the quality of the assistance provided. These activities will be conducted at the conclusion of each assistance phase and upon completion of the entire project. Examples of quality assurance may include verification through an in-house review of technical

information, project documentation, training results, or assistance follow-up missions, as practicable. Additionally, upon the completion of the assistance project, a questionnaire will be sent to the State to be completed, which will solicit information regarding the status of implementation of the assistance that was received.

3.4.3 Member States not referred to the ARRB may also require assistance in implementing Annex 17 Standards and Recommended Practices (SARPs). In this context, non-priority assistance will be considered on a case-by-case basis, and may be delivered on a cost-recovery basis depending on the availability of resources. Such requests may also be communicated to donor States in consultation with requesting States to identify States and organizations that may be able to provide the required assistance.

4. THE AVIATION SECURITY TRAINING CENTRE (ASTC) NETWORK AND THE AVIATION SECURITY TRAINING PROGRAMME

4.1 The ASTC network continues to play an integral role in aviation security training worldwide and ICAO is committed to overseeing and promoting the development of the ASTC network using a quality-oriented criteria to ensure standards are maintained and cooperation in the field of training is achieved. As such, ISD-Security continues to ensure that appropriate training courses and workshops are scheduled and delivered throughout the ASTC network, allowing States to benefit from this type of assistance. The network consists of 19 ASTCs worldwide, located in: Argentina, Belgium, China (2), Ecuador, France, Jordan, Kenya, Malaysia, Morocco, New Zealand, South Africa, Russian Federation, Senegal, Trinidad and Tobago, Ukraine (2), United Arab Emirates and United States. Training at the ASTCs is provided by certified aviation security instructors.

4.2 In addition to the eight existing Aviation Security Training Packages, new training material continues to be developed based on the *Security Manual for Safeguarding Civil Aviation Against Acts of Unlawful Interference* (Doc 8973). Furthermore, workshops and training courses continue to be developed based on the analysis of USAP audit results.

5. CONCLUSION

5.1 ISD-Security has defined key elements for a comprehensive aviation security assistance strategy designed to enable States to comply with security-related SARPs. Initiatives such as senior level visits by ICAO, the conduct of needs analyses and the coordination of regional partnerships, project implementation, evaluation of technical assistance and follow-up activities, as well as the provision of training and advisory services, are designed to ensure the efficient and coordinated delivery of assistance to States with critical security deficiencies.