



CIVIL AVIATION SECURITY IN AFRICA, ASIA AND THE MIDDLE EAST (CASE II PROJECT)

CATALOGUE OF ACTIVITIES

– February 2021 –

Edition 1.0

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INTRODUCTION

Introduction

This document describes the set of capacity building activities in aviation security to be implemented under the CASE II Project by the European Civil Aviation Conference (ECAC).

The aim of these activities is to benefit Partner States in *Africa, Asia and the Middle East* through the provision of support and guidance. The intention of such activities is to strengthen the defence of Partner States against threats to aviation security. Specifically, there is an aim to:

- Improve quality control applied in the field of aviation security in Partner States;
- Enhance the capacity of Partner States to meet international requirements in aviation security such as those set out in ICAO Annex 17;
- Foster a security culture in Partner States; and
- Assist Partner States in optimising security frameworks with an aim of encouraging a risk-based approach to the setting of national aviation security regulations and procedures.

The list of activities is described in this first edition of the CATALOGUE OF CASE II ACTIVITIES available to Partner States.

The most up-to-date list of activities can be found on the ECAC CASE II website [insert link] where an invitation to participate can also be found.

Further information

The CASE II Project is financed by the European Union (EU) and implemented by ECAC. The European Commission's Service for Foreign Policy Instruments represents the EU for matters related to the Project.

TRAINING / E-LEARNING



E-LEARNING COURSES

Duration:
Language:

1-3 days
FR, EN

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What does it involve?

A series of online learning courses with a focus on providing suitable preparation for participants prior to an on-site activity or as supplementary learning following activity delivery.

Courses will be advertised on the CASE II website.

Who should participate?

E-learning courses will be available to individuals or organisations formally nominated by the Partner State (PS). As such, it is important for the PS to assess course content to ensure identification of the most appropriate participants.

What is expected of the Partner State?

The PSs are expected to advertise and promote the first e-learning course – and any other online course that follow from the CASE II Project Team – within its Civil Aviation Authority and among staff of all relevant organisations involved in designing, delivering, auditing or regulating aviation security.

How will it work?

Each e-learning course will be advertised by the CASE II Project Team to the PSs as and when it comes on stream.

Although not necessarily a prerequisite, a PS can use e-learning as a way of identifying those individuals that might be invited to take part in on-site activities under a Country Programme of Action, or whose aptitude on supplementary e-learning modules marks them out as potential future national experts in the subject.

What will be delivered?

Each e-learning course will be provided to the PS as a web link, along with an access password sent separately, which can be passed on to individuals taking the course.

What happens afterwards?

The PSs are encouraged to offer further suggestions to the CASE II Project Team on e-learning courses they feel would be helpful, either in preparing for a training event under their Country Programme of Action, or as a way of supplementing and reinforcing the knowledge and experience gained during such an event.



E-LEARNING WEBINARS

Duration:
Language:

1-3 days
FR, EN

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What does it involve?

A series of interactive e-learning webinars will be offered with a remote instructor (or instructors) as a standalone e-learning activity. This may provide particular benefit prior to the delivery of an on-site activity under the CASE II Project or as supplementary learning following activity delivery.

Each e-learning webinar is to cover either a specific subject from the field of aviation security. The webinar may target a subject relating to a specific aviation threat or type of mitigation. It will seek to provide practical training, and will include a question and answer session with the instructor.

A wide range of e-learning topics are envisaged. Examples of such topics are listed below:

- Insider threats;
- Cyber security;
- Covert testing, overt testing;
- Use of explosive detection dogs;
- Management of security equipment;
- Behavioural detection;
- Screener certification;
- Cargo and mail security;
- Security culture;
- Landside security;
- Risk assessment.

The CASE II Project Team will provide information to Partner States (PSs) about available webinars via the CASE II website.

Who should participate?

Each PS is able to nominate suitable participants based on the webinar subject.

What is expected of the Partner State?

Each PS is expected to advertise and promote the e-learning webinar within its Civil Aviation Authority and among staff of all relevant organisations involved in designing, delivering, auditing or regulating aviation security.

How will it work?

Each e-learning webinar will be advertised by the CASE II Project Team when it becomes available. During the webinar, each individual will be able to interact with the instructor, submit questions and receive relevant practical information.

Although not necessarily a pre-requisite, the PS might use e-learning as a way of identifying potential participants for on-site activities under a Country Programme of Action, or whose aptitude in relation to

supplementary e-learning modules marks them out as potential future national experts in the subject.

What will be delivered?

Each e-learning webinar will be provided to the PS as a web link, along with an access password sent separately, which can be passed on to individuals attending the web-based seminar.

Depending on the webinar, a training video or documents may be provided in advance as pre-requisite viewing material.

Each participant will be able to ask questions to the instructor during and after the webinar.

What happens afterwards?

The PSs are encouraged to offer further suggestions to the CASE II Project Team with respect to additional e-learning webinars they feel would be helpful, either in preparing for a training event under their Country Programme of Action, or as a way of supplementing and reinforcing the knowledge and experience gained during such an event.



ONLINE SEMINAR ON KEY AVIATION SECURITY ISSUES

Duration: **1 day**
 Number of participants: **max. 150**
 Language: **FR, EN**

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What does it involve?

The online seminar will include a detailed discussion of current local and regional aviation security issues. Importantly, discussions will incorporate views relating to current threats faced by the Partner States (PSs) and best practices in mitigation.

A panel of experts will share their experience and present their views and priorities in the implementation of mitigation measures. The panel will contribute to debate regarding mitigation put in place by the PSs, as well as discussing best practice examples of such mitigation deployed by ECAC Member States.

These include, but need not be limited to the following issues:

- Cyber security threats;
- Insider threats;
- Threats posed by remotely-piloted aircraft systems;
- Threats to aviation posed by chemical and biological attacks;
- Region-specific security topics.

Other topics can be added to adapt to the regional, sub-regional or local threat picture.

Who should participate?

- Government agencies involved in aviation security policy development and delivery (e.g.

Civil Aviation Authority, Ministry of Interior and other law enforcement departments, Ministry of Defence and intelligence agencies);

- Airport management and managers from any private contractors delivering security at the PSs' airports;
- Airport Emergency Preparedness and Response Committees.
- Air Traffic Control;
- Security representatives from the Airport Operations Committee.

What is expected of the Partner States?

The PSs are expected to ensure designation of experts who meet the requirements set for the seminar population (profile, language skills).

How will it work?

Seminars will be delivered over a period of 2 working days to a maximum of 150 participants.

The initial phase of the discussion will look at international and regional/sub-regional views on current aviation security issues and threats posed to the civil aviation sector ('assessing the threat').

For threats, the debate may focus on specific examples of actual or planned attacks by terrorist groups using the methodology or involving the target described in the threat

phase of the seminar, thereby giving practical examples of how such threats can transform into real incidents ('understanding the nature of the threat').

In the final phase of the seminar ('mitigating the threat'), the discussion will look at mitigation measures currently implemented including a discussion of best practice and areas of potential development.

What will be delivered?

At the end of the seminar participants will be provided with access (via a restricted website) to the associated technical presentations. Participants should refer to the presentation content after the event to ensure the information delivered in the seminar is absorbed.

What happens afterwards?

The CASE II Project's wider programme of activities includes a range of operational, on-site activities to be organised in the individual PSs. These aim to address the various emerging threats at a national level by providing mentoring-like support with particular focus on insider threats, considered as a high priority among those listed above.

**NATIONAL ACTIVITIES
TRAINING AND MENTORING**



BEST PRACTICES FOR NATIONAL AUDITORS – LEVEL 1

Duration: **5 days**
 Number of participants: **8**
 Number of experts: **2**
 Language: **FR, EN, PT**

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What does it involve?

The course delivers a combination of classroom activities and on-site, practical exercises, aimed at strengthening the skills and competencies of staff recently placed in charge of quality control.

The individual subject matters for classroom discussion and exercises (both table-top and on-site) include:

- Preparations ahead of an audit or inspection;
- Conducting an on-site audit;
- Recording observations;
- Producing an audit report;
- Evaluating a corrective action plan;
- Reviewing the implementation of a corrective action plan;
- Ensuring continued compliance, in particular via covert testing (which may include the procurement of test items);
- Sustaining quality control activities.

An option for the Partner State (PS) to consider in this course is that of CASE II expert assistance with the development of a national exam for the PS to formally certify its own national auditors. The PS should note, however, that this does **not** involve ECAC or CASE II certification of any auditor working for the PS.

Who should participate?

Primarily junior auditors on the staff of (or contracted by) the Civil Aviation Authority. The PS should ensure, however, that each junior auditor nominated for the course has **at least one year's experience in the role**, so as to enable participants to raise issues they have come across during the normal course of their auditing duties.

What is expected of the Partner State?

- Ensure suitable candidates for the course, drawn primarily from the ranks of its junior national auditors;
- Classroom or conference meeting room facility, including audio-visual equipment.;
- Transport between the venue and airport for on-site observations;
- Access to relevant parts of the airport to allow the conduct of practical exercises.

How will it work?

This course is designed to provide an introduction to a wide range of audit and inspection activities associated with the examination of security delivered at an airport (as set out above). As such, the course will be split, commencing with an initial, classroom-based phase that sets the scene and describes the detail of each activity and incorporates table-top exercises. It will then progress to a second element based on-site to practice such activities, with the instructors recording their observations for subsequent discussion and evaluation.

If the PS requests in advance, the experts will also offer advice on a national exam to formally certify the PS's auditors. The CASE II Project can even prepare and deliver the exam on behalf of the PS.

What will be delivered?

The course delivers a range of table-top and on-site exercises, covering the topics mentioned above and includes written material on the various elements. Observations made by the experts during on-site activities will be debated with participants. The practical exercises will each focus on a specific domain subject to quality control, such as hold baggage screening.

What happens afterwards?

This course is one of a range of quality control-related activities under the CASE II Project. As such, the PS may prefer its auditors to undertake, for example, the more advanced Best Practices for National Auditors - Level Two (BPNA2). Please note, however, that BPNA2 can only be delivered after a **minimum of 9 months** has elapsed since the delivery of this course (BPNA1), to ensure the recommendations and benefits of the latter have been fully exploited by both the participants and the PS.

In addition, there is a specific course tailored to those involved in auditing cargo security.

The CASE II Project also offers an activity dedicated to coaching in quality control, which may complement the coaching aspect already included, *de facto*, in BPNA1 as a result of its strong practical component.

Operational activity suitable to be delivered on a sub-regional basis



BEST PRACTICES FOR NATIONAL AUDITORS – LEVEL 2

Duration: **3 days**
 Number of participants: **8**
 Number of experts: **2**
 Language: **FR, EN, PT**

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What does it involve?

The course delivers a combination of classroom activities and on-site, practical exercises in quality control. It looks at 'best practice' techniques and encourages participants to raise issues they have come across during the normal course of their auditing duties. The objective is to further strengthen the skills and competencies of staff in charge of quality control and to act as recurrent training.

The individual subject matters for classroom discussion and exercises include:

- Preparations ahead of an audit or inspection;
- Conducting an audit on site;
- Recording observations and reviewing documentation;
- Producing an audit report;
- Evaluating a corrective action plan;
- Reviewing the implementation of a corrective action plan;
- Ensuring continued compliance (in particular via covert testing);
- Sustaining quality control activities.

An option for the Partner State (PS) to consider in this course is that of CASE II expert assistance with the development of a national exam for the PS to formally certify its own national auditors. The PS should note, however, that this does **not** involve ECAC or CASE II certification of any auditor working for the PS.

This course should take place **no earlier than 9 months after the BPNA1 course**, to ensure the lessons and recommendations from the latter have been put into practice and given sufficient time to embed. Some

topics already dealt with in BPNA1 will be subject to elaboration, alongside other themes not covered by BPNA1, such as the inspection of security equipment.

Who should participate?

The course is intended to be recurrent training exclusively for experienced national auditors employed directly – or contracted by – the Civil Aviation Authority.

What is expected of the Partner State?

- Ensuring suitable candidates for the course drawn from the ranks of its experienced national auditors;
- Classroom or conference meeting room facility, including audio-visual equipment;
- Transport between the venue and airport for on-site observations;
- Access to relevant parts of the airport to facilitate the conduct of practical exercises.

How will it work?

This course is designed to provide both refresher training and a more intensive review of a wide range of audit and inspection activities (as set out above) and is relevant to the examination of security delivered at an airport. As such, the course will be split, commencing with an initial, classroom-based phase that sets the scene and describes the detail of each activity and incorporates table-top exercises. It will then progress to a second element based on-site in order to practice such activities, with the experts recording their observations for subsequent discussion and evaluation.

Participants will be encouraged to raise issues that have arisen during the

course of their normal duties. In particular, participants should consider commenting on their experience of implementing recommendations emerging from BPNA1.

If the PS requests in advance, the experts will also offer advice on how to organise a national exam to formally certify the PS's auditors to the higher level. The CASE II Project can support the PS in preparing and delivering the exam.

What will be delivered?

The course delivers a range of table-top and on-site exercises, covering the topics mentioned above, including written material on the various elements. Observations made by the experts during on-site activities will be debated with participants. The practical exercises will each focus on a specific domain subject to quality control (access control, aircraft security, airport supplies, passenger and cabin baggage screening, etc.), to be selected during the preparation of the activity between the PS and the CASE project team.

What happens afterwards?

This course is one of a range of quality control-related activities under the CASE II Project. Among others, there is a specific course tailored for those involved in auditing cargo security (p. 12) and another which focusses on raising awareness on broader airport and airline operations. (p. 13).

Following this activity, PSs may wish to request participation in *Coaching in Quality Control* (p. 24) as it is a recommended complement to the practical elements included in *Best Practices for National Auditors*.

Operational activity suitable to be delivered on a sub-regional basis



BEST PRACTICES FOR NATIONAL AUDITORS – CARGO

Duration: **3 days**
 Number of participants: **8**
 Number of experts: **2**
 Language: **FR, EN, PT**

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What does it involve?

The course delivers a combination of classroom activities and on-site, practical exercises on quality control for security within the cargo operation of an airport. It looks at 'best practice' techniques and encourages participants to raise issues they have come across during the normal course of their auditing or inspecting duties. The aim is to strengthen the skills and competencies of staff in charge of this specific area of quality control.

The individual subject matters include:

- Preparations ahead of an audit or inspection;
- Conducting an audit on site within the cargo area and immediately beyond;
- Recording observations;
- Producing an audit report;
- Evaluating corrective action plans
- Reviewing the implementation of a corrective action plan;
- Ensuring continued compliance, in particular via covert testing;
- Sustaining quality control activities.

The course is relevant whether the security of cargo operations involves 100% screening of cargo, or incorporates a secure supply chain (i.e. involving the inspection of regulated agents and known consignors). Therefore, the content of the course will be adapted to the air cargo security regime in force within, or under consideration by, the Partner State (PS).

An option for the PS to consider is to utilise CASE II expert assistance with a national exam, allowing the PS to formally certify its own national auditors in cargo compliance. The PS should note, however, that this does **not** involve ECAC or CASE II certification of any auditor working for the PS.

Who should participate?

Ideal participants are national auditors exclusively employed by the Civil Aviation Authority (either directly or through contract).

From within the national auditor population the priorities for participation are those directly involved in quality control activities in the field of cargo and mail security. This activity is particularly suited to recently appointed staff who may benefit from complementary support to their initial training.

Furthermore, this activity provides appropriate recurrent training for experienced staff who hold cargo and mail security responsibilities.

What is expected of the Partner State?

- Ensuring suitable candidates for the course drawn from the ranks of its national auditors;
- Classroom or conference meeting room facility, including audio-visual equipment;
- Transport between the venue and airport for on-site observations;
- Access to cargo screening and storage facilities to facilitate the conduct of practical exercises, as well as to relevant parts of the airport to facilitate the conduct of practical exercises.

How will it work?

This course will provide material suitable for both refresher and in-depth initial training on a wide range of audit or inspection techniques (as set out above) designed to examine the implementation of cargo-related security controls. As such, the course will commence with a classroom-based phase that sets the scene and describes the detail of each activity, incorporating table-top exercises. It will then progress to a second

element, on-site, to practice such activities with the instructors recording their observations for subsequent discussion and evaluation in class.

Participants will be encouraged to also raise issues that have arisen during the course of their normal duties and where they feel a more detailed explanation of the principles, or examples of best practice, would help.

If the PS requests it in advance, the experts will also offer advice on a national exam to formally certify the auditors of the PS in relation to checking compliance with security requirements in cargo operations.

What will be delivered?

The course delivers a range of table-top and on-site exercises, covering the topics mentioned above and includes written material on the various elements. Observations made by the instructors during on-site activities will be debated with participants.

What happens afterwards?

The CASE II Project offers a range of activities related to quality control aimed at both junior auditors/inspectors and those with more experience.

Each PS is encouraged to explore this catalogue to identify other activities which may complement the bespoke needs of the participants of *Best Practices for National Auditors – Cargo Compliance*. Potential offerings include activities that help participants see the wider context in which audits and inspections are set (p. 13), those which take an in-depth look at quality control (p.24) and those which focus on the inspection of security equipment (p. 25).



FAMILIARISATION WITH AIRPORT OPERATIONS FOR SECURITY MANAGERS /AUDITORS

Duration: **3 days**
 Number of participants: **8-9**
 Number of experts: **2**
 Language: **FR, EN**

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What does it involve?

This training course provides an opportunity for those currently or prospectively involved in quality control of aviation security activities to better understand the relationship between airports, airlines and their operations. The main objective is to improve the operational knowledge of staff with aviation security responsibilities, particularly national aviation security inspectors and auditors.

The structure of the course is based on the critical elements associated with the movement of aircraft. It focusses on the operations taking place on the airfield as well as those involving passengers, baggage and cargo. The course will examine the competing priorities that airport and air carrier staff must handle on a daily basis covering subjects beyond security-related issues.

The purpose is to provide participants with a background in airport and air carrier activities that will better equip them to perform their duties through knowledge of the wider context in which those duties are set. This familiarisation course should reinforce their understanding of the integration of security measures into the overall operating procedures at the airport. Finally, it will also assist in ensuring

security-related quality control activities integrate effectively with those operating procedures.

Who should participate?

The course is aimed primarily at those recently appointed as – or currently close to completing their training to become – aviation security auditors and inspectors. It is also relevant for aviation security managers.

What is expected of the Partner State?

- Suitable candidates for the course;
- A classroom facility including audio-visual equipment;
- Transport between the venue and airport for on-site observations;
- The course also involves visits to operators which will include (but not be limited to) the airport manager and air carriers. These visits will involve discussions in small groups with relevant employees. The Partner State is expected to organise such contacts in advance.

How will it work?

The course will be run by 2 experts from the CASE II Project over a period of 3 working days for a maximum of 8-9 participants. It will focus initially on classroom discussion, providing background on the non-security operating

procedures of airports and the air carriers that use them, as set out above. The subsequent sessions will, however, be more practical in nature, with participants able to observe broader airport and air carrier operations on site.

What will be delivered?

The expert will ensure written and audio-visual material on the range of operational elements at an airport is distributed among participants, including examples of operational documents. A list of key points emerging from on-site observations will also be circulated after the course.

What happens afterwards?

This is the first in a series of courses related to quality control, some of which are specifically dedicated to audit and inspection techniques and adapted to different profiles among national auditors (BPNA - level 1, BPNA - level 2 and BPNA - cargo). Others, including this course, deal with wider subject-matters linked to quality control.

More broadly, the CASE II Project also offers coaching in quality control issues as well as mentoring on security culture.



BEST PRACTICES IN RISK ASSESSMENT

Duration: **3 days**
 Number of participants: **max. 20**
 Number of experts: **3**
 Language: **FR, EN**

© shocky

What does it involve?

Risk assessment is a theme which underpins every aspect of the aviation security industry. In order for aviation security professionals to undertake their roles appropriately, a clear understanding of this key topic is essential. Risk and importantly, the ability to assess risk effectively, will determine the success of a security programme. The importance of this topic is underlined by the most recent amendment to Annex 17 which places increased obligations on states in this area.

This course delivers an in-depth review of how robust risk assessments are created and how they should influence the development and implementation of a national aviation security programme to ensure security measures and oversight are optimally delivered.

Who should participate?

Risk assessments are fundamental in a variety of aviation environments. As such this course has a wide range of potential participants. Obvious candidates would be those responsible for the planning of quality control activities but the reality is that all aviation security professionals who take decisions in relation to the delivery and/or the assessment of security controls may find the review of this critical topic to be of value.

What is expected of the Partner State?

- The provision of appropriate participants who are willing to take an active role in the practical aspects of the course;
- Classroom facilities will be required, to include audio/visual equipment (projector etc.).

How will it work?

Course delivery will take place over 3 days. Participants are limited to 20 to ensure practical elements of the course can be delivered effectively with an opportunity for activities undertaken by participants to be overseen by the ECAC security experts. The course may be provided by ECAC Experts or with the participation of experts from industry / professional organisations.

Presentations and discussion will take place which focus on the nature of risk and the importance of effective risk assessments. The initial part of the course will seek to provide understanding of what a risk assessment is and when and where risk assessments can add critical value.

As the course progresses, participants will be shown how to undertake an effective risk assessment and it will be demonstrated as to how a generic approach can be adapted to suit a variety of circumstances.

The latter part of the course will provide an opportunity for participants to apply their learning through a practical activity which

sees the group divided into teams, each taking responsibility for the under-taking of a risk assessment in a 'true to life' scenario. The learning experience will continue through an exploration of participants' findings and a discussion as to how the information could be used to enhance security performance and effective oversight.

What will be delivered?

Participants will be provided with copies of classroom presentations and supporting documentation which includes a basic template for the undertaking of risk assessments.

What happens afterwards?

Following the course, there is an expectation that the Partner State (PS) will consider how effective risk assessments can be applied to improve their security program and security oversight.

Additionally, follow-up support can be provided in the form of mentoring. This provision of targeted support by ECAC experts will be aimed at reviewing the risk assessments developed within the PS in support of their own national security programmes. The review will be in conjunction with PS representatives and is designed to enhance the risk assessment development process and the use of its outputs.



TRAINING OF LANDSIDE SECURITY ASSESSORS

Duration:	4-5 days
Number of participants:	8-9
Number of experts:	2
Language:	FR, EN

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What does it involve?

The course is designed to train assessors in the examination of vulnerabilities associated with the landside area of an airport and to combine this with threat information so as to conduct an effective risk assessment. The course continues with guidance regarding the development of recommendations aimed at managing residual risks through the application of appropriate security measures.

Who should participate?

The primary participants should be those considered by the Civil Aviation Authority as having the relevant profile to become vulnerability assessors in relation to landside security at a national level. Based on ECAC's experience, these could be professionals responsible for delivering landside security, either from a law enforcement agency, the military or a private security contractor. They could also be members of the audit, inspection and regulatory teams of the Civil Aviation Authority, airport management and other members of the Emergency Response Committee at the airport.

What is expected of the Partner State?

- Classroom facility, including audio-visual equipment;
- Access to observe security arrangements in the landside areas of the airport;
- Transport between the venue and airport for on-site observations.

How will it work?

Two instructors from the CASE II Project will deliver the course (as a national or sub-regional activity) over 4-5 working days to a maximum of 8-9 participants.

The agenda will cover: current and emerging threats to landside areas (including threat scenarios and methods of attack); highlights of past global incidents; risk assessment methodologies (including how to identify and measure vulnerabilities); common vulnerabilities for each domain; and an exposition of the full range of mitigation measures.

If requested by a PS, advice and support can be provided in relation to the setting of an exam for national assessors (note that this will not be an ECAC certification). This can include the application of an exam at the end of the training by the CASE II instructors, as an option.

In addition, the course will involve substantial practical aspects, including table-top exercises on issues such as risk assessment, as well as elements based at the airport to include an examination of landside security arrangements and subsequent discussion in the light of current and emerging threats.

What will be delivered?

Participants will be provided with copies of presentations relating to methodologies, current/emerging threats and mitigation measures. They

will also receive technical handouts in relation to appropriate equipment.

Additionally, if requested by the PS, a debrief pertaining to the outcome of landside observations can be provided to representatives by the course instructors.

What happens afterwards?

Further support can be considered by the CASE II Project Team which may include support in the setting of a certification examination for assessors within the PS.

The CASE II Project also provides complementary activities that can be added to the Country Programme of Action pertaining to the PS. These include vulnerability assessments of landside areas at airports, conducted jointly with the PS (the national expert from the PS can benefit directly from this training during such an exercise).

Additionally, a separate available course which may be of interest looks at threats beyond the airport perimeter fence from stand-off weapons, such as Man-Portable Air Defence Systems (MANPADS).

Operational activity suitable to be delivered on a sub-regional basis



MENTORING ON SECURITY CULTURE

Duration: **2 days**
 Number of participants: **max. 30**
 Number of experts: **4-6**
 Language: **FR, EN**

© alexlrx

What does it involve?

The introduction of a positive security culture into relevant organisations and departments is one of the priorities set out by the civil aviation international community. This priority is reflected in both ICAO's Global Aviation Security Plan (GASeP) and their decision to make 2021 the "Year of Security Culture".

It is therefore important for the development of security culture to sit high in the agenda for Partner States (PSs). Establishing a strong security culture is a vital mitigation measure in response to the insider threat, although its scope and objectives go much further.

The course provides an introduction to security culture by: defining what is meant by the phrase; providing the background to the concept; defining the objectives behind it; and highlighting the advantages it can bring to an organisation, including those that contribute to business success. It will also discuss a regulatory framework that can underpin the introduction of a security culture, as well as the knowledge and tools needed by employees to practice good security.

Who should participate?

The importance of engendering a positive security culture extends to all players within the aviation industry because all have a role to play in ensuring the safety of the travelling public is not compromised. This activity is therefore not limited to airport operators, airlines, or private security contractors.

Depending on the current maturity level of internal security culture, the Civil Aviation Authority, law enforcement, and other agencies involved in policy creation and operational delivery of aviation security should also consider participation.

What is expected of the Partner State?

- Ensure participants are drawn from a wide range of organisations and departments previously described. These need not be limited to supervisors as other employees (who may serve as a champion within their organisation) may be suitable;
- Classroom facilities (including audio and visual equipment).

How will it work?

The course will be delivered over a period of 2 working days, to a maximum of 30 participants, from one large or several smaller organisations.

The first phase will explore the definition of a security culture and the rationale behind its development. It will then cover the various elements that make up a security culture, including: the need within an organisation for a shared set of beliefs, attitudes, values and behaviour; educational aspects; engagement by senior leaders and managers; and effective communications, so as to create a work environment that facilitates a positive attitude to security.

A third element will look at how a security culture can be embedded within an organisation or department, - including the extent to which legislation and regulation can assist in this respect - and, crucially, how its success can be measured and sustained.

What will be delivered?

Material to be left with participants will cover all phases of the course (as set out above) including the menu of elements that contribute to an overall security culture.

What happens afterwards?

The mentoring component of the CASE II Project dedicated to security culture is delivered through a tailored approach. This means that Partner States requiring further support in their efforts to enhance the security culture within their relevant organisations and departments are encouraged to discuss this with the CASE II Project Team following initial course delivery.

Examples of follow-up support include the delivery of the initial course to additional organisations, or measuring the efficacy of the implementation of best practice and associated tools introduced in the wake of the initial course.



MENTORING ON INSIDER THREATS

Duration: **3 days**
 Number of participants: **max. 30**
 Number of experts: **4-6**
 Language: **FR, EN**

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What does it involve?

The objective is to engage the Partner State (PS) in a discussion on: the threats posed by insiders; the range of mitigation measures and their efficacy; and a regulatory framework to underpin an effective, efficient and sustainable response to such threats.

Who should participate?

Experts from all relevant agencies within the PS should participate directly in the discussion including representatives of:

- The Civil Aviation Authority;
- The Ministry of Interior (police);
- Other law enforcement agencies; involved in aviation security;
- National intelligence agencies;
- Airport management.

What is expected of the Partner State?

- Ensure that its participants play an active role in the discussion, ensuring, for example, appointed experts have sight of airport procedures and any relevant documentation;
- Logistical support, in the form of appropriate meeting facilities, transport to and from airports as required;
- Provision of access to the airport for appointed experts.

How will it work?

The experts will spend up to 3 days discussing course-related issues with a maximum of 30 participants from the PS. This will take the form of classroom-based presentations and interactive

debate relating to insider threat. Topics to be discussed include the range of mitigation methods (e.g. background checks and repeat vetting; staff screening; access control; security culture etc.) and examples of best practice in respect of regulations that support mitigation efforts. A visit to the airport, to gain an understanding of existing practices and procedures in relation to staff security, should also form part of the experts' visit.

What will be delivered?

The experts will provide copies of all presentations and supporting documentation such as those covering examples of best practice, so as to ensure the PS extracts the maximum benefit from the discussion.

The core of the discussion will focus on the assessment, update or implementation of a robust background check scheme. This will cover a range of aspects from the necessary legal framework to the definition of the persons to be included in the scheme. Furthermore, it will include the definition of the information to be requested/analysed as part of a background check and the setting of procedures between employers and state authorities.

Once the PS has digested the main points from the discussion, the experts appointed to represent the CASE II Project can assist further. As an example, this may include: assistance

in the drafting of regulations and related technical and operational procedures as well as coaching in the implementation of preventive mitigation measures. This can take place during the same mission or may form a separate visit, dependent upon circumstances.

What happens afterwards?

At a later stage, the PS might also consider the addition of complementary CASE II Project risk-related activities to its Country Programme of Action (CPA).

One such related activity is the provision of a 'Vulnerability assessment associated with insider threats', which will provide an expert assessment of mitigation methods employed. Such further support can be added to the CPA agreed previously with the PS.

Additionally, the PS may also wish to consider adding the 'Mentoring on Security Culture' activity to its CPA, if it has not already done so. This will help to develop an appreciation as to how an effective security culture can contribute to the mitigation of insider threats. In addition, this complementary activity supports the propagation of a positive security culture within related agencies and operations so as to promote a broader approach to security that is proactive and self-sustaining.



BEST PRACTICES IN IDENTIFYING AND MITIGATING EMERGING THREATS

Duration: **3 days**
 Number of participants: **max. 20**
 Language: **FR, EN**

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What does it involve?

This activity is designed to provide the Partner State (PS) with an understanding of new and emerging threats to the civil aviation sector. Topics covered include cyber security, threats from chemical and biological weapons and threats from the use of remotely piloted aircraft systems (more commonly referred to as UAS).

In addition, the course involves a discussion of current best practice in mitigating such threats, as well as a practical joint exercise on designing mitigation measures to tackle one or more of the threats.

Using cyber security as an example, the information provided should include current thinking on: the vulnerability of aircraft and airport systems; the latest existing or draft requirements in Europe (e.g. from EU, EASA, ECAC's Doc 30); and protecting systems and data.

Who should participate?

- Government agencies involved in aviation security policy development and delivery (e.g. Civil Aviation Authority, Ministry of Interior, Ministry of Defence and intelligence agencies);
- Airport management and managers from any private contractors delivering security at the PS's airports;
- Airport Emergency Preparedness and Response Committees.
- Air Traffic Control;
- Security representatives of an Airport Operations Committee.

What is expected of the Partner State?

- Ensure suitable participants from a wide range of organisations;
- Classroom facility, including audio-visual equipment.

How will it work?

The experts will deliver the course over a period of 3 working days to a class not exceeding 20 participants. The discussion will focus initially on the new and emerging threats set out above, together with examples of where such threats have translated into actual or attempted attacks.

In the second phase, the discussion will focus on mitigation measures to combat such threats, including some specific and detailed examples of best practice. Specific legislation and regulations to address such threats will also be discussed. Finally, the experts and participants will conduct a joint risk assessment exercise to design mitigation measures to reduce the residual risk from one or more of the threats to an acceptable level.

What will be delivered?

At the end of the delivery period, the PS will receive: an updated threat picture from the ICAO Risk Context Statement (to which it should have access to as a Contracting State); a written summary of emerging threats; background documents on recent events involving new threats; and details of 'best practice' mitigation, including regulations if applicable.

In addition, the experts will provide a detailed, written critique of the joint exercise within 5 working days of the end of the delivery period.

What happens afterwards?

As a result of the outcome of the joint exercise, the PS may feel it appropriate to seek follow-up action within its Country Programme of Action. This might include assistance in relation to the drafting of specific legislation and regulations (especially in the field of cyber security which is likely to be considered as a dominant emerging threat).

In relation to emerging threats, vulnerability assessments and other capacity-building activities might be developed by the CASE II Project Team on an ad hoc basis. The expertise for such cyber-related activities are to be provided by the EU CyberNet Project.

There is also a planned regional/sub-regional workshop dedicated to emerging threats and which is supplemented with the inclusion of the insider threat. This is aimed at facilitating a broader discussion between neighbouring states on common threats and action that can be taken locally and regionally. In turn, this seeks to support threat mitigation through the encouragement of close cross-border co-operation and the sharing of relevant information.



MENTORING ON EXPLOSIVE DETECTION TECHNIQUES

Duration: **5 days**
 Number of participants: **max. 25**
 Number of experts: **2**
 Language: **FR, EN**

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What does it involve?

This activity describes the use of different techniques to detect improvised explosive devices (IEDs) deployed at airports. It looks specifically at two methodologies: firstly, the utilisation of explosive detection dogs (EDD), if applicable in the PS, and secondly, the implementation of explosive trace detection (ETD) equipment. Points to be considered in the selection of the most appropriate means of detection will also be addressed.

Who should participate?

- Regulators, auditors and inspectors from the Civil Aviation Authority;
- State representatives responsible for the operational delivery of aviation security screening services.

What is expected of the Partner State?

- Classroom facilities (including audio and visual equipment);
- Access to the airport, in order to observe security screening lanes, as well as other areas where an existing explosive detection capability is present (e.g. hold baggage area and cargo sheds);
- Transport between the venue and airport for on-site observations.

How will it work?

The expert(s) will deliver the mentoring activity over a period not exceeding 5 working days and to a maximum of 25 participants. The material will be tailored to meet the needs of the PS and will cover part or all of the following: the background relating to IEDs and counter-measures; drafting of operational procedures for the deployment of EDD and ETD; the training and certification of operators using such resources; technical assistance for deployment on-site; and the observation of existing operations and procedures. This activity is aimed either at reviewing the use of technologies already in use, or at

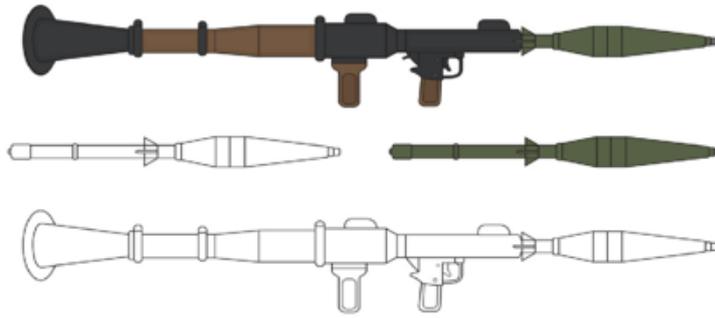
supporting the introduction of new technologies.

What will be delivered?

The expert(s) will ensure the PS receives copies of presentations on IEDs and their mitigation. In addition, technical material on EDD and ETD equipment will be provided. If requested by the PS, the expert(s) can also offer advice on the most suitable mitigation measures, based on the specifics of the aviation security situation in the PS, and/or on current counter-IED operations at the airport.

What happens afterwards?

Further support can be provided by the CASE II Project, at the request of the PS. For example, this may include the development of certification procedures for operators of EDDs or ETD, or the in-depth examination of the use of existing screening equipment (beyond the level of the review included in this activity).



MENTORING ON COUNTER-MANPADS (2 LEVELS)

Duration: **3 missions, each 5-10 days**
 Number of participants: **20-30**
 Number of experts: **2-3**
 Language: **FR, EN**

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What does it involve?

A multi-disciplinary team of experts will assist the Partner State (PS) in the planning, undertaking and follow-up of a risk assessment aimed at effectively mitigating the threat to airports from a range of stand-off weapons including Man-Portable Air Defence Systems (MANPADS). Other weapons include rocket launchers, heavy automatic weapons, sniper rifles, mortars, etc. This assessment is now a required Standard under Annex 17 (chapter 4.3.6) of the Chicago Convention.

Who should participate?

Responding to these threats requires the engagement of a wide number of organisations, hence the multi-disciplinary nature of the delivery team from the CASE II Project. The primary role will fall to:

- Security forces (police, military, gendarmerie);
- Air Traffic Control;
- Airport management;
- Airport's Emergency Response Committee.

Each of these organisations should offer individuals for the training, who in turn should also be capable of training others.

What is expected of the Partner State?

- Ensuring the right level of participation;
- An appropriate vehicle to observe around and just beyond the airport perimeter fence;
- If feasible, the provision of airborne means, ideally a helicopter, for a single flight rarely exceeding 90 minutes;
- Classroom facilities (including audio and visual equipment);
- Learning material for trainees.

How will it work?

The team of experts (usually from aviation security, air force, counter-terrorism (including police or gendarmerie) and/or airlines (i.e. a commercial pilot) will offer guidance, training and support via a number of distinct phases. The initial objective will be to deliver all phases over a period of up to 24 months.

Phase One:

- Scoping exercise;
- Discussions on the objectives and content of the next phases.

This is usually done by or with the support of officials of a specific ECAC Member State with the requisite knowledge/experience and does not require sending counter-MANPADS experts on site.

Phase Two:

- Detailed description of the threat delivered by the full training team;
- Demonstration of the risk assessment methodology;
- Identification of potential launch sites;
- Provision of an outline of the types of mitigation subsequent training can provide.

Phase Three:

- Focus on in-depth training of the relevant security force in risk assessment and mitigation techniques;
- Surveillance of potential launch sites identified as key vulnerabilities. This is a key activity and there is an expectation that it is subsequently sustained by the PS as part of a national mitigation framework through local, on-site implementation.

What will be delivered?

The second phase includes an initial assessment by the delivery team of the

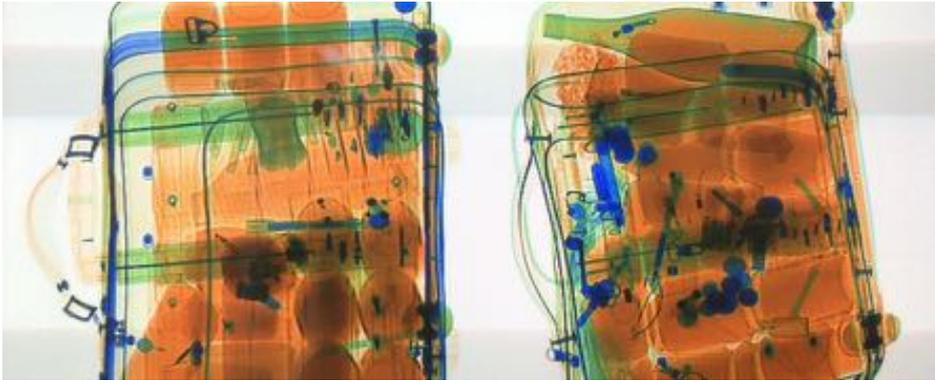
current threat and existing mitigation, set out in a written report that will also include recommendations on moving to the third phase. Phase Three will also lead to a written report.

At the end of the third phase, the PS should be able to: understand the variety of threats posed; carry out mitigation through the identification and monitoring of potential localised launch sites; deploy and sustain a dedicated security force to manage associated risk; co-ordinate seamlessly on risk assessment and mitigation between the appropriate authority, security force, Air Traffic Control and airport management; and embed a detailed response to any threat or actual attack using such weapons within the airport emergency procedures. The PS should also be in a position to expand mitigation efforts through the training and development of security staff at all airports.

What happens afterwards?

Since this activity is by definition multi-phase (with at least two missions on site) the follow-up is an integral part of the overall activity. This follow-up is a requirement of the PS, (especially between Phases 2 and 3) and the CASE II Project will seek assurance of its undertaking.

Beyond Phase 3, further support can be made available. The objective is to continue the relationship between the PS and the ECAC Member State selected as the provider. For example, assistance may be provided at a later stage in the use of the latest geo-location software to identify potential launch sites, or with the use of unmanned aerial vehicles to assist with patrolling. Note, however, that neither example can include the free provision of relevant software or hardware).



BEST PRACTICES IN COVERT TESTING

Duration: **4 days**
 Number of participants: **max. 10**
 Number of experts: **3**
 Language: **FR, EN**

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What does it involve?

Quality assurance of the implementation of security measures can take many forms but the efficacy of oversight is limited if some form of covert testing is not undertaken. In short, covert testing permits the assessment under 'real life' conditions, providing an insight into strengths and weaknesses in the application of security controls.

Covert testing can be used in the assessment of a variety of scenarios. This course covers the common theme of the need to develop considered test protocols that take into account the risks associated with testing, especially those relating to the use of simulated/inert prohibited articles.

In addition, participants will be encouraged to consider the approach taken to ensure that test results provide tangible benefit. To do this successfully, every stage needs to be planned with care from test design to the recording and assessment of results. This course covers these areas of complexity so as to provide knowledge and understanding which will allow the optimisation of covert testing programmes.

Who should participate?

Individuals with the responsibility for the operational delivery of covert testing programmes will benefit from attending this course.

Furthermore, individuals who are responsible for the strategic delivery of covert testing programmes may also benefit, particularly in relation to

sections of the course dedicated to formulating an effective approach to test programme development.

Note that the course is suitable for a Partner State (PS) with no covert testing programme in place and also to those wishing to expand or enhance an existing programme.

What is expected of the Partner State?

- The provision of appropriate participants;
- Classroom facilities will be required to include audio/visual equipment (projector etc.);
- Provision of a minimum of x4 cabin-bag sized suitcases/holdalls for use in the practical element of the course;
- Provision of at least x4 test pieces (the exact nature of these can be agreed with the ECAC security expert in advance of the course);
- The facility to undertake a covert test in a live environment within an X-ray screening environment as part of the practical element of the course;
- Transport between the venue and airport for on-site activity.

How will it work?

The course delivery will take place over 4 full days. Participants are limited to 10 to ensure appropriate levels of active involvement during practical elements.

The first two and a half days will cover the nature, benefits and strategic approach in relation to covert testing. The range of test scenarios and their associated challenges will be

discussed and the importance of an effective risk assessment to ensure the safe implementation of tests will be examined.

The first half of the course will additionally dedicate significant time the provision of guidance on how to set up an effective test protocol. This will be put to use in the final day and a half: firstly, participants will work together to plan for the undertaking of a covert test following the protocol (preparations can take place in the classroom environment). Secondly, if deemed safe to do so following assessment by the PS, a test event will be conducted and results recorded (again, aligned to the agreed protocol).

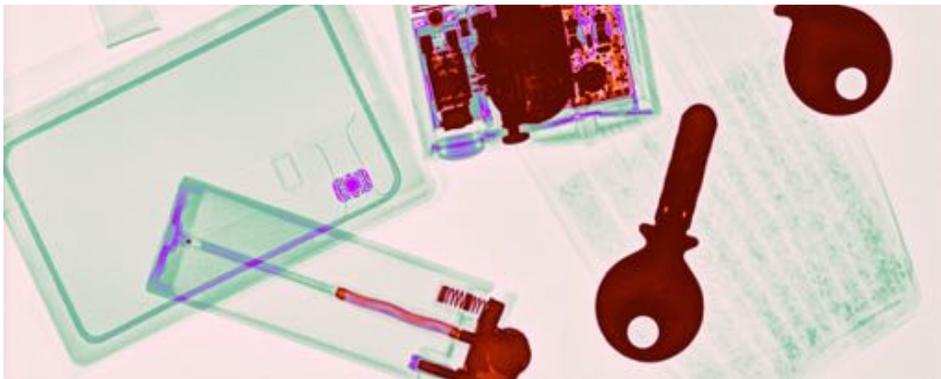
What will be delivered?

Participants will be provided with copies of classroom presentations and supporting documentation which includes a basic template for the undertaking of the covert testing risk assessment.

What happens afterwards?

Following the course, there is an expectation that the PS will consider carefully the benefits of introducing a covert testing programme. Where a programme is already in place a review of the programme with an aim of optimising its delivery is recommended.

Additionally, follow-up support can be provided in the form of mentoring and the provision of a second course designed to review and assess the covert test programme of the PS in conjunction with participants.



BEST PRACTICES IN OVERT TESTING

Duration: **4 days**
 Number of participants: **max. 10**
 Number of experts: **3**
 Language: **FR, EN**

© Daniel Schmid

What does it involve?

An effective overt testing programme in relation to screening by X-ray delivers wide-ranging benefits. At the micro-level, it provides a unique insight into the screening capability of individuals in a manner that cannot be replicated by other forms of oversight.

At the macro-level, overt testing has the potential to act as a powerful quality assurance tool with the ability to deliver an assessment of general screening strengths and weaknesses at organisational and national level. The result is a dataset which assists in highlighting areas where subsequent focus can reap the rewards of significant improvement in overall screening performance.

This course opens with an introduction to overt testing and its benefits but at its core is guidance on the development and delivery of administrative and practical tasks required for the provision of an effective overt testing programme.

Who should participate?

This course focusses on overt testing of X-ray screening operatives and will be of interest to organisations in the aviation industry utilising X-ray equipment for the detection of prohibited articles. The course is therefore relevant for the development of organisational-level overt testing programmes in sectors such as airports, cargo and in-flight supplies (where X-ray is utilised) but is also relevant at a national level where the implementation of security controls is overseen by the national appropriate authority.

What is expected of the Partner State?

- The provision of participants with responsibility for the management and operational implementation of an overt testing programme. This could include those responsible for developing the structure of an overt testing programme and/or the handling and interpretation of test data as well as individuals who would be physically present and responsible for control/oversight at the time of testing;
- Classroom facilities will be required for Day 1 and 2, to include audio/visual equipment.
- Provision of a minimum of x4 cabin-bag sized suit-cases/hold-alls for use in the practical element of the course;
- Provision of at least x2 test pieces in the form of simulated IEDs, with a preference for those which can remain connected/viable while separating the component parts within an individual bag;
- The provision of an X-ray machine, for at least the last two days of the course. A machine able to store/recall images is optimal;
- The provision of at least 5 qualified X-ray screeners to assist on a rotational basis on at least the last two days of the course. These may be sourced from within the group of trainees or provided from an external source (e.g. airport X-ray screeners);
- Transport between the venue and airport for on-site observations.

How will it work?

The course delivery will require 4 full days. Participants are limited to 10 to ensure appropriate levels of active involvement during practical elements.

The first two days will explore the nature and benefits of overt testing and will examine the practicalities of developing an effective and safe overt testing programme. This will cover areas ranging from the organisation and setup of individual test events to the recording of test variables and the analysis of results.

The latter half of the course will involve the practical application of what has been learnt over the previous days. This will involve the make-up of test-bags and the undertaking of overt tests in a controlled environment.

What will be delivered?

Participants will be provided with copies of classroom presentations and supporting documentation such as guidance on the setup of test items. Further support will be provided through the provision of a template for the recording and automated analysis of overt testing data.

What happens afterwards?

Following the course, there is an expectation that the Partner State will consider the benefits of introducing an overt testing programme or will review programmes already in place.

Additionally, follow-up support can be provided in the form of mentoring and the provision of a second course designed to review and assess the covert test programme of the Partner State in conjunction with participants.

It is also important to note that an overt testing programme is not a substitute for a covert testing programme. These programmes can be viewed as complementary and participants of this overt testing course may find the course on Best practices in Covert Testing (BPCT) to be of benefit.

**NATIONAL ACTIVITIES
- QUALITY ASSURANCE**



COACHING IN QUALITY CONTROL

Duration:	5 days
Number of participants:	max. 9
Number of experts:	2
Language:	FR, EN

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What does it involve?

The CASE II Project offers the Partner State (PS) an opportunity to have its current quality control activities assessed by external, independent experts. The assessment covers the preparations ahead of an audit/inspection, the conduct of those activities on site and the effectiveness of follow-up activities at the level of the state and of the operators (evaluating the content of and reviewing the implementation of a corrective action plan).

There is also a focus on the importance of continuous monitoring of the way in which the human factor and technology interact so as to ensure potential issues are identified at the earliest opportunity. This section refers to methods of oversight that can contribute to this continuous assurance and covers the use of threat image projection (TIP), compliance observations, testing, screener certification processes and the importance of combining methods such as these to assemble a diverse quality control toolkit. If desired, the coaching activity may even include an assessment of legal and regulatory frameworks which underpin quality control activities and a review of the National Aviation Security Quality Control Programme (NASQCP).

The objective of the assessment and subsequent report (see below) is to judge the current impact of quality control activities and, if necessary, to recommend actions that will assist the PS to deliver and sustain a robust quality control regime.

Who should participate?

The assessment will be conducted for the benefit of and in conjunction with the PS's appropriate authority. Participants should include:

- Auditors;
- Inspectors;
- Trainees;
- Airport screening force managers;
- Relevant representatives from the Airport Operations Committee .

What is expected of the Partner State?

- Ensure suitable participants;
- Unfettered access enabling the CASE II experts to witness current routine quality control activities practiced by the PS (it is essential that such activities be conducted in the framework of the NASQCP and not as a result of the upcoming coaching);
- Copies of all relevant legislation and regulations and the NASQCP should be provided to the experts in advance of the visit. Operational documents should also be provided and should include the planning of activities, templates or real examples of quality control programmes, outputs of observations, audit reports, corrective action plans, etc.);
- Transport between the venue and airport for on-site observations.

How will it work?

The assessment will last no longer than 5 working days and usually involves 2 experts. Discussions in advance between the CASE II Project Team and the PS will include details of quality control activities to be witnessed by the experts and details of the participating representatives of the PS (overall number, organisations and job titles).

What will be delivered?

In addition to the discussion of best practice, the CASE II experts will deliver an informal on-site debrief followed by a written report to be produced within 30 days of the completion of the assessment. The report will describe the findings and the degree to which the PS is consistent with the objective of ensuring a robust quality control regime. Where appropriate, this will include recommendations for changes to current quality control practices and operations and procedures. In addition, recommendations will be set out in relation to advised changes to legislation, regulations and the NASQCP aligned to the objectives of the activity.

What happens afterwards?

Written feedback should be provided by the PS – within a timeframe mutually agreed during the coaching activity – on action taken regarding the recommendations provided.

In the longer term, further quality control engagement under the Country Programme of Action could involve direct assistance with the recommendations emerging from this activity. In particular, there is scope within the CASE II Project for a range of quality control training courses aimed at both junior and more senior auditors and inspectors, from which the PS could also benefit. In addition, there is an opportunity to embed a CASE II expert in the quality control department of the PS on a short-term basis. In a reciprocal manner, there is also the possibility to arrange for a PS's inspector/auditor to take part in scheduled quality control activities conducted by ECAC itself or by an ECAC Member State.



BEST PRACTICES IN SECURITY EQUIPMENT INSPECTION

Duration: **3 days**
 Number of participants: **max. 9**
 Number of experts: **1**
 Language: **FR, EN**

© Naeblys

What does it involve?

An opportunity to improve the skill and competences of national junior auditors. The intention of the course is to introduce participants to best practice in inspecting the deployment and use of airport security screening equipment during national compliance monitoring activities.

This will promote the understanding of the functional and operational aspects of the equipment (including the respective limitations and capabilities of each category) and provide familiarisation with applicable regulatory requirements of the Partner State (PS).

Who should participate?

National junior auditors either directly hired by, or contracted to the Civil Aviation Authority of the PS should participate in this course.

What is expected of the Partner State?

- Ensuring suitable candidates for the course drawn from the ranks of its auditors;
- Classroom or conference meeting room facility, including audio-visual equipment;
- Transport between the venue and airport for on-site observations;
- Ease of access to security equipment in use at the airport.

How will it work?

The course will focus initially on classroom discussion, providing background on security equipment functions and their relationship to the objectives and standards set out in the National Civil Aviation Security Programme. The subsequent sessions will be more practical in nature, with participants able to see security equipment operating *in situ*. This will enable a better understanding of how different types of security equipment operate both individually and in conjunction with others in an effort to produce an effective, efficient and sustainable level of passenger, staff, baggage and cargo screening. Inspection techniques and best practices for security technology will be covered throughout the course.

What will be delivered?

The expert will ensure written and audio-visual material on the range of security equipment at an airport is distributed among participants. A list of key points emerging from on-site observations will also be circulated no later than 10 working days after the course.

The implementation of the training may include the procurement of standard test pieces and log sheets through the CASE II Project.

What happens afterwards?

This is one in a series of course related to quality control. The PS may therefore wish to consider adding other related courses to its Country Programme of Action. Such courses include those aimed at recently qualified auditors, those aimed at more experienced auditors and those specialising in the auditing of cargo security.

The CASE II Project also includes an introduction to operational issues relating to airports and the airlines that serve them that are not directly related to security. This wider understanding would complement the practical knowledge gained from this training on security equipment.

More broadly, the CASE II Project also offers coaching in all aspects of quality control issues.



SUPPORT FOR CORRECTIVE ACTION FOLLOWING ICAO AUDIT

Language:

FR, EN

© Joss

What does it involve?

At the request of a Partner State (PS), the CASE II Project Team will seek to identify supporting activities and provide advice to assist with the corrective action plan set out in the latest ICAO USAP-CMA audit report on aviation security within the territory of the PS.

Who should participate?

The Civil Aviation Authority will be the lead agency for this activity. Where appropriate and dependent upon the specific activities to be delivered, airport management, the security screening force, law enforcement and intelligence agencies and relevant members of Airport Operations Committees should also be involved.

What is expected of the Partner State?

The PS must be willing to share the entire ICAO USAP-CMA audit report with the CASE II Project Team, the contents of which will be held in strict confidence. The PS will be expected to support their request for support through the provision of assistance in

the form of temporary office accommodation, access to airports to witness current/ revised practices, provision of current legislation and supporting regulations as deemed necessary by the CASE II experts.

How will it work?

Following a request from the PS, the CASE II Project Team will look at the corrective action plan and decide which deficiencies identified by the audit fall within the scope of the CASE II Project. Relevant activities will then be added to the Country Programme of Action (CPA) of the PS and a timeframe agreed between the PS and the CASE II Project Team. The overall CPA will then be prioritised to ensure early delivery of the corrective action plan.

What will be delivered?

Reports by those appointed by the CASE project team to assist the PS with elements of the post-audit corrective action plan will set out the changes or additions necessary to achieve compliance with ICAO-mandated standards.

It is important to note, however, that it is the PS that remains solely responsible for ensuring compliance with a corrective action plan stemming from an ICAO USAP-CMA audit. Furthermore, the PS maintains the responsibility to communicate with ICAO regarding the plan for adequate security provision and ECAC and the CASE II Project will not be involved in this process.

What happens afterwards?

Should the PS request it, or following recommendations on further work beyond the scope of the corrective action plan made by the CASE II Project-appointed experts, additional assistance may be offered and added to the CPA. Such assistance may depend on the nature of the proposed support and the availability of relevant resources.



PARTNER STATE PARTICIPATION IN ECAC AUDIT ACTIVITY

Duration: **5 days**
 Number of participants: **1-2**
 Language: **FR, EN**

© Gorodenkoff

What does it involve?

An opportunity for an auditor(s) from a Partner State (PS) to participate as an observer in a live audit conducted either by ECAC within one of its Member States, or by an ECAC Member State as part of its own national quality control activities. This is subject to availability and prior agreement by the parties involved.

Who should participate?

One or two auditors from the PS each with at least two years' experience and who the PS expects to remain with the Civil Aviation Authority as increasingly senior auditors. If it proves possible to arrange for the participation of two auditors, the possibility exists for them to come from two different PSs.

What is expected of the Partner State?

The PS should select its nominees from a range of candidates currently working as auditors within the Civil Aviation Authority and advise the CASE II Project Team once the nominees have been selected. Both the PS and its nominees will be bound by confidentiality rules in relation to the detailed findings of any audit in which the nominees participate.

How will it work?

The CASE II Project Team will consult ECAC and its Member States to explore the possibility of the nominees from the PS joining either an ECAC

team conducting a live audit of one of its Member States' airports or joining an ECAC Member State team conducting a national inspection or audit in accordance with its NCASQCP. The audit is likely to last 5 working days, although the precise duration will be discussed via the CASE II Project Team in advance.

The PS is welcome to state a preference for its nominee between the two audit options above, but the CASE II Project Team reserves the right to offer one option only. Possibilities are based on timings, the agreement of all parties involved and other determining factors.

What will be delivered?

The CASE II Project Team will coordinate feedback from the PS and, separately, from the ECAC team leader or the Member State team, as appropriate. This will cover the views of the participating auditor(s) from the PS of the value of the activity in terms of experience and additional skills gained. It will also cover the views of ECAC or its Member States on the performance of the PS nominee(s). The CASE II Project Team will then share the views of the PS and Member State with each other, subject to the requirements of confidentiality.

In addition, the nominee(s) from the PS are expected to produce a report containing recommendations, as

appropriate, for changes, additions or alterations to the current audit practice in the PS. The CASE II Project Team will provide a template for that purpose, although this does not preclude the drafting by the observer of an internal report for its authority, as per the decision of the PS.

Finally, in addition to elaborating on the experience gained and the subsequent recommendations for improving their own NCASQCP, the nominee(s) will be invited to make observations and recommendations on the quality control performed by ECAC or its Member State. This supports the best practice of two-way feedback.

What happens afterwards?

The CASE II Project offers a wide range of quality control training courses, coaching activities or other sorts of related technical assistance. Following this activity, the PS may wish to consider supplementing its Country Programme of Action: appropriate additions may include the opportunity to have an expert auditor from the CASE II Project embedded into its Civil Aviation Authority, perhaps in order to assist with any recommendations arising from the nominee's experience. The PS may also consider the addition of best practice training courses for both junior and more experienced auditors.



SECONDMENTS TO PARTNER STATES

Duration: **15-90 days**

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What does it involve?

The secondment of an aviation security expert from an ECAC Member State* into a relevant authority of a Partner State (PS). The aim of this is to assist with a particular issue(s), development(s), change(s) or improvement(s), as identified in advance by the PS and agreed with the CASE II Project Team.

Who should participate?

Those in senior management and all other staff within the identified relevant authority or entity of the PS (Civil Aviation Authority, airport management, law enforcement agency, security screening force etc.) should participate. Although it is assumed that the national authority receiving the expert would be the appropriate authority (i.e. the CAA), embedding the expert in another public authority or even a private entity responsible for aviation security could potentially be considered by the project team when discussing the nature of the secondment with the PS.

What is expected of the Partner State?

The PS should reach out to the CASE II Project Team as early as possible to suggest such a secondment be added to its Country Programme of Action (CPA). Once agreed and an appropriate expert is identified, the PS should ensure that senior management in the relevant agency makes the purpose of the secondment clear to all staff. The purpose is for the expert to embed and not to merely observe; full facilitation of the expert's remit should be provided by the PS and this includes full engagement from employees within the PS in relation to their work. Suitable office accommodation and logistical support (IT provision etc.) should also be provided by the PS.

How will it work?

Once the request from the PS has been received and discussed with the CASE II Project Team, the latter will advise if an expert is available and the timeframe for the secondment (a minimum of 15 working days, to a maximum of 90 days). All such details, with the addition of the precise programme with which the expert will be engaged, the related objectives and expected key performance indicators, as well as all other terms and conditions of service, will be set out in an annex to the CPA.

What will be delivered?

Following the secondment period, the expert will produce a written report on the activity, which should include any recommendations for changes or additions, further to the ones made on site. The report will be subject to approval by the CASE II Project Team. For all secondment lengths, this report will be sent to the PS no later than 20 working days after the secondment ends.

What happens afterwards?

The PS may require further support in order to implement recommendations reflected in the expert's post-activity report. In these cases, provision of requested assistance can be considered by the CASE II Project Team and if appropriate, additional activities can be added to the CPA of the PS.

** Although the expert would normally be secured from an ECAC Member State, the CASE II Project Team reserves the right to draw on resources volunteered by other states that have previously supported such activities with the provision of recognised experts.*



EMBEDDING AN EXPERT AUDITOR

Duration: **30 days**

© Fresh Idea

What does it involve?

This is an opportunity to embed an external expert within the quality control department (audit section) of the Civil Aviation Authority. The expert would review audit regulations and related operating practices. These may be linked to the planning and implementation of quality control activities, the response to identified deficiencies, as well as other procedures. The expert would either be an experienced national auditor or a head of quality control or an inspectorate, and drawn from an ECAC Member State.

The objective is for the Partner State (PS) to make use of the expertise on offer to gain insight, and potentially recommendations, in respect of changes or additions to the National Aviation Security Quality Control Programme (NASQCP).

Who should participate?

The audit team and senior management within the Civil Aviation Authority should work closely with the embedded expert to extract maximum benefit from their presence.

What is expected of the Partner State?

During the consultation period between the PS and the CASE II Project Team, the schedule of quality control activities planned for the period of embedment must be provided.

Once an expert has been identified and confirmed, senior management

within the Civil Aviation Authority of the PS (including the Director for Security or equivalent) should make it clear to audit team leaders and members that full co-operation with the expert is expected by all. In particular full participation should be granted to the expert in all activities of the quality control department, including internal meetings.

Suitable office space alongside the audit team should be made available, together with all necessary IT and telecommunications equipment that is usually made available to audit team members.

How will it work?

Depending on the specific needs of the PS (identified in advance via consultation with the CASE II Project Team) and depending on availability, an expert will be embedded within the Civil Aviation Authority of the PS for a period of approximately 30 days.

The period of embedment will usually begin with a detailed review of the regulations, operations and NASQCP procedures of the PS by the expert. This review may lead to recommendations from the expert to the Civil Aviation Authority for changes or additions to the Programme.

During the period when the NASQCP is being reviewed, the embedded expert should witness routine audit and inspection activities at the airport conducted by the Civil Aviation Authority's audit team. That should

include overt and covert testing if possible. If the expert's recommendations are accepted and implemented by the PS, the former should be provided with the opportunity to take part in further audit and inspection activities, to 'stress test' and comment on any revised procedures and operational aspects.

What will be delivered?

The expert will deliver a written report on the outcome of the first phase of the embedded period, namely the review of the NCASQCP. This will include recommendations related to operations and procedures pertaining to the expert's participation in the first tranche of quality control activities. Having discussed these initial recommendations with the PS, the expert will also provide a summary of those which the PS has agreed to adopt.

At a later stage, the expert will provide a report of observations pertaining to the second tranche of quality control activities, with specific reference to those areas where agreed changes following the initial review have been implemented.

What happens afterwards?

The CASE II Project offers a wide range of activities related to quality control, from detailed training courses to coaching, plus an opportunity to participate in standardised quality control activities conducted by an ECAC Member State.



MENTORING ON SECURITY SCREENING EQUIPMENT

Duration: **3-5 days**
 Number of experts: **1-2**
 Language: **FR, EN**

© Markob

What does it involve?

Expert advice on: the suitability and efficacy of screening equipment in current use within the Partner State (PS); the options for replacing or adding to that equipment; and upon request, the certification and procurement of screening equipment.

Who should participate?

- The Civil Aviation Authority (both as the regulator and the auditor);
- National Procurement Agencies;
- Airport Managers;
- Aviation Security Team Managers.

What is expected of the Partner State?

- Briefing of the expert(s) by the PS on arrival (and in confidence) in relation to the local threat picture;
- Access to the security screening lanes and associated staff (to include security officers, supervisors and managers) in the airport(s) chosen by the PS as the subject of the activity;
- Prior provision of detailed information of the range of security screening equipment deployed in the territory of the PS (to include category, make, model, quantities, locations, etc.);
- Provision of meeting rooms as required and where necessary, transport between locations.

How will it work?

Following the briefing from the PS on the local threat picture, the expert(s) should spend 2 or 3 working days examining the way in which the equipment is deployed and operated at a major international airport within the territory of the PS. Finally, the mission should end with an extensive but informal debrief with the CAA.

The discussions should also include best practice in maintaining complex and sensitive equipment, so as to maximise its lifespan. Additionally, guidance should be provided as to how to safely and optimally dispose of equipment that is no longer required or is beyond economical repair. This is particularly important as those two issues are often neglected.

If requested by the PS, the expert(s) can also discuss any concerns or questions around procurement and certification of equipment (i.e. how the PS can be assured it is getting the right equipment for the right price).

What will be delivered?

The expert(s) will produce a report within 10 working days of the end of the visit, covering advice on the operation and deployment of existing security screening equipment and on possible replacements or additions to

better mitigate current and emerging threats. If requested in advance by the PS, the report should also offer advice on the certification and procurement of such equipment, as described above.

What happens afterwards?

The CASE II Project also offers activities in related subjects, such as those which refer to the relationship between technology, human resources and the operations process that binds the two together. Another available option looks at specific explosive detection techniques. All of these activities can be added to the Country Programme of Action affiliated to the PS upon request.

**NATIONAL ACTIVITIES
- SECURITY SURVEYS**



PRE-OPENING AIRPORT SURVEY

Duration: **3 days**
 Number of experts: **1**
 Language: **FR, EN**

© pressmaster

What does it involve?

An expert review of proposed security measures at a new airport facility, ideally well ahead of construction and based on architectural drawings, or alternatively at the construction site.

The purpose of the review is to ensure the proposed security measures (passenger and baggage screening, landside security, cargo screening, access control, etc.) meet the required standard in terms of compliance. Additionally, the intention is to assist in incorporating best practice techniques (efficiency and effectiveness), either in the phase of design or in the phase of preparation for operations.

Retrofitting effective security, in particular if there has been a time lag of multiple years between the design and construction of an airport facility, has been proven to be up to six times more expensive than if built-in at the design stage and updated as necessary and in line with current best practice. Guidance will therefore aim to incorporate an element of "future-proofing" subject to the constraints of the uncertainties of future requirements.

Who should participate?

The review will be conducted for the benefit of the Civil Aviation Authority in the Partner State (PS), but should also include management from the lead construction firm or consortium, the lead architects, airport management and representatives from the Airport Operations Committee, as appropriate (depending in particular on the period when the review is conducted).

What is expected of the Partner State?

- The PS should ensure the visiting expert has access to the architectural drawings of the proposed facility, as well as the construction site (if work on the site has commenced).;
- The PS should also help facilitate access to those aspects listed above;
- Provision of required meeting rooms and where necessary, transport between locations.

How will it work?

The expert will spend 3 working days reviewing the blueprints, examining the construction site and interviewing relevant personnel from the organisations mentioned above.

Thereafter the expert will provide the PS with a written report, no later than 10 working days after the visit.

What will be delivered?

The expert's report will cover the outcome of the security review and will include any recommendations for changes or additions. This will include those relating to the need to achieve the international minimum standards of security and those incorporating best practice in delivering effective, efficient and sustainable security measures.

What happens afterwards?

The PS may require further assistance, for example in implementing one or more of the recommendations set out in the expert's report. Depending on the need and on the availability of assistance, the CASE II Project Team can consider adding such assistance to the Country Programme of Action pertaining to the PS.

When airport operations actually commence, the CASE II Project may also offer an assessment of some of the related security operations (use of deployed screening technology, landside security, perimeter surveillance, etc.).



SURVEY OF AIRPORT POST IMPLEMENTATION

Duration: **3 days**
 Number of experts: **1**
 Language: **FR, EN**

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What does it involve?

An expert review of proposed security measures at a new airport facility, following an Operational Readiness and Airport Transfer (ORAT) or a change at an airport in relation to major facilities (passenger/cargo processing, MRO facilities, utilities etc.). The purpose of the review is to ensure the new security measures (passenger and baggage screening, landside security, cargo screening, access control, etc.) meet not just the required compliance standards but incorporate best practice in terms of efficiency and effectiveness. The review also seeks to provide an outside perspective such that potential areas for improvement can be identified.

Areas for improvement may include: the interface with existing legacy facilities; integration of new equipment and other operational areas; integration of new technology; and overall physical organisation.

At this stage, the goal will not be to make major changes to the newly developed facilities but to share relevant experience in their deployment and ORAT programmes. The aim is also to promote the development of a long-term improvement roadmap and to share best use of new technology.

Consequently, this promotes the most efficient use of the new facility while supporting the Partner State (PS) to ensure best-in-class security.

Who should participate?

The review will be conducted for the benefit of the Civil Aviation Authority in the PS, and may include management representation from the airport operator and representatives from the Airport Operations Committee as appropriate (this will depend in particular on the period when the review is conducted).

What is expected of the Partner State?

- The PS should ensure the visiting expert has access to relevant architectural drawings of the new facility and that high-level descriptions of security facilities pertinent to the survey are provisioned;
- The visiting expert should be assured access to airport operator and security management representatives;
- Provision of required meeting rooms and where necessary, transport between locations.

How will it work?

The expert(s) will spend 3 working days on site reviewing documentation, examining the airport site conditions and interviewing relevant personnel from the organisations mentioned above.

Thereafter the expert will provide the PS with a written report, no later than 10 working days after the visit.

What will be delivered?

The expert's report will cover the outcome of the review of security and will include any recommendations for changes or additions. Recommendations will include action required in order to secure the international minimum standard of security and guidance on how to incorporate best practice in delivering effective, efficient and sustainable security measures. Furthermore, the report will identify areas of potential improvement and where relevant, will include shared experience relating to the opening of major facilities.

What happens afterwards?

The PS may require further assistance, for example in implementing one or more of the recommendations reflected in the expert's report. Depending on the need and on the availability of assistance, the CASE II Project Team can consider adding such assistance to the Country Programme of Action of the PS.

At the point at which new airport operations are fully integrated the CASE II Project may also offer an assessment of some of the related security operations (use of the deployed screening technology, landside security measures, perimeter surveillance, etc.).



PEER REVIEW OF AIRPORT SECURITY (APEX/ACI)

Duration: **3 days**
 Number of experts: **1**
 Language: **FR, EN**

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What does it involve?

A team of experts including representatives from the aviation industry or professional organisations such as ACI will conduct an airport review to identify security gaps and contribute to the development of an action plan to maximise operational efficiency while enhancing the standard of security.

The security review may include the following areas:

- Organisation: organisational set-up; compliance; documentation; risk management;
- Facilities: perimeter protection; terminal design; access control; screening facilities and equipment;
- People: recruitment and selection; background checks and vetting; training; sub-contractor management;
- Procedures: passenger and cabin baggage screening; hold baggage screening; staff screening; guarding and patrolling; incident and crisis management;
- Quality management: security culture; internal auditing; reporting and monitoring; continuous improvement.

Reviews are tailored to meet the needs of the host airport in

accordance with their risk environment and operational circumstances.

Who should participate?

Participation will consist of representatives of the host airport operator and the Civil Aviation Authority in the Partner State (PS).

What is expected of the Partner State?

- The PS and airport operator should ensure the team of visiting experts have access to documentation relevant to the areas included in the scope of the survey;
- The visiting experts should be assured access to airport operator and security management representatives;
- Provision of required meeting rooms and where necessary, transport between locations.

How will it work?

The expert(s) will provide a pre-review questionnaire which will be used to identify areas requiring specific focus. An assessment of security operations will be made jointly with the host airport and observations and recommendations will be presented on-site and will include the of experience and lessons learnt from other airports.

Thereafter the expert team will provide the PS and host airport with a written report, no later than 30 working days after the visit.

What will be delivered?

The expert's report will cover the outcome of the security survey and will include recommendations for changes or additions. This guidance will include recommendations relating to the need to achieve minimum international security standards as well as best practice in delivering effective, efficient and sustainable implementation of security measures.

What happens afterwards?

The PS may require further assistance, for example in implementing one or more of the recommendations reflected in the expert's report. Depending on the need and on the availability of assistance, the CASE II Project Team may consider adding such assistance to the Country Programme of Action of the PS.

When airport operations have commenced, the CASE II Project may also offer an assessment of some of the related security operations (use of deployed screening technology, landside security measures, perimeter surveillance, etc.).



JOINT ASSESSMENT OF VULNERABILITIES IN LANDSIDE SECURITY

Duration: **5 days**
 Number of experts: **2-3**
 Language: **FR, EN**

© chungking

What does it involve?

This activity relates to a joint assessment conducted by ECAC-certified assessors and a national expert appointed by the Partner State (PS) consisting of an examination of vulnerabilities in landside security arrangements at a designated international airport within the territory of the PS. The aim is to provide guidance on best practice associated with residual risks identified during the assessment which will assist in strengthening landside security.

Areas covered include: design of landside facilities; hostile vehicle mitigation; management of employees in landside areas; contingency planning; airport planning; and physical mitigation measures (the latter being one of the principal areas of focus). As a consequence, existing regulatory frameworks applicable to all the areas described may also be considered.

Who should participate?

The assessment will involve joint observations and discussions with the security force. This will necessitate the involvement of several agencies responsible for landside operations. Additional input should be provided by the national intelligence agencies responsible for threat assessments and the Civil Aviation Authority.

If an Airport Operations Committee is active at the selected airport, its security representatives should also be consulted by the assessment team. A sample of companies doing business in the landside areas at the airport will also be in scope, including their employees and managers.

What is expected of the Partner State?

- Complete and return a Pre-Assessment Questionnaire (PAQ) on landside security to the CASE II Project Team;
- Nomination of a national expert to join the CASE II experts;
- Selection of a Point of Contact (PoC) other than the national expert to assist with the activity;
- Arrange briefing and debriefing meetings to introduce and conclude the assessment and to ensure the attendance of all relevant Government agencies/ departments and operators;
- Plan provision of required meeting rooms and where necessary, transport between locations;
- Ensure that the joint assessment team has appropriate flexible access (e.g. provision of access to the airport to observe landside security operations at all hours);
- Arrange a meeting on day 1 to include national intelligence agencies for the purposes of informing the experts in confidence of the national and local threats to landside areas.

How will it work?

The CASE II Project Team will send the PAQ to the designated PoC in the PS no later than 60 days in advance of the planned activity. No less than 30 days before the activity commences, the PS should return the completed PAQ (to be handled confidentially) and nominate its national expert for the joint assessment team.

The exact number experts provisioned via the CASE II Project is dependent on the volume of activity and size of the airport, as informed through the PAQ. Upon arrival, the joint assessment team should spend up to 5 working days observing landside security operations

and engaging with the participants mentioned previously. The team should then present its preliminary findings and recommendations during a debriefing meeting with all agencies and operators involved at the end of Day 5. The specific relevant attendees for this debrief are to be determined by the PS.

What will be delivered?

The report will be sent securely to the PoC and will seek to identify any residual vulnerabilities in the landside security measures observed, along with recommendations on further mitigation, as appropriate.

The joint composition of the assessment team will foster the effective transfer of methodologies and techniques between the ECAC-certified vulnerability assessors and the national expert.

What happens afterwards?

The CASE II Project offers a complementary course to train national assessors in landside security vulnerabilities, which can be added to the Country Programme of Action (CPA) of the PS.

If the PS considers benefitting from this training, the participation of the national expert in the assessment team is strongly recommended. Conversely, if the training was received before the assessment, the national expert should, in principle, be selected from among those trainees.

Should the PS require any additional assistance, for example in implementing the recommendations made by the assessment team, the CASE II Project Team can consider adding appropriate support to the CPA.



VULNERABILITY ASSESSMENT ASSOCIATED WITH INSIDER THREATS

Duration:

5 days

Number of experts:

4

Language:

FR, EN

© Cybrain

What does it involve?

This will be a joint assessment with the Partner State (PS) to examine both the nature of the threat and the current mitigation in place. This will take place at a specified airport within the territory of the PS, so as to identify any potential vulnerabilities. The assessment will also cover issues such as: pre and post-employment background checks; staff screening; staff access control regimes; and recognised best practice associated with legal and regulatory frameworks.

Who should participate?

As a joint assessment, the PS should ensure its own experts from all relevant agencies participate actively in the activity, including one expert to participate directly as a member of the assessment team. In particular, participants may include individuals from the Civil Aviation Authority, the Ministry of Interior (police) and other law enforcement agencies responsible for aviation security, national intelligence agencies and airport management, as appropriate.

What is expected of the Partner State?

Ahead of the activity:

- Appointment of a national point of contact (PoC) for the activity and a national expert to be added to the assessment team;
- Complete and return a Pre-Assessment Questionnaire (PAQ) to the CASE II Project Team at least 20 working days in advance;
- Ensure suitable participants.

On arrival of the experts:

- Ensure that all play an active role in the assessment ensuring, for example, that the experts have

sight of all relevant information regarding the nature and level of insider threats, documentation and airport procedures;

- Provision of a classroom facility, including audio-visual equipment;
- Provision of full access to the airport and transport between location where required;
- The assessment team should be granted unrestricted access to formally or informally interview staff engaged with public or private organisations associated with the airport.

How will it work?

The PAQ will be sent by the CASE II Project Team 40 working days ahead of the experts' arrival and should be completed by the PS no less than 20 working days before the arrival of the assessment team. The joint assessment will be conducted over a period not exceeding 5 working days, unless otherwise agreed by both parties. The assessment will involve a team of 4 experts (3 ECAC-certified vulnerability assessors assigned by the Project team, and the embedded national expert).

The joint assessment will assume a residual risk level and decide whether further mitigation is required via background checks and vetting procedures, physical screening and airport access controls, or through changes to the regulatory framework. A comparison will be made with best practice to ensure high standards are achieved and can be sustained.

What will be delivered?

The CASE II Project will produce a confidential written report to the PS within 20 working days of the joint assessment, covering whether the current mitigation sufficiently meets the threat; whether vetting, screening and access processes are sufficiently robust; and an indication as to the adequacy of the regulatory framework. The report will also, if appropriate, suggest a corrective action plan relating to any or all of these elements.

In addition, embedding a national expert in the assessment team will foster an informal, practical transfer of related methodology and best practice in the field of vulnerability assessment on insider threats.

What happens afterwards?

At the request of the PS, the CASE II Project Team can offer mentoring assistance to implement the recommendations contained in the assessment report with a particular focus on the update of background check procedures. Such support can be added to the Country Programme of Action (CPA) previously agreed between the CASE II Project and the PS.

The PS may also wish to consider adding the activity consisting of *Mentoring on Security Culture* (p. 16) to its CPA, if it has not already done so. This will explain how such a culture can actively assist in mitigating insider threats, in addition to embedding a broader approach to security within relevant agencies and operations that is proactive and self-sustaining.

REGIONAL WORKSHOPS



REGIONAL WORKSHOP ON EMERGING THREATS

Duration: **3 days**
 Number of participants: **max. 30**
 Language: **FR, EN**

© Olivier Le Moal

What does it involve?

The workshop includes a detailed discussion on ICAO and regional views of current threats and key risk management issues faced by Partner States (PSs). These include, but need not be limited to: threats to cyber security; threats from insiders within the organisation; threats from remotely-piloted aircraft systems (i.e. drones); and threats from improvised chemical, biological and radiological devices (i.e. threats to aircraft). Other topics such as risk management, risk assessment and mitigation can be added to adapt to the regional, sub-regional or local threat picture.

The workshop will also cover a close examination of actual or planned attacks by terrorist groups, in order to set such threats in context. Finally, the workshop will examine and debate mitigation put in place by the PSs, as well as 'best practice' examples of such mitigation deployed by ECAC Member States.

Who should participate?

- Government agencies involved in aviation security policy development and delivery (e.g. Civil Aviation Authority, Ministry of Interior and other law enforcement departments, Ministry of Defence and intelligence agencies);
- Airport management and managers from any private contractors delivering security at airports within the PSs;
- Airport Emergency Preparedness and Response Committees;
- Air Traffic Control;
- Security representatives from the Airport Operations Committee .

What is expected of the Partner States?

The PSs are expected to ensure designation of experts who meet the requirements set for the workshop population (profile, language skills).

How will it work?

The workshop will be delivered over a period of a maximum of 3 working days to a maximum of 30 participants. The initial phase of the discussion will look at international (ICAO) and regional/sub-regional views on current threats posed to the civil aviation sector ('assessing the threat'). The debate will then focus on specific examples of actual or planned attacks by terrorist groups mirror the methodology or engage the target described in the threat phase of the workshop. This approach provides practical examples of how such threats can transform into real incidents ('understanding the nature of the threat').

In the subsequent phase of the workshop ('mitigating the threat'), the discussion will look at two aspects relating to mitigation measures designed specifically to address such threats and produce an acceptable level of residual risk. Firstly, actual mitigation measures currently in place within the territory of a number of PSs will be addressed; and, secondly, some examples of 'best practice' mitigation measures put in place by Member States of ECAC will be discussed.

Both elements of the workshop will involve breakout sessions, with participants dividing into smaller groups to discuss the detail of threats and current mitigation methodology.

One of the breakout sessions may consist of an exercise or case study to design additional mitigation measures to underpin those already in place, thereby reducing the residual risk once implemented.

What will be delivered?

Feedback from the breakout sessions should provide participants with substantive issues for contemplation and practical examples of effective mitigation. At the end of the workshop, the participants will be provided with all the technical presentations delivered by subject-matter experts during the workshop via a restricted website. This will assist in underpinning the transfer of knowledge and experience attained during the interactive presentations, Q&A sessions and the debriefings associated with breakout sessions.

What happens afterwards?

The CASE II Project's wider programme of activities includes a range of operational, on-site activities to be organised in the individual PSs. These address the various emerging threats at a national level by providing mentoring and support on a range of topics with some focussed on the insider threat which is considered a particularly relevant concern.



INTER-REGIONAL WORKSHOP ON EMERGING THREATS / RISK MANAGEMENT

Duration: **3 days**
Number of participants: **max. 60**
Language: **FR, EN**

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Inter-regional workshops will focus on key areas of aviation security such as emerging threats and risk management. Taking the example of the inter-regional workshop on emerging threats, the objectives and content of this activity will be identical to the equivalent regional workshop, except that this activity is designed to involve at least two of the regions in the scope of the CASE II Project: Asia, Africa and the Middle East.

Therefore, the sharing of good practice and experience would take place between regions, rather than at

a regional or sub-regional level. This should also enable a comparison of regional threat pictures.

Extending to the inter-regional level should also lead to a bigger event, with a targeted audience of 60 participants (maximum) instead of 30. The duration should remain at 3 days.

Such an event will most likely be organised jointly with the relevant regional organisations which play a role similar to ECAC in Europe and which can be considered as counterparts of ECAC.

Accordingly, regional organisations may take into account the collective priorities identified by their respective Member States and decide to enlarge the number of topics to be covered by the activity (e.g. to some of the existing threats) or alternatively, to focus on a limited number of threats and possibly only one (cyber security for instance).

For all other aspects, please refer to the descriptor of the regional workshop on emerging threats.