ICAO-WCO Air Cargo Security and Facilitation Conference Panel 4: Measuring Success

ICAO Aviation Security Improvement Plan (ASIP) Framework

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Kuala Lumpur, 28 July 2016
Overview

• Background and context of Aviation Security Improvement Plans (ASIPs)
• Purpose, structure, implementation process and management of an ASIP
• Benefits and challenges
Aviation Security Assistance and Capacity Building Strategy

The ICAO Assistance and Capacity Building Strategy for Aviation Security, approved by the Secretary General in May 2011, sets out the Secretariat’s strategy for the renewal and redirection of ICAO assistance and capacity-building to support aviation security enhancement.
ASIP Purpose

Provides a multi-phase assistance framework tailored to a State’s specific needs

• outlines the scope of assistance to be provided to a State to address deficiencies

• developed collaboratively with the appropriate State authority responsible for aviation security, and with stakeholders

• clarifies roles, commitments, deliverables and funding for each assistance activity
ASIP Purpose (cont’d)

- facilitates the monitoring of assistance activities so that adjustments can be made, if necessary, and enables ICAO and the State to have a single, structured point of reference for coordinated action
- establishes a phased approach to assistance activities and results
- fulfilment of milestones is an indicator of progress in the State’s ability to meet its aviation security (AVSEC) obligations
ASIP Process Map

1. Identify State
2. Engage State
3. Needs Assessment
4. Develop ASIP
5. Deliver Assistance
6. Measure Outcomes
Identify State

- USAP Audit Results
- Flight volume
- Number of int’l destinations
Identify State – Other Factors

- Significant security concerns
- State request
- Act of unlawful interference
- Specific threat information
- Earmarked resources
ASIP Process Map

1. Identify State
2. Needs Assessment
3. Deliver Assistance
4. Develop ASIP
5. Engage State
6. Measure Outcomes
Engage State

- Proactive outreach by ICAO
- Response to State inquiry
- Through partners
- Through Regional Organizations
- Through Industry
ASIP Process Map

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Identify State
Engage State
Needs Assessment
Develop ASIP
Deliver Assistance
Measure Outcomes
Needs Assessment

- What is the State’s AVSEC motivation?
- What gaps and challenges need to be overcome to fulfill their objective?
- Why do these challenges exist?
- How can the challenges be addressed?
- Is assistance needed? If so, how can ICAO help?
ASIP Process Map

1. Identify State
2. Needs Assessment
3. Deliver Assistance
4. Engage State
5. Develop ASIP
6. Measure Outcomes
ASIP Structure

- Objectives
- Strategy
- Measures (actions, dates, outcomes and phases)
- Funding and other resource arrangements
- State commitments and conditions
- ICAO commitments and conditions
ASIP Structure (cont’d)

• Partner engagement
• Regional mechanisms
• Project oversight and management
• Project monitoring and reporting
• Outcome evaluation
• Plan decommissioning
Assistance tools

- Short Term (ISD-SEC) or Long Term (TCB)
- Develop/review national programmes
- Provide in-Country AVSEC Training, including OJTs and workshops
- Assistance with AVSEC Crisis Management Exercises
- Machine Readable Travel Documents (MRTD)
- Assistance Partner capacities
ASIP Process Map

1. Identify State
2. Needs Assessment
3. Develop ASIP
4. Deliver Assistance
5. Engage State
6. Measure Outcomes
Deliver Assistance

• Coordinated and managed by the Regional Office and Headquarters with State designated points of contact (POCs)
• Each assistance activity administered separately
• Use of ICAO, Member State and partner subject-matter experts as well as Technical Co-operation Bureau consultants
• Focus on transfer of knowledge and skills to build sustained capacity
ASIP Process Map

- Identify State
- Engage State
- Needs Assessment
- Develop ASIP
- Deliver Assistance
- Measure Outcomes
Measuring Outcomes

• Establish baseline measurements at the start of an ASIP
  – available USAP audit results
  – ICAO needs assessments
  – Assessments/audits completed by partners and shared with ICAO by the recipient State
Measuring Outcomes (cont’d)

• Measure progress at the end of each activity
  – Evidence of output (updated documents, draft/final programmes, hiring, training, etc.)
  – Instructor/consultant reports
  – Self-assessment by State

• Measure progress at the end of the ASIP and beyond
  – Post ASIP survey
  – USAP results
Measuring Outcomes (no pre-assistance audit data)
Measuring Outcomes (with pre-assistance audit data)
ASIP Recipients
(as of June 2016)

29 States have been engaged in the ASIP process, 20 are currently engaged:

• 13 States in Africa;
• 4 States in the Americas; and
• 3 States in the Asia and Pacific (APAC) Region.
ASIP Challenges

- Obtaining current information on the needs of each State
- Distinguishing the ASIP process as different from the audit process
- Government changes/POC changes at the State level during the ASIP process
- Coordination of partner commitments and resources
- Managing project timelines
- Sustained funding
ASIP Benefits

- Establishes a collaborative relationship with the State
- Incentivizes the fulfilling of commitments
- Fosters will at the State level to strengthen national AVSEC system
- Provides structure and alignment to new and existing assistance activities
- Developed, implemented and managed collectively
- Success belongs to the State