



**DIRECTORS GENERAL OF CIVIL AVIATION-MIDDLE EAST REGION  
FIFTH MEETING (DGCA-MID/5)**

*(Kuwait, 4-6 November 2019)*

**Agenda Item 6: Aviation Security and Facilitation**

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

*(Presented by the ICAO Secretariat)*

**SUMMARY**

This paper reports on the ICAO Implementation Support and Development – Security (ISD-SEC) Programme, highlighting initiatives and activities undertaken to support States in implementing Annex 17 – *Security* and sustaining effective aviation security measures over time.

**1. INTRODUCTION**

1.1 Pursuant to Assembly Resolution A39-18, the Secretariat aims to implement targeted assistance to address identified aviation security deficiencies for those States in need. The importance of aviation security was also reaffirmed with the adoption of the United Nations Security Council resolution (UNSCR) 2309 (2016) calling on ICAO to assist States in complying with international aviation security standards. Aviation security capacity-building at ICAO, managed by the Implementation Support and Development Section (Security) (ISD-SEC) in coordination with the Regional Offices, is also informed by the requirements of the Global Aviation Security Plan (GASeP) adopted by the 212th Session of the ICAO Council in November 2017. The GASeP serves as a roadmap to improve aviation security, and will help to guide future capacity development work undertaken by ICAO, thereby complementing existing Assembly Resolutions and the *No Country Left Behind* (NCLB) initiative. The GASeP identifies five key priority outcomes where Member States, stakeholders and ICAO should focus their urgent attention, resources and efforts to enhance aviation security and improve security effectiveness on a global scale.

1.2 Targeted aviation security assistance and capacity building is delivered in ICAO through ISD-SEC in close coordination with ICAO Regional Officers for Aviation Security and Facilitation (RO/ASF). ICAO accomplishes its mission of addressing aviation security deficiencies via comprehensive training and assistance measures, both in mitigating core deficiencies identified in States via the Universal Security Audit Programme - Continuous Monitoring Approach (USAP-CMA) and in building capabilities for Member States to sustain effective implementation of countermeasures over time.

1.3 This paper highlights actions taken to provide assistance to Member States and informs the Fifth Meeting of the Directors General of Civil Aviation - Middle East Region (DGCA-MID/5) on developments relating to the capacity-building processes and activities of ICAO. The work conducted is described below under the GASeP priority areas.

## 2. DISCUSSION

### 2.1 ENHANCE RISK AWARENESS AND RESPONSE

In 2017, the ICAO Risk Management Workshop was aligned with aviation security guidance material in the 10th edition of the ICAO *Aviation Security Manual* (Doc 8973 – Restricted) and the ICAO *Risk Context Statement* (Doc 10108 — Restricted). This effort incorporated international best practices for risk management that States can utilize for aviation security risk assessments, and creates consistent messaging within ICAO on training, guidance, and policy regarding risk. The revised Risk Management Workshop is exercise intensive, requiring a high degree of instructor facilitation. This, in combination with the emphasis placed on a robust and comprehensive risk assessment in the GASeP, led ICAO to hold nine train-the-trainer sessions in 2018. The purpose of these sessions is to expand the cadre of ICAO-certified Aviation Security instructors that can deliver the workshop (currently standing at 103 instructors). In addition, the revised Risk Management Workshop was delivered nine times in 2018.

### 2.2 DEVELOP SECURITY CULTURE AND HUMAN CAPABILITY

Through the promulgation of an annual AVSEC training schedule and under the auspices of the NCLB initiative, ICAO provides all Member States the opportunity to receive training in order to develop their capacity to implement a sustainable national aviation security system. Such training is primarily provided through the Aviation Security Training Centre (ASTC) Network. Currently, the worldwide network of ASTCs has 35 members, with the addition of three new members in Egypt (EGYPTAIR Training Academy in Cairo), Cameroon (CCAA Training Centre in Douala), and Nigeria (FAAN Training Centre in Lagos), respectively. Training workshops and courses were provided through the ASTCs through an assessment of regional needs and in collaboration with the ROs/ASF and their knowledge of the aviation security requirements in their regions. In 2018, there were a total of 42 ICAO-sponsored courses and workshops conducted through the ASTC Network, with 646 aviation security specialists from a total of 107 Member States having benefitted from training. This represents a marked increase in training provided via the ASTC Network, with each ASTC conducting at least one ICAO sponsored training event and a 42% increase in participants in 2018 over 2017, in part because of the use of voluntary contributions to fund the ASTC annual schedule. In 2019, there were a total of 23 ICAO-sponsored courses and workshops conducted through the ASTC Network, with 345 aviation security specialists from a total of 76 Member States having benefitted from training as of 30 September 2019. ICAO also held three Aviation Security Instructor Certification sessions in 2019, certifying an additional 33 instructors from all ICAO regions, bringing the total of ICAO-certified Aviation Security instructors to 300 with coverage of all ICAO working languages as of 23 August 2019. The last session in 2019 is scheduled at ASTC Hong Kong, from 2 to 6 December 2019.

In addition to providing training to Member States, ISD-SEC continues its review of all aviation security training materials and workshops to ensure it remains effective and aligned with Annex 17 – *Security* and the 11th edition of the ICAO *Aviation Security Manual* (Doc 8973 – Restricted). In 2018, work continued on the updating of the following eight workshops and courses to ensure that they focus on developing the necessary aviation security capabilities: Basic, Airport Security Supervisors, Aviation Security National Inspectors, Aviation Security Management, Aviation Security Instructors, Airport Security Programme, National Civil Aviation Security Training Programme, and National Civil Aviation Security Quality Control Programme. These updates have been conducted by Secretariat staff, experts within the ASTC Network, and members of the Working Group on Training.

ICAO has partnered with States to develop aviation security training and promote the importance of a strong security culture. ISD-SEC collaborated with Singapore Aviation Academy to develop and deliver the Directors General of Civil Aviation Programme on Aviation Security, which enriches awareness and understanding of the international civil aviation security framework and its compliance requirements. The inaugural session was hosted in Montréal, in December 2018 with 19 executives from 15 States in attendance. The second session was hosted in Singapore, in April 2019 with 23 executives from 22 States in attendance. The third session was conducted in Montréal on

21 and 22 September 2019 with 19 executives from 17 States. ICAO also partnered with China to develop and deliver the CAA Senior and Middle Managers Training Course. The course was designed with the collaboration of ISD-SEC and its objective is to enable senior and middle managers to lead, manage and continuously monitor the implementation of ICAO Standards and Recommended Practices (SARPs) in their States, mainly focusing on aviation security as well as safety. The course was delivered 21 times in 2018 and ISD-SEC continues to provide support for its delivery in 2019. Finally, during the Global Aviation Security Symposium 2019 (AVSEC 2019), ICAO partnered with the United Kingdom and the United States to deliver the Security Culture Workshop based on the Security Culture Toolkit developed by the Working Group on Training.

### 2.3 INCREASE COOPERATION AND SUPPORT

In implementing the NCLB initiative, ISD-SEC, in collaboration with the Regional Offices, generates Aviation Security Improvement Plans (ASIPs). These are short to medium-term, multi phased, plans for State capacity building based upon an assessment of needs and the commitment of the State to improve their aviation security capabilities. ASIPs are tailored to a State based on specific needs, and provide a timeline of assistance and training to be delivered with goals that States must achieve to ensure effective implementation. In 2018, ASIP activities were completed in four States: 2 in Eastern and Southern Africa (ESAF) and 2 in North American, Central American, and Caribbean regions (NACC). Seven ASIPs were on hold for all or part of the year for reasons including the lack of progress by the State in carrying out the agreed activities under the ASIP or regional conflicts. In addition to assistance provided to States under the ASIP framework, 11 States were provided direct assistance by ISD-SEC through the conduct of a needs assessment or tailored in-State training events. In 2019, eighteen States remained actively engaged in the implementation of an ASIP: 3 States in Western and Central Africa (WACAF); 3 States in ESAF); 2 States in the NACC; 3 States in the Asia and Pacific region (APAC); 1 State in the Middle East region (MID); and 6 States in the South American region (SAM).

ISD-SEC and the Regional Offices work with stakeholders and entities to provide needed assistance tailored specifically for States in a region. This includes continued support for the implementation of the Comprehensive Regional Implementation Plan for Aviation Security and Facilitation in Africa (AFI SECFAL Plan), as well as the implementation of the Technical Co-operation Bureau (TCB) regional Cooperative Aviation Security Programmes in Asia and Pacific (CASP-AP) and the Middle East (CASP-MID). These include providing support to States in implementing Standards and Recommended Practices (SARPs) in Annex 17 – *Security* and security-related SARPs in Annex 9 – *Facilitation*, supporting the development of new training materials by regional entities, and leading efforts to work with other entities providing assistance in the region. ICAO Regional Offices also promoted aviation security through a variety of meetings and initiatives.

ICAO provides aviation security technical experts and capacity development materials to States in need, funded directly by donors, to improve global aviation security. The continued voluntary contributions from States, including Canada, Chile, China, Japan, the Republic of Korea, the United Kingdom and the United States, allowed the provision of assistance to States throughout 2018 under the framework of the ICAO Aviation Security Assistance and Capacity Building Strategy. The voluntary funds have been used to deliver targeted assistance, conduct needs assessments, implement ASIPs, and fund staffing positions to ensure the effective application of aviation security support. These contributions are essential to ensure that States in need receive the assistance and training required. ICAO also partners directly with States to fund specific assistance projects. For example, ICAO has partnered with the United States Department of State to provide three assistance activities for Pakistan and with the United Kingdom to assist Tunisia.

ICAO also works with regional and international organizations to expand their scope and expertise in the provision of assistance to States. ICAO provided aviation security experts to the United Nations Counter-Terrorism Committee Executive Directorate (CTED) to assist with five Country visits. In the framework of these visits, the ICAO expert does a comprehensive review to determine the efficacy of aviation and border security measures. ICAO works with the United Nations Office on Drugs and Crime

(UNODC) to deliver the ICAO Air Cargo and Mail Security Course to representatives from airports globally as part of the UNODC-World Customs Organization (WCO) Container Control Programme. ICAO also partners with the WCO, updating the materials of the ICAO-WCO Joint Workshop on Cargo Security and Facilitation, which was last delivered in Nairobi, Kenya, 11 to 15 February 2019. ICAO also continues its partnership with Airports Council International (ACI) with the delivery of the ACI-ICAO Management of Airport Security Course occurring at three airports and at ICAO HQ in 2019.

ICAO has continued its longstanding partnership with Concordia University to develop and implement the Aviation Security Professional Management Course (PMC). The goal of the PMC is to provide aviation security professionals with best practices relating to the implementation of security systems to improve airport security operations. In 2018, four PMC courses were completed in three regions. In 2019, four PMC courses were completed in four regions as of 31 October 2019. ICAO has worked with Concordia University to update the content and delivery methods of the PMC during 2019. Updated PMCs will be conducted globally during 2020.

#### 2.4 CHALLENGES

A key challenge in providing capacity building to States remains the ability to determine whether the assistance has improved the security posture of the State. Understanding the effectiveness of capacity development is also important when assessing the implementation of the GAsEP and the actions taken by ICAO, Member States, and industry to improve global aviation security performance. Accurately measuring outcomes of assistance requires more than USAP-CMA results, such as the acquisition of comprehensive data from States in which capacity development is provided. Collecting that data remains an on-going challenge. ICAO continues to identify partners and processes to provide precise data to develop and populate performance metrics to determine the effectiveness of capacity building activities in a timely manner; both within the organization and in partnership with other entities.

The Second High-level Conference on Aviation Security, 29 to 30 November 2018, concluded that capacity-building activities by ICAO, individual States, regional stakeholders or industry stakeholders are critical in supporting States' efforts to effectively implement security measures as required by Annex 17 – *Security*. Consequently, the Conference recommended that ICAO map existing capacity-building resources and providers so as to have a comprehensive understanding of available capacities. ICAO shall also map delivered, on-going and planned capacity-building activities, so as to have a comprehensive overview of the situation.

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