

# CASE NEWS

AN EU-FUNDED AND ECAC-IMPLEMENTED  
PROJECT

SPRING 2020

## »» EDITO

### An end... and a beginning

As scheduled, the CASE Project – or CASE I, as it now needs to be referred to – will end its activities on 30 April 2020. The COVID-19 pandemic led to a *de facto* early termination of our operations in March. All the activities that were due to take place from mid-March had to be cancelled, always with the agreement of the relevant Partner States, and most of the time at their own request.

The pandemic thus prevented the Project from reaching the landmark of 100 operational activities delivered on site on a national or sub-regional basis. However, all Partner States that had benefited from operational activities, i.e. 38 States over the life of the Project, were sent a letter recapping all the activities they had received and, more importantly, requesting their feedback on the outcomes, the follow-up enac-

ted as a result of each activity, and their priorities for the future.

Partner States' priorities in the field of aviation security is of the utmost importance to ECAC, as the CASE II Project has already come into force, and will deliver its first activities in the second semester of 2020, provided the COVID-19 situation enables the start of its on-site implementation.

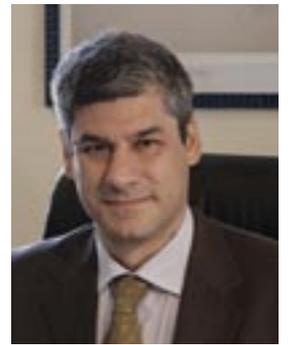
Two of the major innovations resulting from the design of the new Project are the geographical expansion to include Asia, as well as Africa and the Middle East, and a revised

catalogue of capacity-building activities, based on the lessons learned from CASE I and on the needs expressed by Partner States. In addition, and regarding Project resources, a dedicated website will be launched, and the size of the Project team in Paris will be doubled, in order to better work together with Partner States and organisations.

On behalf of the 44 ECAC Member States, we are proud to sign this editorial of the last issue of CASE I News, and we will be equally proud, in a few months, to do the same for the first CASE II Newsletter. ●



**Ingrid Cherfils**  
ECAC President



**Alessio Quaranta**  
ECAC Focal Point for  
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## »» Spotlight on Cyber Security

One of the experts invited by ECAC to speak at the CASE Project Workshop on Innovation and Cyber Security (see article below), was Ms Nicky Keeley, Head of Cyber Security Oversight for the UK Civil Aviation Authority (CAA), and a member of the ECAC Study Group on Cyber Security in Civil Aviation.

During one of her presentations, Ms Keeley offered a number of key recommendations to participants, and we decided it would be useful to highlight some of these for the wider audience of CASE News readers, in particular regulators. Please note that these recommendations cannot be considered as exhaustive, nor as representing the official position of either the UK CAA or ECAC:

- Understand the risks you're facing and concentrate on what you consider to be "cyber critical". You cannot realistically expect to be able to tackle every issue, so focus your attention on the identified priorities.
- Where possible, communicate your approach and the mitigation mea-



asures implemented by your organisation in order to increase people's sense of security, as those measures are often no more visible than the threats they aim to tackle.

- History shows that attackers exploit vulnerabilities. Supply chains are particularly vulnerable as they are rarely regulated, contrary to other factors in the field of aviation security. It is crucial to understand your supply chain and the cyber risks that you have in common. Ensure you know how to respond during a

cyber event and test those responses with your supply chain, e.g. through practice, conducting simulations, etc.

- One of the keys to achieving a robust cyber security regime is to build competencies – organisations which succeed in appointing the right individuals to the right positions are capable of delivering much greater impact.
- There is no need to reinvent the wheel – best practices can be duplicated from aviation safety, more "classic" domains of aviation security and even from other sectors altogether. Cyber security for aviation is not unique, contrary to what some aviation experts may like to think.
- Sharing information and best practices creates powerful leverage – a single operator with knowledge of a best practice related to one specific topic will generate significant collective benefit by sharing it with 10 other operators. One of a regulator's strategic missions should be – at the very least – to facilitate this sharing. ●

## »» CASE Project Ends with 38 Partner States

BPNA\* – Level 1 and Certification, Niger, 9-14 December 2019

BPNA – Level 1, The Gambia, 3-7 February 2020

BPNA – Level 1, Equatorial Guinea, 2-6 March 2020

\* Best Practices for National Auditors

Since the previous issue of CASE News in December 2019, three new states engaged with the Project at operational-activity level, through Best Practices for National Auditors training courses: Niger, the Gambia and Equatorial Guinea. Several additional states were due to become Partner States before 30 April 2020, i.e. the scheduled end of the Project, and were only prevented from doing so by the evolving COVID-19 pandemic, which led to the cancellation of all remaining activities.

Overall, the CASE Project succeeded in delivering operational, on-site activities to the benefit of 38 Partner States, either on a national basis or

sub-regionally. In addition, a total of 59 states including the 38 Partner States mentioned above attended at

least one of the 21 regional workshops that were organised during the course of the Project. ●



## »» Strong Focus on Cargo Mentoring during the First Quarter of 2020

Brazzaville, 22-25 January 2020

Luanda, 18-21 February 2020

Lusaka, 16-17 March 2020

The first CASE Partner State to benefit from mentoring on cargo security regulations and implementing procedures in 2020 was the Republic of the Congo, in January, in French. The aim was to create the regulatory framework necessary for implementing a secure air cargo supply chain, which is of particular importance for this country, since several entities are already regulated agents third country (RA3 status as per the European Union regulations). Observation of cargo operations took place at Maya-Maya International Airport on the first day, before the eight-person task force (the CASE Project team technical specialist and seven national inspectors) began amending relevant sections of the National Civil Aviation Security Programme (NCASP), using a draft prepared in advance by the CASE Project team. The final version of the new provisions is currently being completed by the Civil Aviation Authority of the Republic of the Congo.

The same activity was delivered in Angola in February, this time in Portuguese, by the same CASE Project technical specialist and a specialist released by the Civil Aviation Authority

of Portugal. The objective was, as well, to amend and update the chapter of the NCASP dedicated to cargo and mail security.

As in Brazzaville, the on-site mission started with a one-day observation of cargo operations at Quatro de Fevereiro International Airport, and was followed by a technical brainstorming and the collective drafting of the revised provisions. The dedicated task force consisted of six officials from the Angolan CAA (INAVIC), including a member of its legal office, along with representatives from TAAG Angola Airlines and the airport operator, SGA, as well as the two CASE experts. The task force delivered a draft amendment to the NCASP, aimed at establishing an air cargo secure supply chain regime in Angola. This has been submitted to the Director General of INAVIC – who is legally empowered to amend the NCASP without need for further legal proceedings – for endorsement. An amendment to the National Civil Aviation Training and Certification Programme, defining the specific training requirements for staff involved in the air cargo supply chain, was also produced and submitted to the Director General simultaneously.



The third and last cargo mentoring activity took place in Zambia, this time in English and delivered by the CASE Project technical specialist. The same methodology was deployed – with a draft sent in advance and an on-site observation phase at the beginning of the activity – involving a task force of five (including four national inspectors) in that case.

Although the mission had to be reduced to two days due to the need to repatriate the CASE technical specialist due to the COVID-19 pandemic, the mentoring activity is continuing through remote communications at the time of writing. The overall objective was to complete an amendment to Zambia's NCASP, focused on establishing the legal framework required for a secure cargo supply chain. ●





»» **Pilot Activity delivered by IATA for CASE in Uganda**  
Entebbe, 9-13 March 2020

The Project team continues introducing new activities, with the objective of building capacity in aviation security in its Partner States, as well as feeding into the development of activities that could potentially be offered under CASE II.

One such activity was the piloting of IATA's Threat and Risk Audit Matrix (TRAM) "concept"; a combined workshop and software package which enables organisations to assess their residual risks in all domains of aviation security. The package has already been delivered by IATA to a number of entities including airports, airlines and Civil Aviation Authorities; the aim of this pilot activity, therefore, was to assess its relevance as a potential activity for Civil Aviation Authorities under CASE II.

As agreed between ECAC and IATA, the CASE Project team secured the commitment of the Uganda Civil Aviation Authority (UCAA) to participate in this pilot, as the organisation receiving the activity.

An IATA expert delivered the TRAM workshop to 20 participants designated by the UCAA on the basis of their involvement in overall risk assessment and risk management activities. The five-day workshop was split equally between theory and practice and was evaluated by a representative of the CASE Project team, as well as monitored by a second staff member from IATA. ●



## »» Follow-Up Training of National Auditors from Three Partner States

Abidjan, 28-30 January 2020 and 10-12 February 2020

In October 2018, the CASE Project delivered two Best Practices for National Auditors (BPNA) – Level 1 training courses to auditors from Côte d'Ivoire, the Democratic Republic of the Congo and the Republic of the Congo.

At the request of the Partner States that had benefited from this initial activity, two BPNA – Level 2 training courses were organised for the same participants sixteen months later, which is a positive sign in terms of the investment in people in the field of aviation security and continuous professional development of national auditors. The follow-up training took place in Abidjan over two sessions: 28-30 January and 10-12 February 2020.



Overall, these two training courses involved seven auditors from Côte d'Ivoire, seven from the Democratic Republic of the Congo and three from the Republic of the Congo. ●

## REGIONAL WORKSHOPS

## »» Screener Certification, the Final CASE Project Workshop Theme

Douala, 4-5 December 2019

The last of the 12 topics for regional workshops, that were selected for the CASE Project, to be delivered was: screener certification. Jointly organised with AFCAC and hosted by the Cameroon Civil Aviation Authority in its training centre in Douala, the workshop took place on 4-5 December 2019, and involved a further twenty-two Partner States.

The workshop was moderated by Ms Nina Smith, Head of Training and Human Factors for Aviation Security with the UK CAA, who also serves as the Chair of ECAC's Training Task Force. She facilitated the discussions and breakout sessions on the issues of selecting and recruiting screeners and their training and (re-)certification, which stemmed from presentations

made by speakers from Cameroon, the Republic of the Congo, Ireland, Senegal, Switzerland, Uganda, the United Kingdom and the East African Community – Civil Aviation Safety and Security Oversight Agency. Overall, the event brought together 28 participants from Partner States, including the speakers. ●



## »» CASE Project Dedicates its First Interregional Seminar to Innovation and Cyber Security

Marrakech, 28-30 January 2020

For the first time since its inception, key stakeholders from all three regions involved in the implementation of the CASE Project (Europe, Africa and the Middle East) participated in a joint activity, which took the form of an interregional aviation security seminar, and was held in Marrakech from 28 to 30 January 2020.

ECAC, the African Civil Aviation Conference (AFCAC) and the Arab Civil Aviation Organization (ACAO), which hosted the event, all cooperated in organising the seminar, which was dedicated to innovation and cyber security. The focus on IT was of particular importance, as it is one of the most significant areas in which innovation creates both opportunities for more efficient operations and increased risks to those same operations. The topic of cyber security, in particular, was selected as a consequence of the tailor-made approach of the CASE Project, since it was not part of the initial list of workshop themes. But there was a strong request from Partner States and their regional organisations to deliver a related activity, as approved by the European Commission.

The agenda of the seminar included, inter alia, key issues such as the impact of innovation and technologies on aviation security, the potential of artificial intelligence in terms of aviation security, cyber threats and related risks (e.g. on ANS/ATM systems), and the search for efficient cyber security management frameworks.



Participants came from a total of 36 CASE Partner States. Including speakers, and security equipment manufacturers who had been invited by ACAO for a separate side event, the two-and-a-half-day seminar brought together more than 130 experts from related fields, 55 of whom were sponsored by CASE.

To contribute to the discussions, ECAC ensured the participation as speakers/session moderators of the following high-level experts: the Chair of the ECAC Security Forum – from Portugal’s CAA, the Chair of the ECAC Guidance Material Task Force – from Ireland’s CAA, the Chair of the ICAO Aviation Security Panel – from France’s CAA, a member of the ECAC Study Group on Cyber Security in Civil Aviation – from the United Kingdom’s CAA, see the spotlight on her intervention

above, and the Director for safety and security of the largest airline in Europe.

The event was opened by Khalid Mounji, Director of Civil Aviation for Morocco’s Ministry of Tourism, Handicrafts, Air Transport and Social Economy, which supported the event, alongside Abdennebi Manar, Director General of ACAO, Patricia Reverdy, Acting Executive Secretary of ECAC, and Jamel Dridi, Aviation Security Expert for AFCAC. At the conclusion of the seminar, the participants collectively commended the excellent work done in organising the event by Adil Bouloutar, Aviation Security and Facilitation Expert for ACAO. ●

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