International Civil Aviation Organization

WORKING PAPER

ASSEMBLY — 38TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 15: Aviation Security — Implementation Support

AVIATION SECURITY ASSISTANCE AND CAPACITY BUILDING STRATEGY

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY
The 37th Session of the Assembly requested the Council to direct the Secretary General to continue to develop effective assistance activities to promote a higher level of compliance with Annex 17 — *Security* and the security-related provisions of Annex 9 — *Facilitation* by all States. To achieve this, ICAO developed and implemented an Aviation Security Assistance and Capacity Building Strategy that centers on the development of State Improvement Plans (SIPs) whereby all assistance to a given State is coordinated and prioritized to provide them with the greatest benefit. This paper presents an overview of the activities of the Implementation Support and Development – Security Programme and the activities undertaken by ICAO in relation to the implementation of the strategy. A major component of the strategy is the delivery of aviation security (AVSEC) training. This paper also highlights the ongoing development of training material and the Aviation Security Training Centre (ASTC) network.

Action: The Assembly is invited to note the assistance efforts undertaken through the implementation of the Aviation Security Assistance and Capacity Building Strategy.

Strategic Objectives:	This working paper relates to Strategic Objective B — *Security*
Financial implications:	None.
References:	A37-WP/17 A37-WP/18 *Assembly Resolutions in Force* (as of 8 October 2010) (Doc 9958).

1.   **INTRODUCTION**

1.1   Pursuant to Assembly Resolution A37-17, the Secretariat carried out its mandate to provide, coordinate and facilitate assistance to States in the area of aviation security during the 2011-2013 triennium. In keeping with this mandate, the Secretariat: provided technical assistance and capacity-building support through the implementation of State Improvement Plans (SIPs); promoted partnerships and regional cooperation by participating in and fostering the development of regional groups; and strengthened aviation security (AVSEC) training by updating and developing training material and expanding the Aviation Security Training Centre (ASTC) network.

2.   **SUMMARY OF ACHIEVEMENTS DURING THE 2011–2013 TRIENNIUM**

2.1   **Aviation Security Assistance and Capacity Building Strategy**

2.1.1   In May 2011, the Secretary General approved the ICAO Aviation Security Assistance and Capacity Building Strategy, which established a project management framework for the planning, conduct and reporting of AVSEC assistance projects carried out by the Secretariat. This framework centers on the use of SIPs that outline the scope of assistance to be provided to a State to address deficiencies in the implementation of the Standards and Recommended Practices (SARPs) of Annex 17 — *Security* and the security-related provisions of Annex 9 — *Facilitation* and build sustainable AVSEC programmes. States that received AVSEC assistance from the ICAO Secretariat during the 2011-2013 triennium are listed in the Appendix.

2.1.2   State Improvement Plans are developed collaboratively with the State to clarify the roles, commitments, and deliverables of the assistance project. The responsibilities of all parties involved (ICAO, State, partners) are also clearly defined and agreed as part of the SIP process. SIPs facilitate the monitoring of assistance activities so that adjustments can be made, if necessary, and enable ICAO and States to have a single, structured point of reference for coordinated action.

2.1.3   The importance of maximizing the efficiency and effectiveness of assistance and capacity-building efforts has resulted in a call from States for increased management rigor and accountability in the planning, delivery, conclusion and reporting of assistance. Consequently, a challenge exists to identify processes and tools to measure the effectiveness of assistance and capacity building efforts. To address this challenge and develop concrete steps towards measuring effectiveness, SIPs establish an agreed phased approach to assistance activities and results. The fulfilment of milestones is used as an indicator to measure progress in improving the ability of States to fulfil their AVSEC obligations. In addition to the phased approach, the Secretariat continues to examine and develop other methods to be used to measure the effectiveness of capacity-building assistance being delivered to States.

2.2   **Partnerships and Regional Cooperation**

2.2.1   In order to further develop regionalized AVSEC assistance to States and continue to foster regional cooperation and partnerships, three Regional Officer/AVSEC (RO/AVSEC) posts were established for the Cairo, Paris, and Lima Regional Offices. All ICAO Regional Offices now benefit from ROs/AVSEC, which serve as the primary focal points in ICAO for States requiring assistance with respect to the correction of deficiencies identified through Universal Security Audit Programme (USAP) audits, training activities and assistance projects.

2.2.2   In collaboration with Benin, France, Mali, Senegal and the United States, the Secretariat commenced large-scale AVSEC projects in Congo in November 2012 and Haiti in October 2012. These projects were implemented through the SIP process and include the posting of experts in-country, to work with the appropriate authorities and stakeholders for several months at a time. These States received focused assistance in developing, revising and implementing AVSEC programmes and measures. The early signs of success in using the assistance model suggest that sustained assistance has a greater likelihood of achieving sustained solutions in certain circumstances.

2.2.3   In March 2010 the Ad Hoc Group on Partnership in AVSEC Capacity Building was established by ICAO to coordinate the provision of assistance globally. Chaired by ICAO, the Ad Hoc Group is the designated forum for information exchange and coordination of assistance activities in order to promote partnerships, prevent duplication of efforts, support States' and ICAO's situational awareness of assistance, and promote best practices in assistance project design and delivery. To enhance communication amongst the members, ICAO has implemented an online Implementation Support and Development Assistance List (ISDAL) to enable the sharing of basic details on assistance projects on a confidential basis and to facilitate more in-depth bilateral discussions.

2.2.4   The CASP model promotes regionalization of assistance efforts. In coordination with the ICAO Secretariat, CASPs are comprised of States within a specific region having shared AVSEC implementation objectives and that have contributed financial resources to participate in the Programme. CASPs provide targeted assistance and training to their members. A CASP for the Asia Pacific Region (CASP-AP) has been in operation since April 2005, and a CASP for the Middle East Region (CASP-MID) was launched in January 2013. States in those Regions are urged to continue their participation or, if not already a participant, are encouraged to join the respective CASP.

2.2.5   To further address the assistance and capacity-building needs of African States from a regional level, the Secretariat has partnered with the African Civil Aviation Commission (AFCAC) to develop terms of reference for a regional aviation security group conceived by the Conference of African Ministers of Transport held in November 2011. ICAO's provision of technical assistance in the development of this regional group, as well as its support of existing regional bodies that provide AVSEC assistance, underscore the Secretariat's commitment to the implementation of the Abuja Declaration, the African Aviation Security Roadmap, and the Declaration on Aviation Security adopted by the ICAO Regional Conference on Aviation Security held from 17 to 18 October 2011 in Dakar, Senegal.

2.2.6   Under the framework of the Memorandum of Cooperation (MoC) between ICAO and AFCAC that establishes increased collaboration in the area of AVSEC assistance, the Secretariat is now working with AFCAC to establish a roster of AVSEC experts who could carry out follow-up missions to States that have received AVSEC assistance from ICAO and/or other regional organizations. The nature of these missions would be to monitor progress, provide guidance where appropriate, and to ensure knowledge and skills obtained through the assistance process are applied accordingly.

2.2.7   In October 2010, the Counter-Terrorism Capacity Building Programme Grant Arrangement was signed between Canada and ICAO. Under the Grant Arrangement, ICAO has carried out an extensive programme of assistance activities in the Caribbean, Central America and South America, and provided expanded support to the CASP-AP.

2.2.8   Since May 2011, the combined ICAO and Latin American Civil Aviation Commission Aviation Security and Facilitation Regional Group (AVSEC/FAL/RG) has convened annually to set priorities related to aviation security, standardize aviation security practices across the North American,

Central American and Caribbean and South American regions, and improve capacity-building efforts. As an example, the group is developing a training programme on the detection of passengers with suspicious behaviour that will be made available within the region and shared with ICAO.

2.2.9   In March 2013, ICAO and the European Union (EU) signed the Annex on Aviation Security to the ICAO/EU MoC in order to enhance cooperation. This Annex establishes, inter alia, a framework for information exchange and joint activities.

2.3   **Aviation Security Training**

2.3.1   During the current triennium, ICAO strengthened its training efforts to reach a wider international and regional audience by expanding the ASTC network. These newly endorsed training entities were nominated by their appropriate national authority and successfully passed a rigorous process established by the ICAO Secretariat, before being granted endorsement as an ICAO ASTC. All other existing ASTCs also underwent a rigorous cycled re-evaluation in order to confirm that the highest quality of AVSEC training is being maintained.

2.3.2   Currently there are 25 endorsed ASTCs located in Argentina, Belgium, China (Hong Kong and Kunming), Dominican Republic, Ecuador, France, India, Jordan, Kenya, Malaysia, Mexico, Morocco, New Zealand, Republic of Korea, Russian Federation, Senegal, Singapore, South Africa, Trinidad and Tobago, Ukraine (Boryspil and Kyiv), United Arab Emirates, United Kingdom, and United States of America. During the 2011–2013 triennium, ICAO conducted a total of 53 ASTP courses and 32 aviation security assistance workshops throughout the ASTC network. A total of 1,101 AVSEC specialists benefitted from these training activities.

2.3.3   Eight Aviation Security Training Packages (ASTPs) are available: Basic; Cargo; Crisis Management; Exercise; Instructors; Management; National Inspectors; and Supervisors. Five Aviation Security Assistance Workshops are also available, namely: National Civil Aviation Security Programme; National Civil Aviation Security Training Programme; National Civil Aviation Security Quality Control Programme; Screener Certification Programme; and Airport Security Programme.

2.3.4   In November 2011, in an effort to proactively provide training for the senior/executive level, ICAO formed a partnership with Singapore's Civil Aviation Authority to establish an Aviation Security Leadership and Management Seminar (AVSEC-LAMS). The main objective of the AVSEC-LAMS is to provide senior officials with additional insight and knowledge to meet the security challenges and priorities in today's global aviation environment.

3.   **CONCLUSION**

3.1   In an aviation security environment that is ever-changing, the concerted efforts made by ICAO (and its partners) to develop and deliver effective AVSEC assistance to States in need, broaden the network of AVSEC training facilities, and support and empower regional bodies to strengthen AVSEC, are contributing to the progress of implementing effective and sustainable aviation security. ICAO will continue to provide global leadership in the development, coordination and delivery of AVSEC assistance and capacity development to lay the foundation on which sustainable security systems are built.

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APPENDIX

**AVIATION SECURITY ASSISTANCE
PROVIDED TO STATES BY ICAO
2011 − 2013**

Type of activity/measure	Recipient/purpose	Outcome
Comprehensive assistance under State/Regional Improvement Plans	Burkina Faso, Burundi, Comoros, Congo, Djibouti, Eastern Caribbean Civil Aviation Authority (Antigua and Barbuda, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines), Eritrea, Guinea Bissau, Haiti, Honduras, Madagascar, Panama, Paraguay, Sierra Leone, South Sudan, Suriname, Swaziland	Enhanced capacity of States to achieve compliance with Annex 17 and establish effective security and oversight regimes.
In-State aviation security training assistance	India, Kiribati, Mali, Mauritania, Mexico, Mozambique, Namibia, Nauru, Philippines, Qatar, Rwanda, Saudi Arabia, Senegal, Solomon Islands, South Africa, Timor-Leste, Viet Nam, Zambia	Increased expertise of national inspectors and instructors.
Regional training course and workshop assistance	Australia, Bahamas, Bangladesh, Belize, Bolivia (Plurinational State of), Brazil, Cambodia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Egypt, Guatemala, Honduras, Jamaica, Lao PDR, Lebanon, Malaysia, Mauritania, Mexico, Morocco, Myanmar, Nepal, Nicaragua, Oman, Paraguay, Peru, Saudi Arabia, Singapore, Thailand, Tunisia, United Arab Emirates, Yemen	Increased knowledge and awareness of national-level aviation security officials, professionals, and experts in various areas of aviation security.

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