

# PROJECT STATUS REPORT (FINAL)

JANUARY 2011 - JUNE 2011

## SECTION 1: PROJECT SUMMARY

**PROJECT NAME:** Strengthening Airport Security in Countries of OECS

Project Number: TC0301047 - Operation Number: ATN/MT-9723-RG

**Purpose:** Enhance and strengthen airport security in the OECS country airports to meet new international aviation security standards and recommended practices.

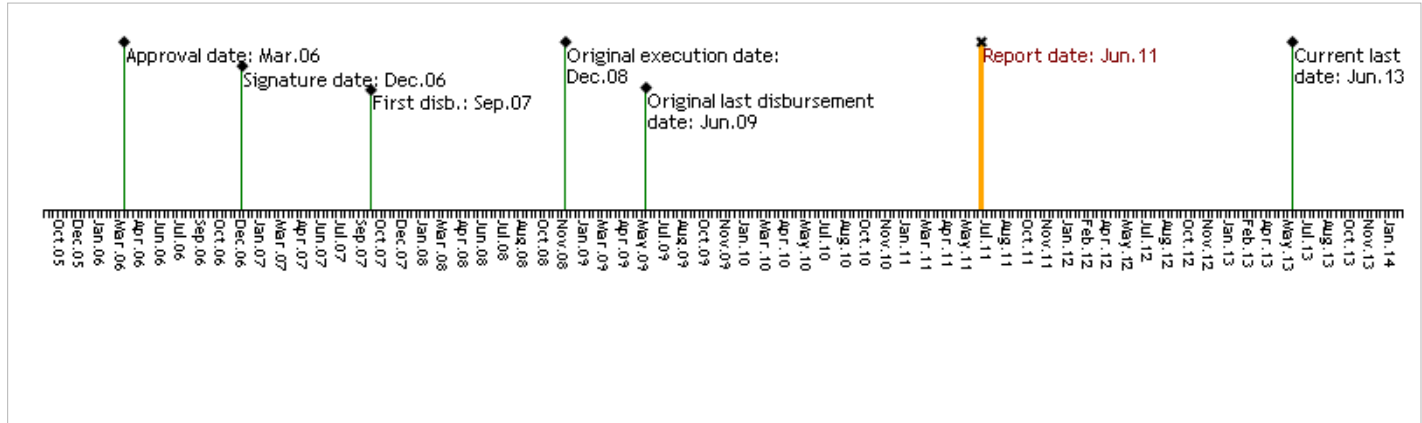
<b>Country Administrator</b> BARBADOS	<b>Beneficiary Country</b> BARBADOS	<b>Group</b> INF - Infrastructure and Public Services	<b>Subgroup</b> ASEC - Airport Security
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**Executing Agency:** CARIBBEAN DEVELOPMENT BANK

**Design Team Leader:**

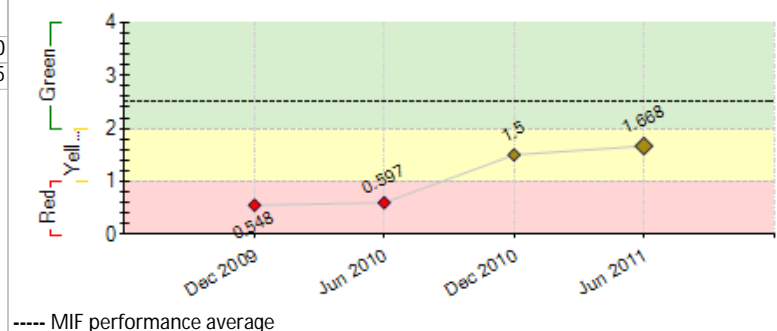
**Supervision Team Leader:** Dookiesingh, Vashlie

### TIMELINE



FUNDS	Approved	Cancelled	Disbursed
FOMIN	\$366,816.00	\$0.00	\$232,692.00
Counterpart	\$0.00	\$164,845.00	\$36,748.65

### PERFORMANCE SCORE



## SECTION 2: RESULTS AND ACHIEVEMENTS

### Performance once project is completed

Results achieved:

1. ICAO and TSA audits have been favourable with the major finding being the lack of security regulations. Little progress has been made with making ECCAA and airports financially self sustainable as such decisions have to be approved at ministerial level. Efforts to obtain approval have commenced.

The following are the main activities achieved:

The following were the most significant risks affecting the project: 1. Lack of response or delays in providing information by various states; 2. Poor quality of deliverables submitted under component one; 3. Delays by OECS states in implementing aviation security regulations; The issue of lack of response by states was mitigated by initiating direct contact with the states concerned this included travelling to one state to retrieve information. Aviation security regulations have been implemented in some OECS states. Some deliverables under component one remain not finalized, ECCAA is in discussion with the consultants to remedy this.

Action related to sustainability: 1. Train the trainer programme permits continuous security training to take place; 2. Security documents are in a form which can be updated at security requirements change; 3. Recommendations contained in Long Term Financial and Operational Sustainability report when implemented will improve these aspects of aviation security in the OECS.

- National Civil Aviation Security Programmes
- Master Airport Security Programmes, Contingency Plans, Operations Manuals, Airport Security Programmes and Quality Control Programmes.
- Long Term Financial Sustainability Study
- Airport Security Certification Programme
- Completion of all training under Component 3 of the project.

**Comments from the Supervision Team Leader**

The project results are delayed by over 12 months due to a protracted procurement process, unexpected changes in the Executing Agency staffing and complexities of working across a number of geographic and legal jurisdictions. By project close however the targeted results are expected to be achieved

**Final evaluation****Comments from the Supervision Team Leader**

the evaluation is not due until Sept 2, 2011

[Final evaluation](#)

**SECTION 3: INDICATORS**

Indicators		Baseline	Planned	Achieved	Percentage
<b>Purpose:</b> Enhance and strengthen airport security in the OECS country airports to meet new international aviation security standards and recommended practices.  <b>Classification:</b> Unsatisfactory	<b>P.11</b> The major airports within the OECS member states are approved by ICAO audits.	0	1	1	100 %
	<b>P.12</b> OECS member states receive positive results from TSA Assessments.	0	1	1	100 %
	<b>P.13</b> ECCAA/OECS countries airport security systems are operationally and financially self-sustainable	0	1	0	0 %
<b>Component 1:</b> Regulatory Strengthening  <b>Weight:</b> 36%  <b>Classification:</b> Unsatisfactory	<b>C1.11</b> Each OECS member state has adopted the updated NCASP and undertaken efforts within its major airports to comply with the NCASP and the procedures set in the Security Manual for safeguarding Civil Aviation Against Acts of Unlawful Interference	0	1	1	100 %
	<b>C1.12</b> ECCAA has implemented and initiated the region's airport security certification program	0	1	1	100 %
	<b>C1.13</b> ECCAA has initiated the implementation of the financial and operational sustainability strategy for OECS countries' airport security systems	0	1	0.5	50 %
	<b>C1.14</b> OECS major airports are certified by ECCAA	0	100	0	0 %
	<b>C1.15</b> Each OECS member state has its major airports in compliance with the updated NCASP and the procedures set in the SMSCA (document 8973).	0	1	0	0 %
	<b>C1.16</b> OECS major airports are certified by ECCAA	0	1	0	0 %
	<b>C1.17</b> Strategy for financial and operational sustainability of ECCAA / OECS countries' airport security systems implemented.	0	1	0.5	50 %
<b>Component 2:</b> New Administrative Services  <b>Weight:</b> 8%  <b>Classification:</b> Unsatisfactory	<b>C2.11</b> A fully equipped training room is established and new administrative services are implemented within ECCAA.	0	1	0	0 %
	<b>C2.12</b> ECCAA training center perceived as useful and regularly utilized by OECS member states.	0	1	0	0 %
<b>Component 3:</b> Training in Airport Security  <b>Weight:</b> 56%  <b>Classification:</b> Satisfactory	<b>C3.11</b> ECCAA personnel trained in basic AVSEC and emergency management.	0	6	6	100 %
	<b>C3.12</b> At the end of project's completion, approximately 308 officers trained in security areas.	0	308	308	100 %
	<b>C3.13</b> Officers from ECCAA / OECS major airports trained in air cargo and mail security systems.	0	30	30	100 %
	<b>C3.14</b> Officers from ECCAA / OECS airports / government agencies trained in identification and detection of bombs and other incendiary devices.	0	20	20	100 %
	<b>C3.15</b> ECCAA staff individuals trained in Airport Security Training Development and Monitoring.	0	20	20	100 %
	<b>C3.16</b> Officers trained in incident/hostage negotiation.	0	20	20	100 %
	<b>C3.17</b> Officers trained in fire fighting and rescue drills.	0	20	6	30 %
	<b>C3.18</b> Officers trained in emergency exercise for incident/hostage situations.	0	20	20	100 %
	<b>C3.19</b> Officers from member states trained in public relations/customer service.	0	20	20	100 %
	<b>C3.110</b> OECS / other government agencies' officers trained in basic AVSEC and emergency management.	0	152	152	100 %

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

- [X] Executing agency institutional capacity
- [X] Supplier/contractor performance
- [X] Bank efficiency (responde delays)
- [X] Borrower/executing agency commitments
- [X] Design of project/Components

[X] Purchase difficulties  
[X] Delays in fulfilling the contract terms

## SECTION 4: RISKS

### CRITICAL RISKS MANAGED DURING IMPLEMENTATION

1. The airport specific security programmes were of poor quality and will require extensive revision.

**Level:** Low

**Responsible:** Executing Agency, Consultants

**Status:** In effect

**Comments:** Plan submitted by consultants to be reviewed.

2. The new regulatory framework is not yet fully implemented by all of the OECS countries.

**Level:** Low

**Responsible:** Participating OECS States

**Status:** In effect

**Comments:** The ECCAA is following up to ensure that all states participating in the project enact Aviation Security Regulations. Regulations are to be presented to OECS Heads of Government on 19th May 2011. Enactment is proposed by the end of July 2011.

3. There is a risk of financial sustainability. Countries may not have the necessary resources to implement the regulations fully and press ahead with the capital investment that the plan calls for. This risk has been exacerbated by the economic crisis that has hit small Caribbean states particularly hard in 2009

**Level:** Low

**Responsible:** Project Coordinator

**Status:** In effect

**Comments:** The impact of the world financial crisis and the resultant reduction in revenue will continue to have an impact on the ability of airports to implement all recommendations of the project. It is hoped that the long-term financial sustainability plan being developed as part of this project will assist in this regard.

**PROJECT RISK LEVEL:** Low **TOTAL NUMBER OF RISKS:** 6 **IN EFFECT RISKS:** 3 **NOT IN EFFECT RISKS:** 0 **MITIGATED RISKS:** 3

## SECTION 5: SUSTAINABILITY

**Likelihood of project sustainability after project completion:** P - Probable

Once the required security systems are implemented the participating members of the ECCAA are committed to maintaining the systems and upgrading as required

### CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

*[None reported in this period]*

### Actions related to sustainability which have been implemented:

The following actions which relate to sustainability have been undertaken:

1. Twenty persons have received train-the-trainer aviation security training so as to continue training activities;
2. National Civil Aviation Programmes have been developed and are in a form which can be continuously updated;
3. Long term financial suitability study completed;
4. Aviation Security Regulations have been enacted in some states which gives legal underpinning to programmes developed under this project.

[Sustainability Plan](#)

## SECTION 6: KNOWLEDGE

### Lessons Learned

1. Certain National Coordinators appear to hold positions within their government with substantial workloads. This has prevented such persons from devoting optimal time to this project. It is recommended that for future projects of this nature that the Executing Agency give guidelines as to pool of persons who should be appointed coordinators.

2. Between the time the project was approved and actual pre-implementation the cost of intra-regional travel increased greatly. This affected the ability of some states to access training. It is recommended that in projects of this nature more training is held in individual states rather than a centralized location.

3. The contracted consultants IATA were responsible both the development of the security programmes (Component One) and delivery of training (Component 3). The training component was very well executed, however documentation delivered as part of Component One required extensive revisions.

It is recommended that consideration be given for different firms to be engaged for different Components.

**Relative to**  
Design

**Author**  
Williams, Rene

Design

Williams, Rene

Implementation

Williams, Rene

**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.**

Airport security standards and training materials produced for this project are by their nature confidential and not suitable for sharing

### Main products of the project

*[No related products to display]*

## SECTION 7: DOCUMENTS

20/DEC/2006 [Donors Memorandum](#)  
23/JAN/2007 [Donors Memorandum](#)

[<http://www5.iadb.org/mif/file.aspx?DOCNUM=861174>]  
[<http://www5.iadb.org/mif/file.aspx?DOCNUM=880602>]

[Project profile](#)

<http://www5.iadb.org/mif/apps/public/psr/projectprofile.aspx?proj=TC0301047&lg=EN>