International Civil Aviation Organization

WORKING PAPER

ASSEMBLY — 38TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 15: Aviation Security — Implementation Support

IMPLEMENTATION SUPPORT AND DEVELOPMENT — SECURITY (ISD-SEC) PROGRAMME

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY
As ICAO continues to coordinate and facilitate assistance to States in the area of aviation security (AVSEC), it looks towards the 2014-2016 triennium to expand the scope of assistance and capacity building under the framework of the Aviation Security Assistance and Capacity Building Strategy. Recognizing the evolving needs of the aviation security community, ICAO will further develop and refine its aviation security assistance and capacity-building activities and tools to support Member States.
Action: The Assembly is invited to endorse: a) the continued implementation of the Aviation Security Assistance and Capacity Building Strategy; and b) the further refinement of ICAO's set of assistance and capacity-building activities and tools.

Strategic Objectives:	This working paper relates to Strategic Objective B — *Security*
Financial implications:	The activities referred to in this paper will be undertaken with the resources available in the 2014-2016 Regular Programme Budget and/or from extra-budgetary contributions.
References:	A38-WP/13 — Declaration on Aviation Security and the ICAO Comprehensive Aviation Security (ICASS) Strategy A38-WP/16 — Universal Security Audit Programme (USAP) A38-WP/20 — Aviation Security Assistance and Capacity Building Strategy

1.   INTRODUCTION

1.1   Throughout the 2011-2013 triennium, ICAO implemented a set of aviation security assistance and capacity-building activities that included: the leadership, coordination and provision of needs-based assistance to Member States; the promotion of regional cooperation; oversight and coordination of a global network of Aviation Security Training Centres (ASTCs); and the development and maintenance of Aviation Security Training Packages (ASTPs). The focus of these activities has intensified significantly and their reach has expanded under the framework of the ICAO Assistance and Capacity Building Strategy that was approved by the Secretary General and implemented in May 2011.

1.2   With a view to mitigating risk and improving States' compliance with the Standards and Recommended Practices (SARPs) of Annex 17 and the security-related SARPs of Annex 9, ICAO will, in the 2014-2016 triennium, enhance these activities and tools, expand their implementation, foster additional partnerships between States in need and assistance providers, and reinforce ICAO's leadership as a global coordinator, facilitator and provider of aviation security assistance and capacity building.

2.   AVIATION SECURITY ASSISTANCE AND CAPACITY BUILDING STRATEGY

2.1   The ICAO Aviation Security Assistance and Capacity Building Strategy lays out a framework under which the aviation security needs of Member States are identified, and a roadmap to an effective national aviation security system compliant with SARPs is implemented. The success of this strategy is centred on State Improvement Plans (SIPs) that are developed in partnership with ICAO and the assisted State, and incorporate a role for other assistance providers, such as regional organizations, other Member States, and, where appropriate, industry. SIPs emphasize the need for States' political will and full commitment to strengthen aviation security and to benefit from the support of ICAO and other partners. The successes realized so far from the SIP approach are encouraging and, together with positive feedback received from many States, suggest that ICAO should "stay the course" as implementation of the Strategy carries forward.

2.2   Within this context, expanding the scope of ICAO's aviation security assistance to include activities developed for, and delivered to, operational-level personnel has proven to be a positive addition to the Secretariat's traditional assistance methods. Experience has shown that Member States in need of professional knowledge and skill development are benefiting from ICAO-led training; however, a gap often exists between theory-based learning and the practical implementation of sustainable aviation security programmes and measures, and the adoption of an aviation security culture. The Secretariat has begun facilitating on-the-job training activities supported through the provision by partner States of subject-matter experts to address such gaps. ICAO envisages expanding this approach, where appropriate, in the 2014-2016 triennium.

2.3   The prioritization of assistance and capacity-building activities will remain a challenge in the next triennium. The Secretariat currently addresses this challenge by setting baseline assistance priorities by using a risk assessment process that considers Universal Security Audit Programme (USAP) audit results, flight volumes, traffic levels, input from ICAO's Regional Offices and public information. The inclusion of security information into this process, if made available to ICAO, or the sharing of USAP audit results by States in need of assistance with those in a position to provide assistance, could further support the targeting of resources to risk mitigation where it is most needed.

2.4   Developing and applying a standardized approach to measuring the effectiveness of assistance and capacity building is another challenge the ICAO Secretariat and other assistance providers

will collaborate on over the next several years. In this regard, the Secretariat views the evolution of the USAP to the Continuous Monitoring Approach as an ideal opportunity for monitoring activities to not only be used to identify States that require assistance, but also to assess the effectiveness of assistance activities undertaken.

3.   **REGIONAL COOPERATION**

3.1   While continuing to enhance aviation security through State-specific assistance and capacity-building activities, ICAO will also further develop regional aviation security cooperation initiatives in the 2014-2016 triennium. Focused also on security risk mitigation and promoting compliance with ICAO SARPs, and building on the framework of established Memoranda of Cooperation and other such agreements, regional cooperation efforts in the assistance field will seek to mobilize resources and capabilities to support interregional and intraregional assistance partnerships, promote the exchange of information and build confidence in security programmes and measures.

3.2   ICAO recognizes that different regions have different aviation security needs, institutional frameworks, capacities and capabilities. Accordingly, a measure of flexibility must be retained to develop regional cooperation so as not to impose a "one size fits all" solution. In practice this means that ICAO's cooperation initiatives may be based on such models as the Cooperative Aviation Security Programme (CASP) functioning in the Asia and Pacific Region and recently launched in the Middle East Region; the ICAO/Latin American Civil Aviation Commission North America, Caribbean and South America Aviation Security and Facilitation Regional Group; the AVSEC East Group (States in the East of the European North Atlantic Region); and/or subject-matter training partnerships with the Arab Civil Aviation Commission or other models.

3.3   Having made substantial contributions to aviation security enhancement in Africa through State-focused projects as a priority in the 2011-2013 triennium, during the 2014-2016 triennium, ICAO will work with the African Civil Aviation Commission and other regional and sub-regional organizations, as appropriate, to develop a regional initiative or initiatives.

4.   **TRAINING**

4.1   The specialized nature of aviation security regulatory and operational functions coupled with the typically low number of aviation security professionals employed at the State level and a limited range of private-sector solutions, has, over the years, confirmed the need for ICAO leadership in training. To address the gaps, ICAO offers a series of specialized training packages and workshop materials, maintains a roster of ICAO-certified short-term experts available from States to provide training, oversees the global network of ICAO-endorsed Aviation Security Training Centres (ASTCs), sponsors training courses and fellowships, and supports the AVSEC Professional Management Course in collaboration with Concordia University (Montréal, Canada). ICAO also provides training courses on a cost-recovery basis on request.

4.2   Recognizing the need to continue the process of updating existing and developing new training material based on the ICAO *Aviation Security Manual* (Doc 8973 Restricted) and the analysis of the USAP audit results, the Secretariat will intensify its efforts to diversify the range of aviation security training programmes. This will increase the Secretariat's ability to better assist the international aviation security community in addressing risk.

4.3   ICAO will promote continued expansion of the ASTC network as a means to further enhance the accessibility of aviation security training throughout the regions. Training institutions having the support of the State authority responsible for aviation security will be evaluated against ICAO's endorsement criteria to ensure that they possess the necessary attributes and will make a positive contribution to the ASTC network. Likewise, the ICAO Secretariat will continue to oversee the ASTC network and maintain the integrity of the ASTC endorsement through a cyclical re-evaluation process.

5.   **CONCLUSION**

5.1   In order to meet the evolving needs of States, ICAO will, in the 2014-2016 triennium, continue with implementation of the Aviation Security Assistance and Capacity Building Strategy, refining the set of activities and tools. This approach to the provision of assistance will be complemented by intensified regional cooperation efforts coupled with comprehensive focus on aviation security training. Together these three pillars of assistance provide a basis for ICAO leadership in aviation security that is holistic, risk-based and dynamic in addressing the real-world challenges of aviation security enhancement.

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