African Airports
SECURITY WEEK 2021

Promoting Security Culture at African Airports

Tool Kit for the Security Week

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Tool Kit for the Security Week

Introduction

This toolkit has been developed by the ACI Africa Regional Security & Facilitation Committee. It serves as a guide for the organization of security week at African airports. It is recommended, but not way mandatory, to organize the African airport security week in October in order to share and exchange experiences during the ACI Africa annual assembly usually held in October. The following information is only a guideline and airports should adapt it to their own environment, context and culture.

Objectives or Goals

- To adopt an inclusive approach by involving all internal and external stakeholders whose activities impact on security directly or indirectly.
- To promote and improve our security culture by sharing experiences and knowledge.

Duration

- One week, but this can vary from 1 to 5 days depending on the size of the airport, the volume of activities and the resources available.

Organization

- Establish a taskforce preferably from different functions for the implementation of the Security Week in your airport (Organizing Committee).
- Set up workshops and visits on topics specific to your airport.
- Adapt the workshops to your activity: schedules, duration, places, etc.

Topics

In this particular period of health crisis, we feel it is important to address issues related to the resumption of traffic and security staff awareness after a long absence, and to raise the awareness of the populations bordering the airport who are no longer used to seeing aircraft landing and taking off close to their homes.

-   Take all necessary measures to ensure that these measures are effectively implemented on the ground in a continuous and sustainable manner, including providing the necessary resources, using effective quality control and monitoring processes, and promoting an effective security culture within all organizations involved in Civil Aviation.

-   Develop security culture and human capacity. The promotion of an effective and sustainable security culture is essential to achieve good security results. A strong and robust security culture must be developed from and within the leadership of each organization. A well-trained, motivated and professional workforce is an essential prerequisite for effective airport security.

-   Raising awareness of the principles, importance and benefits of an effective security culture.

-   Present tools and best practices for developing a strong and sustainable security culture

-   Illustrate processes that can be used to change behavior through campaigns to create and maintain an effective security culture.

Security Week 2021 Campaign

Promotion of Security Culture at African Airports

This Security Week campaign is the first one organized by ACI Africa after the resounding success of the first two editions of the security week. And since this year 2021 is considered by ICAO as the year dedicated to the security culture, for ACI-Africa it is the opportunity to promote this culture by organizing this week under the theme of "Promotion of Security Culture in African Airports".

Security is an absolute priority in the air transport sector. It is a real guarantee of confidence for passengers and contributes greatly to the ever-growing development of our business. But if it is undermined, it can also mean the decline of the business, with very serious economic consequences.

A strong and solid security culture is essential to prevent acts of unlawful interference with civil aviation. Due to the constant evolution and increasing sophistication of threats, mitigation measures must involve stakeholders from the entire civil aviation community. Whether they perform security or non-security functions, and at all levels of their respective organizations, everyone plays an important role in ensuring that civil aviation security measures remain consistent and effective: **"Security is everyone's responsibility"**

Security Week 2021 is a unique opportunity for the airport's internal and external stakeholders, government agencies, local authorities and the local community to be made aware of airport security by bringing people together and teaching them the duty to learn and share values and experiences.

This campaign aims to involve all airport staff, including regulatory control staff, concessionaires and airlines, etc., on the need to maintain aviation security at all times as part of their roles, responsibilities and obligations. It is also designed to create dialogue and constructive interactions with stakeholders and staff who are not directly involved in operations regarding their role in airport security.

Awareness campaigns should also be organized at the local community level to address security concerns resulting from their actions around the airport.

Why a strong Security Culture is important

A well-aligned security culture supports operational goals:

- Security will be an integral part of civil aviation operations and products offered to the traveling public
- Security management is integrated into the day-to-day activities of the organization and its employees.
- Security considerations will influence key decision making within the organization
- Strategic planning, equipment deployment and other scarce resources (finance, labor, etc.)
- Security will be seen as strong and the organization as resilient, so that when hostile recognition occurs, the organization will be seen as an unattractive target.

Security culture, implemented on the basis of role-based threat and risk assessments, promotes resilient operations and business processes:

- How to comply with aviation security requirements?
- How to report suspicious incidents or activities?
- How to mitigate the insider threat?
- How to identify and respond to a cyber-attack?

Elements of a Security Culture:

- Positive Work Environment
- Training
- Leadership
- Understanding the threat
- Vigilance
- Reporting Systems
- Incident Response
- Information Security
- Efficiency measures

Some examples of slogans are attached in the annexes of this guide

How to Plan Your Campaign

It is important to involve everyone, including the General Manager, staff, stakeholders, dealers, government agencies, local authorities and the local community. Here are some suggestions:

1. Planning

- Don't do this campaign alone. You are surrounded by good people who want the opportunity to take initiative. Capitalize on this opportunity. We only need to facilitate the first engagement and allow the rest to proceed according to a predefined plan.
- Security starts at the top of an airport's hierarchy, i.e., with the General Manager/CEO. You must appoint a project manager for your airport (not necessarily the security manager) who is well respected and reports to the general manager. Your communications manager will play a key role in this campaign.
- Treat this as a project and invite all stakeholders to a planning meeting, such as a Local Security Committee meeting. Each stakeholder may have creative ideas, knowledge, passion and enthusiasm and you need to plan with them. Engage them early on about the topic and how they can contribute.
- Be as inclusive as possible.
- Prepare a timeline and action plan for the activities at your planning meeting.
- Hold a kick-off event with your airport CEO and other stakeholders with a kick-off ceremony/opening ceremony with speeches, refreshments and a presentation of the week's events.
- Invite civil aviation authorities, airlines, ground service providers, border control agencies, local authorities, contractors, local community representatives and leaders of other airport stakeholders.
- Finally, you should allow sufficient time for planning, consultation and preparation before the Security Week campaign. Remember, good preparation will prevent surprises afterwards. The checklist on the following page can be used as a guideline.

Security Week - Planning Checklist

Réf.	Articles
1	**Understanding the theme of Security Week** • Read the security week guide to understand the objectives.
2	**Organizing Committee** • Set up an organizing committee at least 1.5 months before the event. • Have a multi-disciplinary composition of the team. • The chairperson of the committee has to report directly to the CEO/MD of the airport. • Agree on the week/days to hold the event in October.
3	**Budget** • Agree on a budget for the event. • Make the budget as detailed as possible to avoid surprises and ensure adequate control on expenses.
4	**Activities** • Agree on the list of activities on each day. • Vary the activities as much as possible but they should follow a detailed sequence. • Hire a team leader for each activity. • Give responsibilities and target dates. • Include fun activities such as quizzes, fun walks, etc.
5	**Opening Ceremony** • Prepare an official opening ceremony on the first day of the event. • Designate a Chief Guest for the opening. • Invite top officials of different agencies.
6	**Logistics and Resources** • Invitation cards • Permits to access security restricted areas of the airport • PPE, as required • Audio/Visual equipment throughout the duration of the event • Tents/marquee/accessories, if required • Refreshments for the different activities • Giveaways/trophy/shields/souvenirs/T-shirts/caps/prizes/certificates, as required • Transport services on landside and airside, as required • Banners for the event to be placed at strategic locations within the airport at least one week before the event. • Consider using FIDS (Flights Information Display System) in terminal to publicise the event.
7	**Media** • Appoint a communication representative, if not available internally, for the duration of the event. • Involve the different media (press/TV/radio) as much as possible in the event. • Send invitation cards to all media. • Media requires constant and specific attention and this must be followed through by the internal communication representative. • Hold a press conference if required.
8	**Internal Media Coverage of the Event** • Appoint a specialised media company, if possible, to cover the whole event. • Take as much high quality pictures and videos as possible.
9	**Closing Ceremony** • Make sure you have an official closing ceremony to thank all concerned and for awarding certificates/prizes/etc.

2. Suggested Agenda for the organizing committee first meeting

It is important to be well prepared and convincing in the very first meeting of the organizing committee to ensure the participation of all stakeholders involved in the security week.

The proposed agenda for the meeting may be as follows:

1. Words of Welcome

2. Purpose and background of this security week focusing on the community campaign and not just the airport operator campaign

3. Stakeholder suggestions, ideas and contributions

4. Election of the Security Week Committee with one representative from each stakeholder

5. Promotional materials (marketing department from all parties)

6. How to involve the community and passengers

7. Calendar of events and activities for the week, with an action plan with leaders and target dates

8. Contributions (who does what according to the schedule) and getting key stakeholders to take the lead on certain events

9. What resources are needed (permits, PPE, audio/video systems, tents/tenting, refreshments, etc.)

10. Prizes for participants, i.e., cups, t-shirts, etc., including sponsorship opportunities

11. Opening and closing events

3. Proposed Security Week Schedule

The following schedule of events and activities can be used as a template for Security Week 2021 at your airport. However, feel free to adapt it to your context. Remember that you are working as a team in the interest of security. Therefore, all decisions must be made and validated at the organizing committee meetings.

This security week, which focuses on the promotion of the security culture, can be the opportunity :

- to organize training sessions with trainees from different companies, to encourage a wider and therefore richer sharing of experience;

- to organize team quizzes on security, which not only creates links between the players, but also serves as a fun reminder of the essential rules to observe in restricted areas;
- to organize a job forum where each actor could present his or her contribution to the promotion of airport security to the community;
- to organize an exchange session between "old hands" of the sector (retired or senior staff) and current staff, on experiences related to security (sharing of experiences and knowledge).

Day 1 (morning): Official opening of the security week

- The Security Week campaign should be opened and launched at an official ceremony.
- This is an ideal opportunity to invite a distinguished guest to participate in the campaign, i.e., someone from the ministry responsible for aviation or the airport.
- All airport stakeholders should be invited.
- The key message around the theme "Promoting Security Culture" should be communicated.

Day 1 (after the opening ceremony): Workshop on best practices in security

- -Conduct a half-day workshop with all internal stakeholders to raise awareness of security best practices within the internal community.
- Enable the various organizations and departments to explain their roles and responsibilities in promoting a security culture at the airport.
- Provide examples of unsafe practices at airports and their consequences.
- The workshop should be as lively as possible with presentations and videos**.**

Day 2: Learn about your operations in restricted areas

- Educate attendees on the importance of the access control system and respect for zoning when traveling through the restricted areas of your airport (understand and apply the rules of the airport's access permit system)
- Understand the boundaries between the airside and landside of your airport (project the airport map) and explain the zoning philosophy in place
- Encourage the staff of the various stakeholders to be vigilant and report suspicious and abnormal activities and to question any suspicious person (provoke discussions - round table)

Day 3: Reporting Unsafe Practices

- Use images or videos of possible unsafe practices at your airport or around you (national/regional) and initiate a discussion on the theme "it's not just happening to others" to raise awareness that there is no such thing as a safe airport.
- Schedule a workshop on current topics such as the threat from the city side, cyber attacks, internal threat...

Day 4: Workshop with the local community, NGOs and local authorities on aviation security

- Presentation on security culture and the role of local authorities and NGOs in promoting an effective, strong and sustainable security culture
- Open awareness day on the field with parties and stakeholders not concerned with security (taximan, car rental agencies, banks ... not to mention neighbors (residents and companies and administrations ...)

Day 5: Open day on security

- Conclude Security Week with an airport security open house on the last day.
- The surrounding community, school children and the general public can be invited to the open house.
- Depending on the resources available, the airport can decide to what extent it will open to the public.
- An exhibition can also be organized in a tent with the participation of all airport stakeholders.
- Each airport stakeholder should present their areas of operation at the airport.
- A mini job fair can also be considered.
- Arrange for the distribution of security awareness pamphlets and giveaways.
- Conclude the week with the award and the CEO's acceptance speech to all participants, sponsors, employees and the entire airport community.

4. Concluding Remarks

In keeping with this year's theme of "Promoting a Security Culture" it is essential that we engage everyone from internal and external stakeholders, to senior management and users in the restricted area, to promote and enforce security at our airports.

The structure of the security week and the list of events and activities we have presented is by no means an exhaustive list. Please feel free to use your imagination and come up with original and innovative ideas.

ACI Africa sincerely counts on your support, cooperation and collaboration to make Security Week 2021 another resounding success in the name of airport security.

Let's promote security in our own African style! And don't forget to share your experience with us!

Annexes

SECURITY SLOGANS AND POSTERS

The following photos and slogans are given as an indication and examples.

They are collected from some airports and other specialized websites. You may have your own examples.

Video links on Unlawful Acts of Intervention:

1. THE SHOW BOMBER

https://youtu.be/UmUq3y5_yoU

2. EXPLOSION AT BRUSSELS AIRPORT

https://youtu.be/8DuA3pdlJng

3. INSIDER THREAT

https://youtu.be/kbRCSw5hvKg

4. ATTACK MANPADS

https://youtu.be/lw4u_OI0skM

5. PROTECTION OF THE TRANSPORT OF GOODS AND PEOPLE

https://youtu.be/64ewys5ChEs

UNUSUAL BEHAVIOUR?
TOO MANY QUESTIONS?
LOITERING?
DOES SOMETHING NOT FEEL RIGHT?

REPORT IT ON
0XXXXXXXXXXXXX

KEEP YOURSELF AND OTHERS SAFE

NO PASS, NO ACCESS

CHALLENGE ANYBODY WHO IS NOT WEARING A PASS

Security is everyone's responsibility

Together, we've got it covered.

Do you know what suspicious activity looks like ?

Do you know what to do if you see something out of the ordinary ?

Remember, being seen to be vigilant and ready to engage with the public can also help deter criminals.

UNUSUAL BEHAVIOUR OR ACTIVITY?

CHALLENGE AND REPORT

WHAT? WHERE? WHEN? WHO? HOW?

CALL : _____

YOUR INTERVENTION COULD SAVE LIVES

SECURITY BREACH?

LOST OR STOLEN PASS OR EQUIPMENT?

DON'T DELAY

APPEL : _____

Photos : Airport Security Operations

Airport Security Slogans

- '' ''FOR OUR SECURITY, YOU SEE SOMETHING, REPORT IT (S.I.R.I: SEE IT REPORT IT)

- SECURITY IS A CHAIN, EACH ONE IS A LINK IN THE SECURITY CHAIN: ''DON'T BE THE WEAK LINK IN THIS CHAIN''

- SECURITY IS NOT JUST A BUSINESS OF SPECIALISTS, BUT THE OBJECT OF EVERYONE'S VIGILANCE