

# CASE NEWS

AN EU-FUNDED AND ECAC-IMPLEMENTED  
PROJECT

WINTER 2019

## »» EDITO

### CASE I is not over yet, while **CASE II** is already on the way

On 1 November 2019, the CASE Project – or CASE I, as it has now become known – entered into its fifth and last year of implementation. The Project will end on 30 April 2020, as per the amendment which was introduced in the last quarter of 2018 and which decided a six-month extension of the Grant Contract.

The fourth year of implementation of the Project (November 2018 – October 2019) proved the most active so far, with 34 operational activities benefitting either a single Partner State (activities implemented at national level), or two to three Partner States simultaneously (activities implemented at sub-regional level). This represents an increase of 54% compared to the preceding year. As a result, 11 additional states became Partner States of the Project at operational activity-level.

Meanwhile, the Grant Contract related to the CASE II Project entered into force on 29 November 2019. The objective for the remaining time of the current CASE Project is to keep providing technical support on site to Partner States in all the areas in the scope of the Project. The final months of CASE I will also serve – in addition to aiming to address priority security concerns in a number of states – to launch new or revamped



activities, to be key components of its successor. Two examples are presented in this issue. The first one is the new training course on airport operations which was validated during a pilot course in October 2019 in Brazzaville. The second one is the

participation of national auditors of Partner States in quality control activities conducted by ECAC Member States in the framework of their own national programmes, such as auditors of Cabo Verde in Portugal in November 2019. ●



»» **New activity offered by CASE: familiarisation with airport operations**

Brazzaville,  
21-23 October 2019



Familiarisation with airport operations for national security experts was identified as a priority during the 5<sup>th</sup> meeting of the CASE Project Steering Group (Brussels, 13 June 2019). As highlighted during the discussions initiated by the representative of the Republic of the Congo, there is a need to increase the operational knowledge of the personnel involved in aviation security, in particular national auditors/inspectors.

This was fully confirmed by the CASE Project team, based on the lessons learnt from delivering training activities on quality control (Best Practices for National Auditors, or BPNAs). The feedback from numerous BPNAs confirmed the relevance of gaining a better understanding of airport operations, so as to reinforce the capacity of the staff responsible for monitoring the implementation of security measures.

As a consequence, the CASE Project developed a new training course with the objective of improving quality control in aviation security, although the scope of the course itself goes beyond aviation security. The *Agence Nationale de l'Aviation Civile* (ANAC) of the Republic of the Congo was offered to host the first edition. High-ranking officials of ANAC opened and closed the related works, and the Director General of ANAC, Mr Serge Florent Dzota, met with the instructors and trainees on the first day.

The pilot course was delivered to 10 participants – all of them national auditors, from ANAC for the vast majority of them as well as from customs, airport police and airport operator – during three days in Brazzaville, by two experts of airport/airline operations, each with an extensive experience of working at an airport in various capacities and in different re-

gions. Not only the course included many materials (videos, visuals, examples of operational documents, etc.), but it also featured several observations on site, when participants were twinned with a number of categories of employees, organised with the support of ANAC and of the ground handling agent.

The participants concurred on the relevance of this familiarisation, as they recognised that they were not fully aware of the number and diversity of jobs at an airport. In particular, they acknowledged that a better knowledge of the work environments and objectives/constraints of the various staff in charge of operations, would enable them to perform their own inspection tasks more efficiently.

The content will subsequently be refined based on the lessons learnt from the pilot, and a version in English be developed as well. ●





## »» A range of new Partner States for the CASE Project

The activities delivered by the CASE Project in the field of quality control since the previous newsletter led to an engagement with several new states.

Firstly, a sub-regional Best Practices for National Auditors – Level 1 training course in Zambia (13-17 May 2019) enabled the host state to become the 29<sup>th</sup> Partner State of the Project, while Angola which also benefitted from this activity was the 30<sup>th</sup>. In addition, Angola received a BPNA1 one month later, only for their own national auditors.

Egypt then became the 31<sup>st</sup> state to receive operational activities from the Project (BPNA1 on 7-11 July), followed by Rwanda (BPNA1 on 6-9 August). They were themselves followed

by Burundi (33<sup>rd</sup> Partner State) and South Sudan (34<sup>th</sup> Partner State) as a result of two sessions of a sub-regional BPNA1 conducted in the second half of August (19-23 and 26-30) in Tanzania, which was already a Partner State since benefiting from a counter-ManPADS activity last year. This training activity was organised with the support of the East African Community – Civil Aviation Safety and Security Oversight Agency (EAC-CASSOA) as the three states involved (Burundi, South Sudan and Tanzania) were also members of EAC-CASSOA.

Other BPNAs delivered by the CASE Project during the period, in addition to the six aforementioned:

- Cabo Verde (host state), São Tomé e Príncipe and Mozambique, BPNA2, May 2019
- Uganda (host state), Botswana and Eswatini, BPNA2, May 2019
- Ghana (host state), Malawi and Zimbabwe, BPNA2, July 2019
- Senegal, BPNA2, August 2019
- Jordan, BPNA-cargo, September 2019 ●

## MENTORING ACTIVITIES

### »» Continuous implementation of counter-ManPADS activities

Dakar, 17-21 June 2019

Conakry, 9-20 September 2019

The CASE Project delivered in recent months two additional missions designed to address the threat resulting from ManPADS and other infantry weapons to aircraft on the ground or in flight.

As those activities took place in French-speaking countries, they were both organised and conducted in the framework of the Project by the French *Direction Générale de l'Aviation Civile* (DGAC), leading multi-agency teams comprised of personnel from the DGAC, the *Gendarmerie des Transports Aériens* and the French Air Force.

The mission in the Republic of the Guinea was for that country the kick-off activity to the multi-phase process offered to Partner States, and involved 21 participants from all the entities involved in the assessment of the ManPADS threat and the design of

mitigation measures, both at national and local levels. The trainees therefore came from air traffic control, CAA, airport operator and all the relevant law-enforcement authorities (*gendarmerie*, customs, police, air force, navy and fire brigade). The tools, techniques and training provided in the field were supported by several interventions made during the course of the activity by civil and military authorities, including the Director General of the *Autorité Guinéenne de l'Aviation Civile*, Mr Elhadj Mamady Kaba.

The identification of potential launch sites and the assessment of the subsequent vulnerability for each site, based on the description of their specific features, i.e. the completion of “dossiers d’objectifs”, is to be reviewed during a further follow-up (phase II) mission under the CASE Project,



subject to the agreement of AGAC.

The mission carried out in Senegal (June 2019) was a third mission, as this additional activity aimed to complete the cycle started and then pursued in the previous years of the CASE Project, in July 2016 and April 2018. ●

»» **Follow-up activity on covert tests for the benefit of Namibia**  
Windhoek, 23-26 September 2019

This activity was requested by the Namibian Civil Aviation Authority (NCAA) as a follow-up of the initial activity dedicated to covert tests, which was delivered in Windhoek in January 2019. The coaching of national auditors in the preparation and conduct of covert tests and the sharing of best practices on the practical aspects of covert testing would effectively support the NCAA in the implementation and improvement of their test programme.

The on-site mission was prepared based on a review of the existing test protocols developed by the NCAA. The team of experts involved was partly different from the one which conducted the initial activity, and was made up this time of one expert from the CASE Project team and one expert released by the United Kingdom Civil Aviation Authority.

The four-day activity at Hosea



Kutako International Airport led to the implementation of 39 covert tests in 10 specific areas of aviation security, and involved a total of 19 participants from the NCAA, the airport operator, the Namibian Police and Air Namibia.

The debriefing of the activity comprised an assessment of the tests performed and a series of recommen-

dations addressing the following topics: the “mix” between overt and covert tests, the methodology of the tests – including the use of a reporting template that the team decided to develop in the field – the standardisation of test items and the implications of covert tests for security culture. ●

»» **Joining national inspections in ECAC Member States**  
Lisbon, 18-22 November 2019

Like the training on airport operations previously described, this is a new activity in the scope of the CASE Project, which is also a result of the discussions held in Brussels in June this year during the last CASE Project Steering Group meeting.

The aim of this mentoring is to further strengthen the knowledge and

skills of the national auditors of a Partner State by sharing first-hand, on-site experience with their counterparts of an ECAC Member State.

The first activity which was delivered involved national auditors of Cabo Verde and Portugal, thanks to the valuable support of the *Autoridade Nacional da Aviação Civil* (ANAC). Two national auditors from Cabo

Verde were embedded as observers in an ANAC audit team which, as part of the regular programme of quality control of ANAC, conducted an audit of Humberto Delgado International Airport in Lisbon, from 18 to 22 November 2019.

The two experts nominated by Cabo Verde and approved by the CASE Project team based on their profiles had already completed a Best Practices for National Auditors – Level 1 training course within the framework of the CASE Project (in April 2018, followed by a BPNA2 in May 2019), and have extensive experience in performing compliance monitoring activities (i.e. audits or inspections) in their home state.

Each expert reported at the end of the activity the main lessons learnt in the field of quality control, and the areas for possible improvements in their own inspection methods, activities and overall organisation. ●



## »» Partnership between ECAC and Portugal's ANAC under CASE Workshop on security culture São Tomé, 20-21 May 2019

Since its inception, the CASE Project has developed a strong relationship with the *Autoridade Nacional da Aviação Civil* (ANAC, the CAA of Portugal) for the implementation of activities in the Portuguese-speaking countries in Africa, to be delivered in this language by experts released by ANAC. As a result, operational activities benefitted the following countries: Mozambique, Cabo Verde, São Tomé e Príncipe and Angola. One of the highlights of this ECAC/ANAC cooperation is the vision of the Chairman of the ANAC Board, Mr Luis Ribeiro, and the role of Ms Carla Pinto, the Director of Facilitation and Security Bureau in ANAC.

In addition to national activities, this continuous partnership with ANAC has led to the organisation of workshops, in the joint frameworks of CASE

and the *Comunidade das Autoridades de Aviação Civil Lusófonas* (CAACL). Following the first such event which was dedicated to cargo and mail security (in Mozambique, April 2017, as reported in Issue n°3), the second CASE/CAACL workshop focused on security culture and was hosted by São Tomé e Príncipe. Twenty-seven experts from the four states above mentioned as well as from Guinea-Bissau, discussed the challenges, experiences and best practices in the implementation of security culture in their respective organisations, under the guidance of speakers from ANAC, the Partner States involved and the industry (TAP Air Portugal, Portway).

The event was opened by Mr Osvaldo Abreu, São Tomé e Príncipe's Minister of Public Works, Infrastructures, Natural Resources and Environment. ●



## »» Discussing current threats to civil aviation among WAEMU and ECOWAS states

Lomé, 4-5 September 2019

Twenty-nine participants from thirteen Partner States actively contributed to the discussions on existing threats to civil aviation as well as emerging ones and, in the final session, on how to face them. The CASE Project chose to focus on the following threats: IEDs and other explosives, insiders, threats to landside security and RPAS, with in addition an overview of all upcoming threats.

As the workshop was organised jointly with the West African and Monetary Union (WAEMU) and was also opened to Member States of the Economic Community of West African States (ECOWAS), 7 out of the 8 Member States of WAEMU attended, as well as 13 out of the 15 Member States of ECOWAS.

Mr Adama Niang, Director for Security and Facilitation of Senegal, moderated this workshop and guided the presentations and discussions, which involved the usual mix of speakers from Partner States (Ghana, Niger, Nigeria and South Africa), ECAC Member States (France, Germany, Portugal, Spain and the United Kingdom) and the industry (Brussels and Gatwick airports). The event was officially opened and closed by Col. Dokisime Gnana Latta, Director General of the Agence Nationale de l'Aviation Civile of Togo, which provided substantial and continuous support for the concrete organisation of this activity and the hospitality of the participants. ●

## »» Second CASE workshop on behaviour detection

Marrakech, 15-16 October 2019

Approximately one year after the first CASE Project workshop on behaviour detection, which was jointly organised with the African Civil Aviation Commission (AFCAC) in Ghana in November 2018, a second workshop dedicated to the same topic was organised together with the Arab Civil Aviation Organization (ACAO) for the benefit of their Member States.

Opened by Eng. Abdennabi Manar, Director General of ACAO, and animated by the moderator of the ECAC Study Group on behaviour detection, Ms Carmen Feijoo Fernandez from the Spanish *Guardia Civil*, the workshop brought together speakers from Germany (Federal Police), the Netherlands (Royal Marechaussee), Romania (Bucharest Airports company), Switzerland (Federal Office of Civil Aviation), the United Kingdom (Civil Aviation Authority) and the Uni-

ted States (Transportation Security Administration). They joined efforts to introduce the participants to major issues such as the implementation strategy and related key factors of success of a behaviour detection programme, the selection and training of

behaviour detection officers, the key performance indicators or the contribution of behaviour detection to a risk management approach.

The workshop was attended by 30 participants from 14 Partner States. ●



## »» Secondment from Uganda in the CASE Project team

Ms Jane Nakimu from the Uganda Civil Aviation Authority was seconded to the CASE Project team as an aviation security expert from 1 July to 24 October 2019. She was the second seconded from a Partner State, succeeding Ms Issoufou Mouniratou Tchado from Niger, who was part of the Project team from December 2018 to May 2019.

Ms Nakimu is a manager for security and facilitation in the Oversight and Compliance Department of Uganda CAA. Before joining the CASE Project

team, she had been the point of contact to discuss and organise activities in Uganda, and had already participated in the Project as a regional expert.

During her four months with the Project team, Ms Nakimu delivered several activities in Partner States as an instructor for Best Practices for National Auditors training courses, and also contributed to the development of material related to upcoming activities. ●

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