

PROJECT STATUS REPORT (FINAL)

JANUARY 2011 - JUNE 2011

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Strengthening of Airport Security

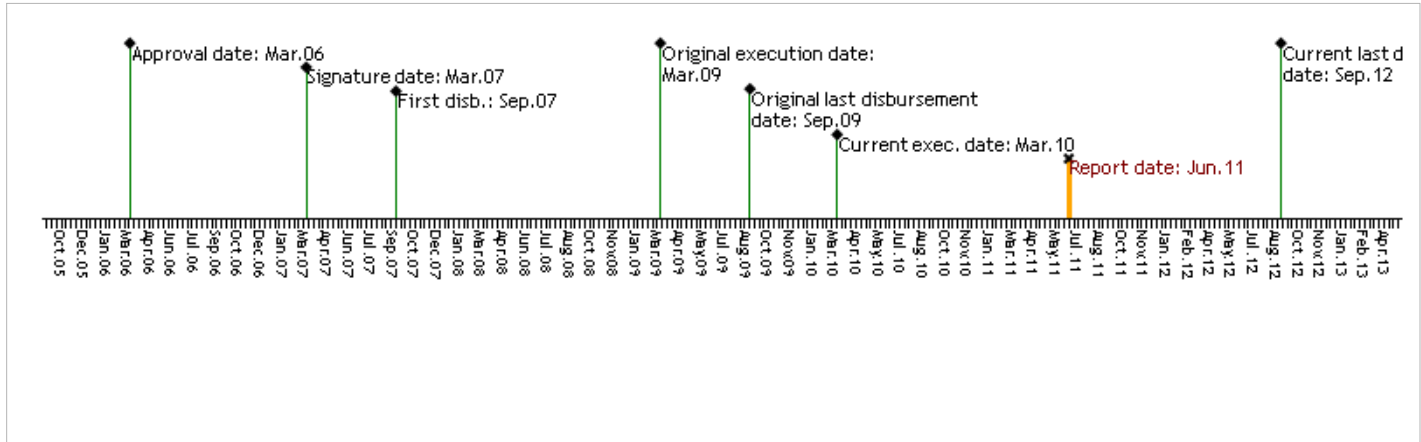
Project Number: TC0203029 - Operation Number: ATN/MT-9722-BA

Result: Strengthen airport security through improved regulatory framework, changes in procedures and policies, installation of required equipment and training of critical security staff.

Country Administrator BARBADOS	Beneficiary Country BARBADOS	Group INF - Infrastructure and Public Services	Subgroup ASEC - Airport Security
--	--	--	--

Executing Agency: MINISTRY OF TOURISM	Design Team Leader: Taddia, Alejandro
	Supervision Team Leader: Mc Nish, Brian

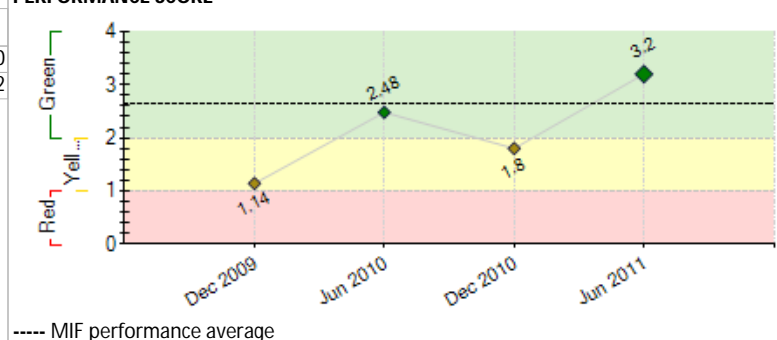
TIMELINE



FUNDS

	Approved	Cancelled	Disbursed
FOMIN	\$455,737.00	\$5,000.00	\$450,737.00
Counterpart	\$0.00	\$195,325.00	\$384,074.12

PERFORMANCE SCORE



SECTION 2: RESULTS AND ACHIEVEMENTS

Performance once project is completed

Purpose 1: Airport involved in the program pass ICAO audits and safety inspections
Result achieved was that the Grantley Adams International passed the ICAO security audit in March 2011

Purpose 2: Security system at the airport are operationally and financially self-sustainable
results achieved are as follows:

The supervisory ministry has allocated funds in its annual budget for airport security

The security system is also operationally self-sustainable as there is funding available to take care of the required needs of the equipment

Purpose 2: Staff are fully trained and confident in their tasks and detections of contraband and harmful items are ongoing.

Result achieved was that over 160 persons have been trained and they have been enabled to train other trainers.

Main activities achieved during the life of the project and products developed are as follows:

The main activity achieved was the comprehensive training programme. Products developed are the development of training manuals for a sustainable security programme.

The public relations programme was also a main activity achieved and the products developed from that programme included fliers and information pieces.

The final activity achieved was the inclusion of all staff and concessionaires at the airport to be aware of security issues.

The purchase of the IO scan machinery was a product emanating from the project and the training of appropriate personnel for its use complimented the purchase of this machinery.

Relevant Risks and Mitigation Efforts

One main risk to the project was the level of importance placed on the impact of Airport Security. This reflected itself in the number of human resources dedicated to the implementation of the project. This was mitigated by the efforts of the supervisory ministry and the project coordinator to ensure efficient and effective implementation.

Action Taken to Ensure Project Sustainability

Action was taken to ensure that the necessary budgetary support was available for the implementation of the project and also to support efforts to sustain airport security in the future.

The aforementioned train the trainers program will also ensure that knowledge on airport security will be passed on the successive generations of airport employees.

Comments from the Supervision Team Leader
--

All the major objectives of the operation were achieved. In terms of sustainability the budget has been structured to finance incremental change due to this operation and operationally a train the trainer program has been institutionalized.

Final evaluation

ATN/MT-9722-BA

Comments from the Supervision Team Leader

Agree with the Evaluators comments

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=38788071>

SECTION 3: INDICATORS

Indicators		Baseline	Planned	Achieved	Percentage
Result: Strengthen airport security through improved regulatory framework, changes in procedures and policies, installation of required equipment and training of critical security staff. Classification: Satisfactory	R.1 Airport involved in the program pass ICAO audits and safety inspections.	0	1	1	100 %
	R.2 Security system at the airport are operationally and financially self-sustainable	0	1	1	100 %
	R.3 Staff are fully trained and confident in their tasks and detections of contraband and harmful items are ongoing.	0	1	1	100 %
Component 1: Regulatory Strengthening Weight: 23% Classification: Satisfactory	C1.11 Review, evaluate and update the existing National Civil Aviation Security Programme	0	1	1	100 %
	C1.12 Initiate measures at GAIA to comply with the updated NCASP.	0	1	1	100 %
	C1.13 GAIA in compliance with the updated NCASP.	0	1	1	100 %
	C1.14 Airport security certification program implemented and each participating airport certified by MT&IT certification program.	0	1	1	100 %
	C1.15 Update the existing comprehensive contingency plan, and airport security plans for GAIA Inc.	0	1	1	100 %
	C1.16 Development and Formalization of a Long-term strategy for Financial and Operational Sustainability of the Security Systems and Mechanisms	0	1	1	100 %
	C1.17 Assist with the design and execution programme of a local public relations programme.	0	1	1	100 %
Component 2: Implementation of New Administrative Services Weight: 22% Classification: Satisfactory	C2.11 Equipment purchased and in use by mid term	0	1	1	100 %
	C2.12 Access control system developed and implemented mid term.	0	1	1	100 %
Component 3: Training Weight: 55% Classification: Satisfactory	C3.11 Courses completed in aviation security and emergency management for 50 persons.	0	50	0	90 %
	C3.12 Training course completed for officers on detection of bombs.	0	20	20	100 %
	C3.13 Train 10 trainers and develop airport security training program by mid term.	0	10	14	140 %
	C3.14 Training courses in hostage negotiations completed.	0	20	0	95 %
	C3.15 13 instructors trained in airport security measures.	0	13	14	108 %
	C3.16 Emergency exercises developed and implemented	0	1	1	100 %
	C3.17 Airline security program developed	0	1	1	100 %
	C3.18 Training of approx. 200 personnel in airport security and emergency response, from the departments of MIIT, CAD, GAIA Inc, including key staff from the BFS, non-governmental agencies, law enforcement agencies and airline employees	0	200	241	121 %

Milestones	Planned	Due Date	Achieved	Date achieved	Status
M1 Previous Conditions	1	Sep 2007	1	Sep 2007	Achieved

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Purchase difficulties

SECTION 4: RISKS

CRITICAL RISKS MANAGED DURING IMPLEMENTATION

PROJECT RISK LEVEL: Low TOTAL NUMBER OF RISKS: 2 IN EFFECT RISKS: 0 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 2

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

The probable likelihood of the project being sustainable after project completion is justified on the basis that the budget has been modified to finance the institutional changes implemented by the project thus ensuring financial sustainability and that the project successfully implemented a train the trainer program which ensures operational sustainability.

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

[None reported in this period]

Actions related to sustainability which have been implemented:

The following actions related to sustainability have been implemented:

1. A portion of the annual budget for the Grantley Adams International Airport is now assigned to airport security. This figure is approximately 30% of the entire budget.
2. Ongoing training programmes for staff of the airport have been implemented.
3. Aggressive hiring programme for airport security personnel has been implemented for placement in all areas of the airport.
4. Designated units have been established for the various security needs of the airport. These units work in collaboration with each other and with national security forces.
5. The Ministry of International Business and International Transport continues to support ongoing efforts to maintain and improve the level of security at the Grantley Adams International Airport.

[Sustainability Plan](#)

SECTION 6: KNOWLEDGE

Lessons learned

1. Project Timelines: In the design of the project MIF should take into account the country specific realities. For example in the case of Barbados because of the line of authority additional time is generally needed for decisions to be made at certain levels.
2. Skills and Qualifications of Project Coordinator: The choice of project coordinator should be handled with care as it calls for a multi skilled, multifaceted person who has the time to dedicate to the implementation of the project and the tendency to effectively implement despite challenges faced while obtaining the desired deliverables.
3. Coordination of Implementation with Government Agencies: It is important for all pertinent Government Ministries and agencies to have an understanding and appreciation of the timelines associated with the project. An example of this is the coordination with the Government Tenders Committee. It is recommended that at the country office level systems are put in place to sensitize government agencies about the needs of IDB/MIF projects.
4. The Design of the Project: It was unclear to the executing authorities that modifications could be made to the initial design of the project. The project was designed in 2001 and execution commenced in 2008 as a result of initial start-up difficulties. Modifications to the project would have assisted in it being more relevant for the current needs of the airport.
5. Coordination Unit for MIF Funded Projects: An important lesson learnt is the importance of having adequate staff to coordinate projects of this size. While having a project coordinator is extremely important, additional support staff would have positively impacted the project and assisted in a more efficient execution.

Relative to
Design

Author

Yearwood, Pauline Doreen

Implementation

Yearwood, Pauline Doreen

Design

Yearwood, Pauline Doreen

Implementation

Yearwood, Pauline Doreen

Implementation

Yearwood, Pauline Doreen

Indicate which are the main products of the project, where they can be found, and how they could be "shared" with other entities or similar projects.

The key project products can be located in IDBDOCS file for this project

Main products of the project

[No related products to display]

SECTION 7: DOCUMENTS

14/AUG/2006	Donors Memorandum	[http://www.fomin.org/file.aspx?DOCNUM=782070]
20/DEC/2006	Donors Memorandum	[http://www.fomin.org/file.aspx?DOCNUM=860919]
20/DEC/2006	Donors Memorandum	[http://www.fomin.org/file.aspx?DOCNUM=860932]
24/AUG/2011	Final Evaluation Report	[http://www.fomin.org/file.aspx?DOCNUM=36363662]
26/AUG/2011	Final Evaluation Report	[http://www.fomin.org/file.aspx?DOCNUM=36367414]
31/AUG/2011	Final Evaluation Report	[http://www.fomin.org/file.aspx?DOCNUM=36377607]
10/MAY/2014	Final Evaluation Report	[http://www.fomin.org/file.aspx?DOCNUM=38788071]

[Project profile](http://apps.fomin.org/public/psr/projectprofile.aspx?proj=TC0203029&lg=EN)<http://apps.fomin.org/public/psr/projectprofile.aspx?proj=TC0203029&lg=EN>