



**WORKING PAPER**

**ASSEMBLY — 41ST SESSION**

**EXECUTIVE COMMITTEE**

**Agenda Item 14: Aviation Security - Policy**

**EVALUATING AND INNOVATING ICAO AVSEC PLANS AND PROGRAMMES**

(Presented by the United States, co-sponsored by Singapore, United Arab Emirates, Airports Council International and the International Air Transport Association)

**EXECUTIVE SUMMARY**

Over the past triennium, ICAO, its Member States, industry and other stakeholders have taken successful actions to raise awareness of the importance of an effective Security Culture that supports the implementation and sustainability of national aviation security systems that meet or exceed international Standards. As the 41st Assembly reflects on these successes, the Assembly should also take action to ensure that opportunities to review, evaluate, and innovate ICAO Aviation Security Plans and Programmes, namely the Global Aviation Security Plan (GASeP) and the activities carried out under the Aviation Security Policy, Implementation Support and Development-Security, and Aviation Security Audit Sections, are realized.

**Action:** The Assembly is invited to:

- a) recognize the need and value for ICAO Aviation Security Plans and Programmes to undergo a holistic review and evaluation on a regular basis; and
- b) add the following mandate to the *Consolidated Statement on Continuing ICAO Policies Related to Aviation Security*: “A holistic review and evaluation of each ICAO Aviation Security Plan and Programme be conducted in partnership among Member States, the ICAO Secretariat and industry, at least once per triennium, to determine if these Plans and Programmes are serving their intended purpose, and to consider innovative approaches to further improve or enhance their effectiveness.”

<i>Strategic Objectives:</i>	This working paper relates to the <i>Security and Facilitation Strategic Objective</i> .
<i>Financial implications:</i>	No additional resources required
<i>References:</i>	<i>Consolidated Statement on Continuing ICAO Policies Related to Aviation Security</i>

## 1. INTRODUCTION

1.1 Member States rely on ICAO Aviation Security (AVSEC) Plans and Programmes, namely the Global Aviation Security Plan (GASeP) and the activities carried out under the Aviation Security Policy, Implementation Support and Development-*Security*, and Aviation Security Audit Sections, to direct and guide them toward meeting their aviation security obligations under the Chicago Convention and to better understand the intended outcomes of Annex 17 Standards and Recommended Practices (SARPs) and security provisions of Annex 9. While Member States, the ICAO Secretariat and industry do work together to identify where changes to ICAO Plans and Programmes are needed, there is no existing mandate within the *Consolidated Statement on Continuing ICAO Policies Related to Aviation Security* that requires the methodologies and practices of these legacy plans and programmes undergo a holistic review and evaluation on a regular basis to ensure they are achieving their stated objectives and remain fit for purpose.

## 2. DISCUSSION

2.1 Recognizing that bodies such as the ICAO Secretariat, the AVSEC Panel of Experts (AVSECP) and its Working Groups and Task Forces, as well as Secretariat Study Groups serve as mechanisms for making incremental improvements to SARPs, guidance material, training courses and workshops, audit methodology, and most recently the Global Aviation Security Plan (GASeP), it is also noted that this work is contained within the structure and parameters of ICAO's existing AVSEC Plans and Programs. Critical questions are often left unexamined, such as: does the existing structure, parameters and methodologies of these plans and programmes themselves contribute to Member States' underperformance in effective implementation of Annex 17 SARPs; and whether current mandates create barriers to the consideration and adoption of more innovative approaches, where appropriate. As a result, ICAO and its Member States may be missing opportunities to improve and innovate existing approaches that can assist Member States' effective implementation of AVSEC SARPs. Conducting holistic evaluations of ICAO AVSEC Plans and Programme on a regular basis could potentially identify areas that need improvement and/or help to resolve programme deficiencies, should any exist.

2.2 To be sure, this is not a call to innovate ICAO AVSEC Plans and Programmes simply for change's sake. Rather, this is a call to ensure that the structure, methodology, functionality and effectiveness of each ICAO AVSEC Plan and Programme are reviewed and evaluated on a regular basis, and to imbed flexibility for Member States and the ICAO Secretariat to proactively seek out and consider innovative alternatives to the status quo of these Plans and Programmes that might otherwise be overlooked if not mandated to do so. Such a mandate would reflect the maturity and strength of the organization, by actively reflecting on what works and identifying the root causes of what does not or no longer works, and then developing more effective, creative, and innovative solutions and ways of doing business that will better serve its membership and fulfil its mission.

2.3 As the *Consolidated Statement on Continuing ICAO Policies Related to Aviation Security* is currently drafted, the Secretariat and Member States are directed and urged to improve and innovate AVSEC. However, it does not call for a regular, holistic review and evaluation of each plan and programme that would inform any proposed improvements. To close this gap, it is proposed the following mandate be added:

“A holistic review and evaluation of each ICAO Aviation Security Plan and Programme be conducted in partnership among Member States, the ICAO Secretariat and industry, at least once per triennium, to determine if these Plans and Programmes are serving their intended purpose, and to consider innovative approaches to further improve or enhance their effectiveness.”

2.4 If adopted, carrying out this mandate under the auspices of the AVSECP might be considered so as to draw from the knowledge, experiences and perspectives of aviation security experts from Member States, industry Observers, and the ICAO Secretariat, as well as leverage review and evaluation processes already used the AVSECP Working Groups and Task Forces on a more limited scope. Results of the evaluations, to include any recommendations for change to a plan or programme, could then be provided to the Council as part of the annual Panel Report when the evaluation of a plan or programme has been concluded.

### 3. CONCLUSION

3.1 The aviation security industry operates in a quickly and ever-evolving operational environment, and ICAO's AVSEC Plans and Programmes similarly need to keep pace to ensure they are relevant and fit for purpose. Moreover, effective Security Culture practices identify both where improvements can be made and where best practices can be gleaned. Adding the proposed mandate (at paragraph 2.3) would also ensure that the important initiatives and momentum built over ICAO's Year of Security Culture in 2021 continues.

3.2 Providing ICAO, its Member States and industry partners with a clear mandate to conduct such reviews and evaluations and to take appropriate action to incorporate the results of such evaluations, will strengthen the global aviation security network by ensuring the direction, guidance, assistance and auditing provided by ICAO remain relevant, effective, fit for purpose, and on the cutting edge of innovation within the AVSEC space.

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