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BARBADOS

STRENGTHENING OF AIRPORT SECURITY

(TC-02-03-029)

LINE OF ACTIVITY MEMORANDUM

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BASIC SOCIOECONOMIC DATA

The basic socioeconomic data for Barbados is available on the Internet at the following address:

www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata

ABBREVIATIONS

CDB	Caribbean Development Bank
FAA	Federal Aviation Administration
GAIA	Grantley Adams International Airport
GOB	Government of Barbados
ICAO	International Civil Aviation Organization
IDB	Inter American Development Bank
MIF	Multilateral Investment Fund
MT&IT	Ministry of Tourism and International Transport
NCASP	National Civil Aviation Security Program
TSA	Transportation Security Administration

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I. EXECUTIVE SUMMARY

Beneficiary:	Government of Barbados (GOB)		
Executing Agency:	Ministry of Tourism and International Transport (MT&IT)		
Target Beneficiaries:	The direct beneficiaries will be the Ministry of Tourism and International Transport, the Grantley Adams International Airport, and other relevant agencies.		
Financing:	FOMIN (Facility 1, Line of activity)	US\$455,737	
	Local:	US\$195,325	
	Total:	US\$651,062	
Execution Timetable:	Execution Period:	24 months	
	Disbursement Period:	30 months	
Objectives:	The goal of the program is to contribute to a safer and more efficient air transport sector so that the country can capture the economic benefits derived from access to world markets. The objective is to enhance and strengthen airport security in Barbados through an improved regulatory framework, the implementation of new administrative support systems, and training of security staff.		
Special Contractual Conditions:	As established in the line of activity (mif/gn-71), the following conditions are precedent to first disbursement: i) proof that a project coordinator has been appointed; ii) a letter from the Government indicating their commitment to comply with the security standards and develop comprehensive training programs. Prior to participation in training, each agency, entity or company shall sign a letter of agreement with the MT&IT clearly indicating their role and obligations within the Program including details of the counterpart contributions they will make.		
Exceptions to Bank Policies and Procedures:	None		
Environmental/Social review:	Given the nature of this operation, which targets the strengthening of airport security regulations, no adverse social or environmental effects are expected.		
Coordination with other Institutions:	None applicable.		

II. BACKGROUND AND JUSTIFICATION

A. The importance of civil aviation security to the development of private sector

- 2.1 The role of civil aviation, both the transportation of cargo and passengers, has become increasingly important to the development of all the sectors of the economy, particularly in island states such as Barbados. The transport of cargo and tourists is a pivotal part of the economy, and any interruptions would be devastating for the country, as had happened in 2001. For businesses that deal with time sensitive and perishable products that use air transport as the only means of access to high resource markets, timely operations and adequate capacity are vital. As a tourist destination, a reputation for safety and security in arriving and departing from the airport is critical for the entire tourism industry.
- 2.2 In light of the security threats faced by the international air transport industry, the International Civil Aviation Organization (ICAO) adopted new standards for airport security by strengthening Annex 17 Security Standards through the implementation of new Standards and Recommended Practices. ICAO also introduced an aviation security audit program to determine the compliance of member states. As a result, all signatory countries to the Chicago Convention, including Barbados, need to upgrade and modernize their airport security processes, systems and equipment to assure the long-term health of the air transport industry. The new Annex 17 Standards, include the development of a National Civil Aviation Security Programme (NCASP), a system of regulations, procedures and guidelines to meet the international standards, a cadre of experienced and trained inspectors to oversee the operators and the installation of equipment required to prevent criminal acts against civil aviation. These Standards apply to airlines, airports, and the air traffic systems, and all the personnel involved in the provision of aviation services. Compliance with these new Standards have important operational implications to the country's aviation sector in that unsatisfactory results can lead to reduced capacity to reach high profit markets or to interruption in operations.

B. Civil aviation and airport security in Barbados

- 2.3 The Grantley Adams International Airport (GAIA) of Barbados is located in the south end of the island and has been in operation since 1929, providing air travel to international destinations and is the main access to the other Caribbean islands of the Windward Islands. The airport consists of modern facilities with adequate air traffic control systems and has a yearly average of 43,000 aircraft movements, yearly passenger traffic in excess of 2 million and freight movement of about 33 million pounds. Currently the airport is undergoing major renovations with the construction of a new arrival terminal with increased area for immigration and customs facilities, an expanded duty free shopping area, improvements in security systems, display information, telecommunications among other renovations.

- 2.4 The GAIA - Terminal I, opened in 1979, was originally designed for peak hour traffic of seven hundred passengers and has been exceeding its design capacity with increasing frequency since the early 1990's. Cognisant of this, the Government of Barbados (GOB) in 1993 agreed that a feasibility study should be conducted on the expansion of the facilities at GAIA. The study was intended to place GOB in a better position to deliver the framework within which an Airport Authority can be efficiently and effectively established and operated without being a burden on the Central Government's Finances.
- 2.5 Resulting from the recommendations of the feasibility study, the Cabinet agreed that a company incorporated under the Companies Act of Barbados should be established to carry out the commercial transactions at the Airport. Although the company, Grantley Adams International Airport Inc., was incorporated in October 1998, the Division of International Transport continued to be responsible for the day-to-day operations of the Airport as the staffing matters were not completed. The GAIA Inc. is wholly owned by the GOB and was established to manage the commercial activities of the airport. The GAIA Inc. has within the last two years setup its management structure and commercial activities were transferred on January 16, 2006. It is envisaged that the transfer of operations to the GAIA Inc. will be completed on or before March 31, 2006. The Ministry of Tourism and International Transport (MT&IT) will continue to be the government agency with oversight responsibility for this company.
- 2.6 GAIA operates under the MT&IT. GOB as the sole shareholder of GAIA Inc., is committed to providing the finances for completion of the Airport Expansion Project. It is also the government's responsibility for ensuring that there is a secure, safe and economically viable environment in which aircrafts may operate. To this end, the Division of International Transport must ensure that GAIA Inc. always has a sufficient number of adequately trained personnel to carry out the security functions at the airport.
- 2.7 The Airport Security Service is responsible for the security aspects of the airport and access control. The Service comprises officers and guards who are employed under the Ministry, officers of contracted security firms and a highly trained cadre of officers from the Royal Barbados Police Force. The GOB had in 1997 commissioned a study to upgrade the security system at GAIA, and at about the time of the September 2001 attacks in the USA was concluding on recommendations for the design, installation, testing and commissioning of new security systems for the airfield perimeter and terminal complex at the GAIA. Installation is still being undertaken as the terminal work progresses at the airport. In addition, the airport is subject to constant inspections to ensure that all security requirements are met.
- 2.8 During the last two years, and as part of the security upgrades at GAIA, a new Integrated Security System was supplied and installed, for a total of US\$ 2.2 million. This system includes i) an Integrated Security System, ii) X-Ray Baggage Inspection Systems, and iii) Carry-On Luggage Inspection Systems. Additionally,

during the next two years, GAIA expects to purchase additional security equipment (In-bound Luggage Scanners, Mobile Bomb-Threat Scanning Equipment, and Cargo X-Ray Scanners), for a total of US\$ 700,000.

- 2.9 The heightened level of awareness of security threats has given rise to new challenges and a far more stringent and meticulous scrutiny of the security practices of aerodrome operations. The strategy for Barbados in airport security is to meet and surpass international standards to ensure the continuity of high quality air transport in the country.

C. Rationale for the Program

- 2.10 This project is prepared under the Line of Activity for Airport Security (MIF/GN-71), approved by the Donors Committee in November 2001. It is expected to produce the following benefits: (i) consolidate short term needed institutional and regulatory reforms so that participating countries can comply with the new airport security standards; (ii) minimize the economic impact on countries hard hit by the slowdown in critical economic activities such as trade and tourism; (iii) facilitate the drafting of a regulatory framework for greater investment, upgrading, and use of cutting-edge technologies in airport security; (iv) support exchanges of experiences and information on airport security in the region; and (v) improve airport security by assisting the implementation of new security procedures and training security personnel.
- 2.11 In addition to the benefits of reducing the risk of loss of human life and property, improving airport security will provide a safer environment for private investment and help minimize the economic impact on critical economic activities, such as trade and tourism, which are highly dependent on air travel.
- 2.12 The project is consistent with the Bank's strategy for Barbados, which seeks to promote an improved environment for long-term private sector led growth and development paying particular attention to: i) issues of competitiveness and productivity; ii) reform of regulatory and institutional framework affecting the economic environment; and iii) strengthening of social sector performance and environmental conditions.
- 2.13 The project will support the institutional and regulatory reforms now necessary to meet the new ICAO standards. It is expected that the results of the project will help to maintain and improve the competitive advantage of the country's tourism sector and underscore the Bank's role in maintaining and expanding the private sector activities of Barbados.

III. PROGRAM DESCRIPTION

A. Program goal and purpose

- 3.1 The goal of the project is to contribute to a safer and more efficient air transport sector so that the country can capture the economic benefits derived from access to world markets. Specific objectives are to enhance and strengthen airport security to meet international security standards and recommended practices.

B. Components

- 3.2 The project consists of three components as described below. Terms of reference have been drafted for all of the activities within each component.
- 3.3 **Component 1: Regulatory Strengthening (MIF US\$95,690; Counterpart US\$0)** Activities under this component refer to the strengthening of the regulations and procedures related to civil aviation security, and put into effect all the minimum standards established in this National Plan, to satisfy the requirements of the most recent version of Annex 17 of ICAO and the procedures and guidance set in Document 8973 Security Manual for Safeguarding Civil Aviation Against Acts of Unlawful Interference. Specific activities would include: I) Update existing airport contingency plan and airport security plans and the airport operations manual for GAIA, ii) Develop and formalize a long-term strategy for financial and operational sustainability of the security systems and mechanisms, iii) Development of a security certification program, iv) Performance assessment program, and v) Public awareness program.
- 3.4 **Component 2: Implementation of New Administrative Services (MIF US\$91,140; Counterpart US\$28,595).** This component will fund services aimed at providing an effective implementation of the procedures and programs required for the strengthening of the airport security system, facilitating an effective implementation of the airport security systems, including: i) *Airport security related equipment*. The MT&IT will purchase additional devices that are needed for the proper monitoring of the airport. This will include hand held metal detectors, operational test devices, transportable X-ray system, and modular bomb kits, and ii) *Support equipment*. The MT&IT will purchase training equipment that will allow for a more comprehensive and efficient implementation of this program. This equipment will include laptop computers, light box, computer software, ICAO Security Training Manuals and videos, sets of aviation security crisis management, and security management manuals.
- 3.5 **Component 3: Airport Security Training (MIF US\$230,907; Counterpart US\$ 66,730).** The activities under this component will implement airport security training programs and set up training programs for instructors. The courses include the following: i) Basic security training (training provided in-country: Basic and advanced airport security procedures and measures; Basic preventive airport security procedures; and Basic screening and monitoring procedures), ii)

Training of trainers (high level course in communication and presentation skills to develop a sustainable security training program), iii) Security Training Methodologies, iv) Identification and detection of bombs and other incendiary devices, v) Airport security program development and monitoring (as part of the sustainability program, train staff members to monitor and update training programs, through updated and refresher courses and training manuals), vi) Training course on incident/hostage negotiation, vii) Fire fighting and rescue drill, viii) Emergency exercises (assistance in the development of the required documents for the planning, execution and monitoring of the emergency drills), ix) Hiring a facilitator for airline security staff training, and x) Public relations and customer service training to reduce and minimize the impact of the new measures on customers.

IV. COST AND FINANCING

A. Summary cost table

Area	MIF	Counterpart	Total
Component 1 Regulatory strengthening	95,690	0	95,690
Component 2: Implementation of New Administrative Services	91,140	28,595	119,735
Component 3: Airport Security Training	230,907	66,730	297,637
Project Coordination and Administration	0	100,000	100,000
Evaluation	13,000	0	13,000
Audit	5,000	0	5,000
Contingency	20,000		20,000
TOTAL	\$455,737	\$195,325	\$651,062

B. Description and Composition of Financing

- 4.1 The total cost of the project is US\$651,062, of which \$455,737 will be financed by the MIF (70% of project total) and US\$195,325 will be counterpart funds (30% of project total). Less than 50% of the local counterpart contribution will be in-kind. A detailed budget is included at Annex II.

C. Financial and Institutional Sustainability

- 4.2 The sustainability of this project is ensured through the inclusion of a long-term financing plan for the security upgrades, the emphasis on developing a local capacity for training, as well as the strong commitment on the part of the GOB in its investment in upgrading airport security.

V. EXECUTING AGENCY AND MECHANISM

A. Executing agency

- 5.1 The MT&IT is responsible for civil aviation in Barbados and as such will be the executing agency of the project. Within this Ministry, the Director of Civil Aviation oversees the safety and security of the air transport sector. Under this project, the Director of Civil Aviation will be responsible for ensuring the implementation of all required regulatory activities through a regime of inspections, audits and training, in close collaboration with GAIA and the Airport Security Service. A Project Coordination Unit (PCU) will be established in the MT&IT for the execution of this project, which will be headed by a Project Coordinator responsible for supervising and monitoring the project.
- 5.2 As a condition prior to the first disbursement, MT&IT will hire a fully dedicated project coordinator and provide adequate administrative support staff, following IDB policies and to the satisfaction of the Bank. The project coordinator will be supported by the accounting department of the MT&IT. The project coordinator will be retained for a period of no less than 18 months through counterpart resources. The MT&IT will provide office, equipment and other required office support to the coordinator and administrative assistant.
- 5.3 The Project Coordinator will report directly to the Permanent Secretary of the MT&IT. The Project Coordinator will be responsible for: (i) supervising and monitoring the accomplishment of the activities of the project; (ii) reviewing and approving the annual plan of activities and the budget for the project, including the use of local counterpart; (iii) allocating financial resources to ensure the continuity of the project; (iv) designing and executing a public procurement process for the selection and contracting of the consulting services; (v) designing and executing a public procurement process for acquiring equipment necessary for the successful execution of the project; (vi) the day-to-day administration of the operation including the keeping of detailed records and files of all activities and purchases made; and (vii) all activities under this project will engage specialist staff of MT&IT, GAIA and other governmental agencies as required.
- 5.4 The MT&IT will be in charge of: (i) monitoring, on a day-to-day basis, the accomplishments of the aims and objectives of the project; (ii) preparing the annual plan of activities and the budget for the project, including the use of local counterpart; (iii) allocating financial resources to ensure the continuity of the project; (iv) executing a public procurement process for the selection and contracting of consultants; (v) executing a public procurement process for acquiring equipment necessary for the successful execution of the project; and (vi) designating a project coordinator.

B. Program Implementation Readiness

- 5.5 The document presented was prepared in coordination with the MT&IT and

GAIA. The Terms of Reference for the consulting services have been drafted and agreed upon.

C. Execution Period and Disbursement Schedule

- 5.6 The execution period will be 24 months and the disbursement period will not exceed 30 months.

D. Procurement

- 5.7 The procurement of goods and contracting for goods and consultant services necessary to execute the project will be in accordance with Bank policies and procedures and will be open to all developing member countries of the Bank and donor countries of the MIF.

VI. MONITORING AND EVALUATION

A. Monitoring

- 6.1 The Project Coordinator will be responsible for: (a) making all payments related to the project and keeping and maintaining proper accounting, financial and internal records, as well as filing systems and internal control systems providing details for the source and application of project funds. The institution's project record must: (i) identify funds and their sources; (ii) information on project expenditures, segregating the MIF contribution from the contribution from the other sources; and (iii) identify the goods procured and services contracted, and (c) prepare and submit to the Bank the project's final financial statements within ninety (90) days after the date of the last disbursement of the project. This statement shall be audited by a firm of independent public accountants acceptable to the Bank, based on terms of reference previously approved by the Bank. Funding for the audits has been included in the budget.
- 6.2 The MT&IT must: (a) open separate bank accounts for the administration of the MIF contribution and local counterpart funds; (b) process disbursements requested and supporting documentation justifying expenses, in accordance with the Bank's disbursement procedures.

B. Evaluation

- 6.3 Two evaluations will be performed by an international consultant specializing in airport security, selected and hired by the Bank. The first evaluation will occur when at least 50% of the total amount of the project funds has been committed. It will analyze the following items: (a) the improvement in the regulatory capacity of the MT&IT; (b) the activities carried out related to the review of airport security standards and the financial and operational sustainability of the security systems; (c) the activities related to the modification and updating of these standards and systems. This report must be delivered within two months after the

date on which the above-mentioned consultant has been hired. It should indicate any corrective measures that are needed to guarantee proper execution of the project. If corrective measures are needed this report will also include an action plan to monitor the implementation of these measures.

- 6.4 The second evaluation will be conducted when 90% of the total amount of the project funds have been disbursed, and will examine, among other things: (a) the degree to which the project's specific goals have been accomplished; (b) the manner in which the new security measures have been implemented; and (c) the number of trained personnel and training programs developed by the agency to guarantee that all critical airport security personnel have the necessary knowledge. This report must be submitted to the Bank within three months after the date on which the consultant was hired.

C. Progress and final reports

- 6.5 The MT&IT and the Project Coordinator will prepare and submit to the Bank project progress reports within 30 days after the completion of each semester and the final report within 30 days from the final disbursement. These reports will follow the standard Bank format, and will address project activities and finances, as well as results measured in terms of the indicators and benchmarks identified in the project's logical framework (Annex I).

VII. PROGRAM BENEFITS AND RISKS

A. Program benefits and developmental impact

- 7.1 This project will be financed under the LA for Airport Security (MIF/GN-71 and MIF/GN-71-1) The execution of this project is expected to produce the following benefits: (i) consolidate institutional and regulatory reforms that are needed in the short term so that Barbados can comply with all airport security standards; (ii) minimize the economic impact to tourist travel; (iii) improve the knowledge, practices, procedures and systems used in the provision of airport security; and (iv) support greater investment in the upgrading and use of cutting edge technology in airport security.

B. Target Beneficiaries

- 7.2 The direct beneficiaries will be the citizens and visitors of Barbados and civil aviation using the country's airspace. The MT&IT, GAIA, and other Government and private agencies involved in airport security will also benefit.

C. Risks

- 7.3 **Staff Turnover:** The GAIA Inc. takes over the management of the Airport by March 2006. There is the risk that the training component may be increased because of the possibility of staff turnover in the New Entity. Since GOB is the

whole owner of GAIA Inc, and the MT&IT is the agency with oversight responsibility for the company -including the verification of sufficient number of adequately trained personnel in security functions- this risk is minimized.

- 7.4 **Financial sustainability of Airport Security Programs:** There is the risk that once this high level security system have been implemented that GAIA Inc. may not have the necessary resources for further upgrade of the systems in the long run. To mitigate this risk, the MT&IT will support the implementation by GAIA Inc. of an Airport Passenger Security Levy to provide for the additional financial resources needed to maintain the system.

VIII. ENVIRONMENTAL AND SOCIAL ASPECTS

- 8.1 Given the nature of this operation, which targets the strengthening of airport security regulations, no adverse social or environmental effects are expected.

IX. SPECIAL CONTRACTUAL CONDITIONS

- 9.1 In accordance with the requirements set forth in the Line of Activity, prior to the first disbursement the executing agency must present i) the appointment of a coordinator for the project; and ii) a letter of commitment from the Government indicating their commitment to comply with the security standards resulting from the implementation of the proposed project.
- 9.2 Prior to participation in training, each agency, entity or company shall sign a letter of agreement with the MT&IT clearly indicating their role and obligations within the Program including details of the counterpart contributions they will make.

BARBADOS
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LOGICAL FRAMEWORK

Program	Indicators	Means of Verification	Assumptions
Goal			
Contribute to a safer and more efficient air transport sector so that the country can capture the economic benefits derived from access to world markets.	<p>Three years upon project completion:</p> <ul style="list-style-type: none"> There is confidence in the region's aviation systems; aviation activity continues to grow and security awareness culture instilled. Airports involved in the program are continuously approved by ICAO audits and TSA inspections. 	<ul style="list-style-type: none"> Annual statistics reports on numbers of passengers, flights, tonnage of cargo and tourist air arrivals. ICAO, TSA Audits. 	Economic indicators of the country are positive.
Purpose			
Strengthen airport security through improved regulatory framework, changes in procedures and policies, installation of required equipment and training of critical security staff.	<p>At the end of project completion:</p> <ul style="list-style-type: none"> Airports involved in the program pass ICAO audits and safety inspections. Security systems in participating airports are operationally and financially self-sustainable. Staff are confident in their tasks and detections of contraband and harmful items are ongoing. 	<ul style="list-style-type: none"> ICAO, TSA Audits Mid-term and final evaluation MT&IT Progress and Final reports. PPMRs and PCR Survey of security officer attitudes towards new regulatory regime and training 	<p>The GOB provides adequate funding of air transport security, adopts changes and ensures institutional sustainability.</p> <p>Trained officers show commitment to maintain and improve operational standards.</p>
Components			
Component 1: Regulatory Strengthening	<p>At the end of project's first year:</p> <ul style="list-style-type: none"> Review, evaluate and update the National Civil Aviation Security Programme. Initiated measures at GAIA to comply with the updated NCASP. <p>At the end of project completion:</p> <ul style="list-style-type: none"> GAIA in compliance with the updated NCASP. Airport security certification program implemented and each participating airport certified by the MT&IT certification program.. 	<ul style="list-style-type: none"> Mid-term and final evaluation MT&IT Progress and Final reports PPMRs and PCR 	GOB interest in improving airport security is maintained..
Component 2: Implementation of New Administrative Services	<ul style="list-style-type: none"> Access control system installed by 2Q 06 Training equipment installed by 3Q 06 	<ul style="list-style-type: none"> MT&IT Progress and Final reports Mid-term and final evaluation PPMRs and PCR Baseline study of the NCASP programme 	Equipment is available for purchase in a timely manner.

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Program	Indicators	Means of Verification	Assumptions
Component 3: Training	<p>At the end of project's first year:</p> <ul style="list-style-type: none"> 120 persons from MT&IT, GAIA, defence force, police, customs and immigration trained in aviation security and emergency management to meet international security guidelines 50 officers trained on detection of bombs 10 officers trained to implement the airport security training program At least 20 persons trained in incident/hostage negotiations <p>At the end of project's completion (in addition to the total people trained in the first year):</p> <ul style="list-style-type: none"> 200 persons trained in public relations and customer service 13 instructors trained in airport-security measures Emergency exercises developed and implemented Airline security program developed 	<ul style="list-style-type: none"> MT&IT Progress and Final Reports PPMR and PCR Mid-term and final evaluation Baseline study of the NCASP programme 	<p>Public perception of careers in aviation security become more favourable thus creating a ready pool for future hires.</p> <p>Trained staff continues careers in aviation security.</p>
Activities			
<p>Component 1</p> <p>1.1 Strengthen aviation security regulatory structure</p> <p>1.2 Update of comprehensive contingency plan, security plan and airport operation manuals.</p> <p>1.3 Review of short to long-term strategy of financial and operational sustainability of security systems.</p> <p>1.4 Development of security certification program</p> <p>1.5 Development of performance assessment program</p> <p>1.6 Development public awareness program</p>	<p>Total: \$95,690; MIF: \$92,058</p> <ul style="list-style-type: none"> Review, evaluate, and update the National Civil Aviation Security Programme (NCASP); Review existing security procedures and develop a security vulnerability and risk assessment program to assess their security needs.. Update the Contingency Plans. Develop a long-term financial and institutional sustainability strategy for the airport security system Develop the Country's Security Certification Program in coordination with MT&IT and GAIA Promote public awareness about the new security measures implemented 	<ul style="list-style-type: none"> Financial records of the Program Periodic audits Mid-term and final evaluation MT&IT Progress and Final reports PPMRs and PCR 	<p>Counterpart resources are available.</p> <p>Consultants are identified in a timely manner and terms of reference and financial arrangements are completed.</p>
<p>Component 2</p> <p>2.1 Purchase of computers, training aids, and other training equipment</p> <p>2.2 Purchase of minor security equipment</p> <p>2.3 Develop and implement access control system</p>	<p>Total: \$329,553 MIF:\$224,035</p> <ul style="list-style-type: none"> Equipment purchased and in use by 3Q06 Access control system developed and implemented by 2Q 06 	<ul style="list-style-type: none"> Financial records of the Program Mid-term and final evaluation MT&IT Progress and Final reports PPMRs and PCR 	<p>Equipment installed. Equipment meets operational requirements outlined in Terms of Reference.</p> <p>Counterpart resources available.</p>

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LOGICAL FRAMEWORK

Program	Indicators	Means of Verification	Assumptions
Component 3 3.1 Training in aviation security and emergency management 3.2 Training in cargo and mail security 3.3 Training of security officers in passenger profiling 3.4 Training in detection of bombs 3.5 Development of airports security training program 3.6 Training in incident/hostage negotiations 3.7 Development of training manuals and courses 3.8 Train the trainer program 3.9 Advanced aviation management for instructors 3.10 Planning and evaluating in emergency exercise on crash/rescue and hostage/incident situations 3.11 Training in public relations customer service	Total: \$151,757 MIF: \$145,907 <ul style="list-style-type: none"> Courses completed in aviation security and emergency management for 120 persons by 4Q 06 Training section completed for 5 security trainers in passenger profiling techniques by 2Q 06 Training course completed for 14 officers on detection of bombs by 2Q 06 Train 10 trainers and develop airport security training program by 2Q 06 Training courses in hostage negotiations completed by 2Q 06 A train the trainer program with an average duration of 10 working days completed for 10 persons by 3Q 06 Public relations / customer service seminars implemented 	<ul style="list-style-type: none"> Financial records of the Program Mid-term and final evaluation MT&IT Progress and Final reports PPMRs and PCR 	Counterpart resources are available. Trainers are identified in a timely manner. Security staff identified and designated for training in a timely manner. Training location identified, training equipment, consultants and trainee places are available.