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EXECUTIVE COMMITTEE

Agenda Item 14: Aviation Security — Policy

CONTINUOUS IMPLEMENTATION AND MONITORING OF SECURITY CULTURE ACTIVITIES

(Presented by South Africa)

EXECUTIVE SUMMARY

The United Nations Security Council Resolution (UNSCR) 2309 called upon all States to take all necessary steps to ensure the promotion of an effective security culture within all organizations involved in Civil Aviation. Subsequently, the year 2021 was declared as the *Year of Security Culture (YOSC)* by the International Civil Aviation Organization (ICAO).

This information paper provides a report on the activities undertaken by South Africa in support of the YOSC. It further highlights the support by ICAO through the development of security culture tools and local workshops.

The paper calls for States to not lose the momentum, but to rather build on the security culture achievements attained throughout the YOSC.

<i>Strategic Objectives:</i>	This working paper relates to the Strategic Objective <i>Security & Facilitation</i>
<i>Financial implications:</i>	None
<i>References:</i>	Annex 17 — <i>Aviation Security</i>

1. INTRODUCTION

1.1 The United Nations Security Council Resolution (UNSCR) 2309 called upon all States to take all necessary steps to ensure the promotion of an effective security culture within all organizations involved in Civil Aviation. Subsequently, the year 2021 was declared as the *Year of Security Culture* (YOSC) by the International Civil Aviation Organization (ICAO).

1.2 YOSC activities took place in 2021 in different Member States generating much needed awareness regarding aviation security within aviation organizations.

1.3 South Africa actively participated in the YOSC. The activities embarked on ensured the achievement of the following objectives:

- Creating an increased awareness
- Educating employees on the aviation security threat
- Communicating the importance of security
- Encouraging cooperation at the different industry levels
- Reinforcing the value of security by inculcating a security culture
- Encouraging reporting and information sharing
- Promoting cyber security

1.4 The intention of the campaign was to capture the attention of aviation stakeholders as well as the public at large.

1.5 A variety of YOSC activities took place throughout 2021 in collaboration with industry, both physically and virtually in the following manner:

- Workshops
- Security awareness campaigns
- Round table meetings
- Surveys
- Exhibitions
- Symposiums
- YOSC communication (airport screens, website, media, electronic signatures)

1.6 South Africa benefited greatly from the work done by ICAO. Among the ICAO tools utilized were:

- *The Security Culture Campaign Starter Pack*
- *The Security Culture Toolkit*
- *The Human Factors and Performance Starter Pack*
- *The Insider Threat Toolkit*

1.7 Support for South African YOSC efforts was also received from both the ICAO Secretariat at headquarters and the regional office during the workshops. Proving the true global nature of the campaign, speakers from other States also participated in the workshops.

1.8 The work of inculcating a security culture was not limited to workshop and awareness campaigns, but work was also undertaken to help aviation organizations develop programmes to inculcate

a security culture within their organizations. The ICAO YOSC toolkit was used to help the industry with capacity building to assist aviation participants to develop and implement security culture promotion programmes.

1.9 The South African Civil Aviation Authority (SACAA) further developed a security culture plan to ensure that promotion of a security culture goes beyond 2021. The inculcation of a security culture is one of the deliverables of the SACAA's Annual Performance Plan to ensure consistent and continuous implementation and promotion of a security culture within the aviation industry.

1.10 As much as the YOSC was a great success, there is a need to maintain the momentum and ensure that the gains of 2021 are not lost.

2. DISCUSSION

2.1 Continuous implementation and monitoring of an effective security culture is critical to achieve good security outcomes. A strong security culture must be developed, implemented, assessed and monitored across, and within, every organization.

2.2 It is acknowledged that a security culture can be challenging to deliver and to embed throughout an organization from the top down, but effective security culture programmes can result in employees taking responsibility for security issues.

2.3 From the activities undertaken in South Africa during the *Year of Security Culture* the following are some of the lessons learnt:

- The importance of collaboration across all aviation sectors, including public involvement
- The need for everyone to take ownership of aviation security
- The need to guard against complacency and to remain vigilant at all times
- The need to be proactive
- The importance of leadership by ICAO globally and by senior government officials and business leaders at state and organizational level
- Acknowledgement that an effective security culture can be a good tool to reduce aviation security risks

2.4 Promoting a positive security culture helps to mitigate against both insider threats and external threats as personnel think and act in more security conscious ways and identify and report behaviours or activities of concern. In turn, this results in all personnel feeling that they play a critical role within a security regime, and security overall being improved, not only for aviation security, but for wider border security without the need for significant investment.

2.5 Personnel across all sectors of aviation have a vital contribution to make in improving aviation security. To receive the most benefit, States should involve all relevant stakeholders so that support for security culture is not just focused on aviation security, but on security in general, that will foster an effective and efficient security regime that is proactive and supported by competent people.

2.6 In support of the UNSCR 2309, 2016 and the GAsEP relating to the security culture, the ICAO Council, at the eleventh meeting of its 223rd Session held on the 25th June 2021, considered proposals for Amendment 18 to Annex 17 — *Aviation Security*, which include, among others, a new Recommended Practice on security culture: “3.4.7 Recommendation.— *Each Contracting State should require entities*

involved with or responsible for the implementation of various aspects of the national civil aviation security programme to promote, develop and implement measures and mechanisms that contribute to establishing a strong and effective security culture”.

2.7 The need to develop security culture is further identified within the current aviation cybersecurity needs as defined in the ICAO cybersecurity strategy which contains seven pillars to guide the achievements of the strategy. The seventh pillar of the strategy serves to address capacity building, training, and cybersecurity culture.

3. CONCLUSION

3.1 The security threat is real in the aviation industry and therefore a possible solution may be to ensure the continuous implementation and monitoring of security culture programmes by all Member States by implementing Recommended Practice 3.4.7 of Annex 17.

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