

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

DONORS MEMORADUM

OECS COUNTRIES

STRENGTHENING AIRPORT SECURITY

(TC 03-01-04-7)

LINE OF ACTIVITY FOR THE STRENGTHENING OF AIRPORT SECURITY

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Abbreviations

CDB	Caribbean Development bank
DCA	Directorate of Civil Aviation for the Eastern Caribbean States
ECCAA	Eastern Caribbean Civil Aviation Authority
FAA	Federal Aviation Administration
ICAO	International civil aviation organization
IDB	Inter-American Development Bank
MIF	Multilateral Investment Fund
NCASP	National Civil Aviation Security Plan
TSA	Transportation Security Administration
OECS	Organization of Eastern Caribbean States

MIF DONORS MEMORANDUM

LINE OF ACTIVITY FOR STRENGTHENING AIRPORT SECURITY

(TC-03-01-04-7)

I. Executive Summary

Beneficiary and Executing Agency:	The Eastern Caribbean Civil Aviation Authority (ECCAA)		
Requester:	Caribbean Development Bank (CDB) on behalf of the ECCAA		
Target Beneficiaries	The direct beneficiaries will include the Eastern Caribbean Civil Aviation Authority, and the airports of Anguilla, Antigua and Barbuda, Dominica, Grenada, Monsterrat, St. Vincent and the Grenadines, St. Lucia and St. Kitts and Nevis.		
Financing:	MIF Technical Cooperation Facility I:	US\$366,816	
	Local Counterpart:	US\$164,845	
	Total:	US\$531,661	
Project Objective	The general objective is to contribute to a safe and efficient aviation sector so that the region can capture the economic benefits derived from access to world markets. Specifically, the objectives are to enhance and strengthen airport security in the OECS country airports to meet new international aviation security standards and recommended practices.		
Description:	The project will consist of the following components: (i) regulatory strengthening of the ECCAA and member states to comply with international standards; (ii) implementation of new administrative systems in support of the regulatory reform and training components; and (iii) training for ECCAA and OECS airport staff in specialized areas of airport security and the training of trainers.		
Execution Period:	Execution Period.	24 months	
	Disbursement Period:	30 months	
Coordination with other Official Development Finance Institutions:	The project presented has been prepared in coordination with the World Bank to ensure that the activities contemplated are complementary to the IBRD loan program to support airport and maritime security approved in 2002.		

II. Background and Justification

- A. The importance of civil aviation security to the development of the private sector in the Eastern Caribbean region**
- 2.1 With the establishment of a global economy, the role of civil aviation, both in the transportation of cargo and passengers, has become a critical component to the development of all the sectors of the economy. In particular, the transportation of cargo and tourists is key to the livelihood of many island businesses, especially small enterprises.
- 2.2 Caribbean tourism is highly dependent on air travel, both for the traditional stopover visitors, as well as for transporting cruise and yachting passengers to embarkation points. The events of September 11, and the ensuing fallout, resulted in a sharp reduction in demand for leisure travel, especially by air and particularly from the U.S. market, and recovery has been slow in general. The OECS sub-region consists of very small states, which remain very vulnerable to external shocks. In the period following September 11, stopover visitor arrivals fell between 5 and 20 percent below prior trends. Although cruise tourism, an increasingly important (but still relatively low-earning) segment of the market for the OECS countries has tended to be more robust than the stopover segment, it has nevertheless seen some impact as a result of the reduction in air travel. For the OECS countries, a recognition of security in air travel to the region is critical for their economies.
- 2.3 In light of the new threat 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 (SARPS). 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 the OECS member countries, 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 plan; 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, the air traffic systems, and all the personnel involved in the provision of aviation services. The Eastern Caribbean region as a whole includes the following international airports:

State	Name(s) of Airport(s)
Anguilla	Wallblake
Antigua and Barbuda	V. C. Bird International Airport
Dominica	Canefield Airport, Melville Hall Airport
Grenada	Point Salines International Airport
Montserrat	Geralds Heliport
St. Kitts and Nevis	Robert L. Bradshaw International Airport, Newcastle Airport
St. Lucia	George F. L. Charles Airport, Hewanorra International Airport
St. Vincent and the Grenadines	E. T. Joshua, James Mitchel, Mustique, Union, Canouan Airports

- 2.4 Further information on aircraft movements and passenger arrivals at the OECS Airports can be found in the project files. Airlines that operate in these countries include: Air Canada, American Eagle, British West Indian Airways (BWIA), Caribbean Star, and LIAT (Leeward Islands Air Transport). LIAT is the only regional airline that is partly owned by the Caribbean governments.

B. Civil aviation and airport security in the region

- 2.5 Five member states of the OECS (Antigua and Barbuda, St.Vincent and The Grenadines, St.Kitts/Nevis, St.Lucia and Grenada) are signatories to the Chicago Convention, which established the International Civil Aviation Organization (ICAO). Accordingly, they are obligated to meet the standards and recommended practices (SARPS) of ICAO's eighteen annexes. The oversight institution for civil aviation and aviation security for the Eastern Caribbean Islands is the Eastern Caribbean Civil Aviation Authority (ECCAA), which was established in 2005 through the Civil Aviation Act. The ECCAA was until recently functioning as the Directorate of Civil Aviation, an office that dates back from when a Director of Civil Aviation was appointed by the United Kingdom. Under the new Act, the ECCAA has been given greater autonomy in its safety and security oversight of civil aviation within the OECS countries, resolving an issue that has been among the deficiencies identified by previous assessments of the DCA (now ECCAA) by ICAO and the FAA.
- 2.6 The OECS countries have recognized the potential gravity of the economic damage caused by terrorism, and have already taken steps to contain the fallout and stimulate recovery. To this end, a World Bank funded Security Enhancement Project including aviation and maritime security is being implemented. The chief objective of the World Bank project was to strengthen the physical infrastructure of the ports and airports of the member states. The ECCAA (at that time the DCA) was the executing agency for the regulatory and training aspects of the World Bank project. Their segment of the project was implemented successfully.

- 2.7 However, the governments (also including Anguilla, Dominica, and Monserrat, which are not yet signatories of the Chicago Convention) recognize that further enhancements are needed, not only to safeguard the physical security of passengers while minimizing delays and inconvenience, but also to maintain and further strengthen the image of the Eastern Caribbean as a safe and trouble-free destination for tourism and business. As part of its strategy to ensure full compliance with ICAO's new security requirements, the ECCAA has employed an operations officer whose responsibility is the aviation security oversight of the OECS member states.

C. Rationale for the Program

- 2.8 This project is prepared under the Line of Activity for Airport Security (MIF/GN-71), approved by the Donors Committee in November 2001. The Line of Activity is expected to produce the following benefits: (i) consolidate institutional and regulatory reforms that are needed in the short term 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 activities such as trade and tourism; (iii) facilitate the drafting of a regulatory framework for greater investment and upgrading and the 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.
- 2.9 In addition to the obvious 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 activities, such as trade and tourism, which are highly dependent on air travel.
- 2.10 The project is consistent with the IDB's strategy for the OECS countries, which seeks to promote an improved environment for long-term private sector led growth and development paying particular attention to: (i) issues of productivity and competitiveness; (ii) reform of regulatory and institutional framework affecting the economic environment; and (iii) strengthening of social sector performance and environmental conditions. As such, the project seeks to promote a secure environment for the growth and development of civil aviation and related activities. 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 IDB's role in maintaining and expanding the private sector activities of the Eastern Caribbean states.

III. Program Description

A. Program Goal and Purpose

- 3.1 The general objective is to contribute to a safe and efficient aviation sector so that the region can capture the economic benefits derived from access to world markets. Specifically, the objectives are to enhance and strengthen airport security in the OECS country airports to meet new international aviation security standards and recommended practices.

B. Components

- 3.2 The project consists of three components as described below. Terms of reference have been prepared for all of these activities within each component. These activities complement and expand on the Airport and Maritime Security Enhancement Project, co-financed by the CDB and the World Bank and are designed specifically to address ICAO standards and recommended practices.
- 3.3 **Component 1:** Regulatory Strengthening (MIF US\$107,611; Counterpart US\$98,000) Activities under this component refer to the strengthening of the regulations and procedures required to develop a National Civil Aviation Security Plan (NCASP) for each member country, 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 the ICAO Convention and the procedures and guidance set in Document 8973 Security Manual for Safeguarding Civil Aviation Against Acts of Unlawful Interference. This includes: i) the development of NCASP for each country based on the framework developed in the CDB/World Bank's co-funded airport security project; ii) the development of a security certification program for ECCAA; iii) updating of the airport contingency and security plans; iv) the formalization of the general regulatory framework and the design of a long-term strategy and program for financial and operational sustainability of the security systems; v) the preparation of airport operations manuals for all international airports; and vi) the development of a public awareness program of new security measures and procedures.
- 3.4 **Component 2:** Implementation of new administrative services (MIF US\$23,770; Counterpart US\$20,500). This component will fund administrative services aimed at providing an effective implementation of the procedures and training programs required for the strengthening of the airport security systems in the OECS countries. This will also include the purchase of: computers, training aids and other training equipment, related minor security equipment such as modular bomb kits, for training and use by ECCAA staff, and training manuals.
- 3.5 **Component 3:** Airport Security Training (MIF US\$169,935; Counterpart US\$ 26,345). The activities under this component will fund training in such areas as general aviation security, threat analysis, hostage negotiations and crisis management, bomb identification techniques, psychological profiling, dangerous

goods and psychotropic substance detection and public relations activities. Training recipients will be selected from the OECS member countries on the basis of technical expertise. The training period will vary from two days to a week. It is expected that most of the training will be conducted in the training center at the OECS ECCAA headquarters.

IV. Cost and Financing

A. Summary Cost Table

4.1 The cost breakdown of the project is presented in the table below:

Items		MIF	Local	Total
Component 1	Regulatory Strengthening	\$107,611	\$98,000	\$205,611
Component 2	New Administrative Services	\$23,770	\$20,500	\$44,270
Component 3	Training	\$169,935	\$26,345	\$196,280
CDB Admin. and supervision fee		\$37,500		\$37,500
Project coordination	Project Coordinator and administrative assistant		\$20,000	\$20,000
Evaluation		\$13,000		\$13,000
Audit		\$5,000		\$5,000
Contingency		\$10,000		\$10,000
Total		\$366,816 (68%)	\$164,845 (32%)	\$531,661

B. Description and Composition of Financing

4.2 The total cost of the project is US\$531,661, of which \$366,816 will be financed by the MIF (68% of project total) and US\$164,845 will be counterpart funds (32% of project total). Up to 50% of the local counterpart contribution will be in-kind. A detailed budget is included in Annex 2.

C. Sustainability

4.3 One of the major components of the project is for the ECCAA of the OECS states to develop a scheme to ensure that there is the necessary funding for ongoing security responsibilities. The passage of the Civil Aviation Act in all member states will further enhance the sustainability of the project.

V. Executing Agency and Mechanism

A. The Executing Agency

- 5.1 The project will be implemented by the ECCAA as the Executing Agency. Pursuant to Article III, Section 5 (c) of the Agreement Establishing the Multilateral Investment Fund, financing in the territories of countries which are members of the Caribbean Development Bank (CDB), but not the IDB, shall be conducted in consultation and agreement with and through the CDB. In light of the target beneficiaries of this operation, and based on the above-mentioned provision, the CDB will act as the financial agent of the project. Furthermore, the CDB, in agreement with IDB has decided to appoint the ECCAA as the executing agency for this project. The CDB will also act as the supervisor of the project, with responsibility for ensuring that the activities are implemented as planned and that resources of the project are utilized for the purposes indicated in this document. In its role as financial agent and supervisor, the CDB will maintain close contact with the IDB Country Office in Barbados and the MIF Office. (The Terms of Reference for the CDB are available in the project file.)
- 5.2 The ECCAA is headquartered in Antigua. During the past several years, the ECCAA has initiated the strengthening of its institutional capacity through the employment of a number of key personnel. The accounting function has been strengthened through the employment of an additional accounts officer to provide the necessary support to the Finance and Administration Division. On a broader level and particularly cognizant of the necessity to continuously develop its human resources, the ECCAA recently employed a Human Resource Officer within the Finance and Administration Division. This officer will be required to work directly on the development of all training to be undertaken or coordinated by the ECCAA. To date, this officer has already conducted in-house training in a number of areas aimed at further strengthening the ECCAA institutional capacity. Further, a number of officers have already benefited from training undertaken in Project Management and accounting.
- 5.3 The execution unit for the project will be formed within the ECCAA and a Project Coordinator has already been appointed. All administrative procedures and contacts with the CDB and the IDB will be through the Project Coordinator.

B. Execution Mechanism

- 5.4 The ECCAA 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. The cost of the coordinator will be accepted as part of the local counterpart.

- 5.5 As mentioned in paragraph 5.1, the CDB will act as the supervisor of this project. In this role, the CDB will ensure that the activities are implemented as planned and that resources of the project are utilized for the purposes indicated in this document.
- 5.6 The Country Office in Barbados will maintain close contact with the CDB during project execution and will ensure that: (a) disbursement requests are received and processed in a timely manner; (b) extension requests, if any, are received and processed in a timely manner; (c) the progress reports are following IDB format and contain adequate information; (d) any questions regarding procurement or other procedural issues are answered.

C. Program Implementation Readiness

- 5.7 The document presented was prepared in coordination with the ECCAA, the CDB, and the World Bank. The Terms of Reference for the consulting services have been drafted, and an action plan for implementation has been prepared by the project coordinator appointed by the ECCAA.
- 5.8 The member governments of the OECS are aware of the importance of constant oversight over the threat level facing their airports and have recognized that good security is achieved by implementing thorough security plans and procedures, the use of appropriate technology, and extensive training and awareness of personnel related to this activity. As the industry implements new security measures and modifies others, targeted training is now more important than ever.
- 5.9 The ECCAA has a basic airport security plan that is adequate to the level of international air traffic that the OECS countries receive. A letter confirming their commitment is available in the project archives.

D. Period of Execution and Disbursement Schedule

- 5.7 The execution period will be 24 months and the disbursement period will not exceed 30 months.
- 5.8 The disbursement of the project will be in three tranches: the first for 40% of the MIF contribution, when the Project Agreement has been signed by all parties; the second tranche for another 40%, upon demonstrating to the Bank's satisfaction that the agreed action plan has been properly implemented; and the remaining 20%, after demonstrating to the Bank's satisfaction that the basic rules governing airport security have been assessed and modified, if necessary, and that the training project is being executed.

E. Procurement

- 5.9 The procurement of goods and contracting of consultant services necessary to execute the project will be in accordance with IDB and CDB procedures and will be open to all donor countries of the MIF. The member countries of the CDB shall also be eligible for procurement from the project.

F. Accounting and audit

- 5.10 The executing agency will be responsible for the following: (a) establishing and maintaining adequate accounting, financial and internal supervision, as well as filing systems that will specify in detail the sources and uses of project funds. The institution's project records will: (i) identify firms and their sources; (ii) contain information on project expenditures, segregating MIF contributions from those of other sources; and (iii) contain details needed to identify the goods procured and services contracted; (b) opening separate bank accounts to manage the MIF contribution and the local counterpart funds; (c) processing disbursement requests and the respective expenditure support documents, in accordance with the IDB's disbursement procedures; and (d) preparing and submitting to the IDB the project's final financial statements, audited by an independent accounting firm acceptable to the IDB.

VI. Monitoring and Evaluation

A. Monitoring

- 6.1 A Steering Committee comprising representatives from ECCAA, CDB and the IDB will monitor project execution, provide technical oversight, and advise the ECCAA as required. The project coordinator will act as the secretary of the Committee. Formal meetings of the Steering Committee will be held no less frequently than once per calendar year.
- 6.2 The ECCAA 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) contain information on project expenditures, segregating the MIF contribution from the contribution from the other sources; and (iii) identify the goods procured and services contracted. The ECCAA 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 IDB's disbursement procedures; and (c) prepare and submit to the CDB 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 IDB, based on the terms of reference previously approved by the IDB.

B. Progress and Final Reports

- 6.3 The ECCAA will prepare and submit to the CDB project progress reports within thirty (30) days after the completion of each semester and a final report to be prepared within 3 months from project completion. These reports will follow standard IDB 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. The CDB will utilize these reports to monitor the project implementation progress and to prepare a Project Completion Report within three months of the last disbursement.
- 6.4 All progress reports and the Project Completion Report will be submitted to the Country Office in Barbados at the end of project execution.

C. Evaluation

- 6.5 The evaluations will be performed by an international consultant specializing in airport security, selected and hired by the MIF Office. The first evaluation will be conducted when more than 50% of the total amount of the project funds has been disbursed or 9 months after the first disbursement, whichever occurs first. The evaluation will analyze the following items: (a) the institutional capacity of the executing agency; (b) the activities carried out related to the review of airport security standards; (c) the activities related to the modification and updating of these standards; and (d) the review of the resources applied and the use of the counterpart. The evaluation should indicate any corrective measures that are needed to guarantee proper execution of the project, and may recommend that disbursements be suspended if organizational problems arise during the project execution.
- 6.6 The second and final evaluation will be conducted three months prior to the final disbursement, 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 MIF within three months after the date on which the consultant was hired.

VII. Program Benefits and risks

A. Program Benefits and Development Impact

- 7.1 This project is expected to produce the following benefits: (i) consolidate institutional and regulatory reforms that are needed in the short term so that member countries of the OECS can comply with new airport security standards; (ii) minimize the economic impact on the OECS countries of the slowdown in tourist travel; (iii) improve the knowledge, practices, procedures and systems used in the provision of airport security throughout OECS member countries; and (iv) supporting greater

investment in the upgrading and use of cutting edge technology in airport security. The project will also have a sustainable role through the training of trainers, as well as its contribution to the exchange of experiences and information on airport security in the Eastern Caribbean region.

B. Target Beneficiaries

- 7.2 The beneficiaries will include the airports of Anguilla, Antigua and Barbuda, Dominica, Grenada, Monsterrat, St. Vincent and the Grenadines, St. Lucia and St. Kitts and Nevis.

C. Risks

- 7.3 The new regulatory framework is not yet fully implemented by all of the OECS countries. However, this risk is mitigated by the fact that Antigua, St.Vincent, St.Lucia and Grenada have already passed the Civil Aviation Act, and it is expected that the other member states will follow within the year.
- 7.5 Centralized training programs. There is a risk that the countries will opt to train and instruct only government personnel. To reduce this risk, each government is being requested, as a basic condition for individual projects, to provide a written commitment of its intention to develop comprehensive training programs.
- 7.6 Financial sustainability of airport security programs. There is a risk that once plans for security measures have been updated and a suitable regulatory framework is in place, the countries may not have the necessary resources to implement the regulations fully and press ahead with the capital investment (construction works and procurement) that the plans call for. Accordingly, the regulatory reform component provides for the design of a financially sustainable long-term airport security plan.

VIII. Environmental and Social Aspects

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

IX. Special Contractual Conditions

- 9.1 None.

ANNEX I: LOGICAL FRAMEWORK
OECS Strengthening of Airport Security (TC 03-01-04-7)

Program	Indicators ¹	Means of Verification	Assumptions
Goal			
Contribute to a safe and efficient air transport sector so that the region 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, and aviation activity continues to grow. Major airports² within OECS member states continuously approved by ICAO audits. ECCAA / OECS countries' airport security systems are self-sustainable. 	<ul style="list-style-type: none"> Annual statistics on number of passengers, number of flights and tons of cargo shipped. ICAO Audits and TSA Assessments. 	<ul style="list-style-type: none"> Macroeconomic / political stability in the region.
Purpose			
Enhance and strengthen airport security in the OECS country airports to meet new international aviation security standards and recommended practices.	<p>At project completion:</p> <ul style="list-style-type: none"> Major airports³ within each OECS member state are approved by ICAO audits. OECS member states receive positive results from TSA Assessments. ECCAA / OECS countries' airport security systems are operationally and financially self-sustainable. 	<ul style="list-style-type: none"> ICAO Audits and TSA Assessments. Mid-term and final evaluation by external consultant. ECCAA progress reports. PPMRs and PCR. 	<ul style="list-style-type: none"> The member states adopt policy assuring adequate funding of air transport security. Each OECS government's interest in improving airport security is maintained.
Components			
Component 1: Regulatory strengthening	<p>By the end of project's first year:</p> <ul style="list-style-type: none"> Each OECS member state has adopted the updated NCASP and undertaken efforts within its major airports⁴ to comply with the NCASP and the procedures set in the Security Manual for Safeguarding Civil Aviation Against Acts of Unlawful Interference (SMSCA). ECCAA has implemented and initiated the region's airport security certification program. ECCAA has initiated the implementation of the financial and operational sustainability strategy for OECS countries' airport security systems. <p>At project completion:</p> <ul style="list-style-type: none"> Each OECS member state has its major airports⁵ in compliance with the updated NCASP and the procedures set in the SMSCA (document 8973). OECS major airports⁶ are certified by ECCAA. Strategy for financial and operational sustainability of ECCAA / OECS countries' airport security systems implemented. 	<ul style="list-style-type: none"> Mid-term and final evaluation by external consultant. ECCAA progress reports. PPMRs and PCR. 	<ul style="list-style-type: none"> Each participating country adopts the new Civil Aviation Act. Each OECS government's interest in improving airport security is maintained.
Component 2: Implementation of New Administrative Services	<p>By the end of project's first year:</p> <ul style="list-style-type: none"> A fully equipped training room is established and new administrative services are implemented within ECCAA. <p>At the end of project's completion:</p> <ul style="list-style-type: none"> ECCAA training center perceived as useful and regularly utilized by OECS member states. 	<ul style="list-style-type: none"> Mid-term and final evaluation by external consultant. ECCAA progress reports. PPMRs and PCR. 	<ul style="list-style-type: none"> ECCAA institutional image is preserved / strengthened among OECS member states.

¹ The intermediate indicators were estimated based on the logical sequence of project's accomplishments. These benchmarks should therefore be further reviewed and validated with the project's executing agency. In addition, the executing agency and the project team should develop of a baseline from which the projects impact is expected to occur.

² Major airports in the region includes Wallblake (Anguilla), V.C. Bird International (Antigua and Barbuda), Canefield and Melville Hall airports (Domonica), Point Salines International (Grenada), Gerald's (Montserrat), Robert Bradshaw and Newcastle airports (St. Kitts and Nevis), George F.L. Charles and Hewanorra International airports (St. Lucia), and E.T.Joshua, James Mitchel, Mustique, Union, Canouan airports (St. Vincent and the Grenadines).

³ Idem1.

⁴ Idem 1.

⁵ Idem 1.

⁶ Idem 1.

Program	Indicators ¹	Means of Verification	Assumptions
Component 3. Training in Airport Security	<p>By the end of project's first year, at least 50% of the total estimated officers to be trained through this component should be trained. At the end of project's completion, approximately 308 officers should be trained in the security areas specified below.</p> <ul style="list-style-type: none"> • 6 ECCAA personnel and 152 OECS / other government agencies' officers trained in basic AVSEC and emergency management. • 30 Officers from ECCAA / OECS major airports trained in air cargo and mail security systems. • 20 Officers from ECCAA / OECS airports / government agencies trained in identification and detection of bombs and other incendiary devices. • 20 ECCAA staff trained in Airport Security Training Development and Monitoring. • 20 Officers trained in incident/hostage negotiation. • 20 Officers trained in fire fighting and rescue drills. • 20 Officers trained in emergency exercise for incident/hostage situations. • 20 Officers from member states trained in public relations/customer service. 	<ul style="list-style-type: none"> • Mid-term and final evaluation by external consultant. • ECCAA progress reports. • PPMRs and PCR. 	<ul style="list-style-type: none"> • Participating countries make airport security officers available for training in a timely manner.
Activities			
<u>Component 1</u> 1.1 Develop NCASP for each OECS Country 1.2 Prepare master documents for manuals and plans 1.3 Develop/update airport contingent plans, security plans, operation manual and other documents 1.4 Train staff at oversight agency in each country. 1.5 Develop strategy for financial and operational sustainability of the security systems 1.6 Develop security certification program 1.7 Public awareness efforts	<p>MIF US\$107,611 ECCAA US\$ 98,000</p> <ul style="list-style-type: none"> • National Civil Aviation Security Plan (NCASP) developed for each OECS state according to the requirements of the most recent version of Annex 17 of the ICAO convention.. • Master documents for airport Manuals and Plans developed; • Airport Operations Manuals, Contingency Plans, Security Plans and other necessary documents developed for each OECS member state. • Staff trained at oversight agencies in each OECS country. • Strategy for financial and operational sustainability of ECCAA / OECS countries' security systems developed. • ECCAA. new security certification program developed, including at least 4 ECCAA staff trained in the procedures / certification process requirements. 	<ul style="list-style-type: none"> • Financial/accounting records of the Program. (ECCAA) • Final audited financial statement . • Mid-term and final evaluation by external consultant. • ECCAA progress reports. • PPMRs and PCR. 	<ul style="list-style-type: none"> • Counterparts funds are available. • Consultants are identified in a timely manner.
<u>Component 2</u> 2.1 Purchase of computers, training aids, copier and other training equipment 2.2 Purchase of minor security equipment 2.3 Purchase of training manuals and videos	<p>MIF US\$23,770 ECCAA US\$20,500</p> <ul style="list-style-type: none"> • Equipment (refer to project's budget) is purchased and installed at ECCAA. • Security equipment for training is available at ECCAA. • Teaching library equipped with the ICAO manual and crisis management program is established at the ECCAA. 	<ul style="list-style-type: none"> • Financial/accounting records of the Program (ECCAA) • Final audited financial statement . • Mid-term and final evaluation by external consultant. • ECCAA progress reports. • PPMRs and PCR. 	<ul style="list-style-type: none"> • Equipment is available for purchase in a timely manner. • Counterparts funds are available.
<u>Component 3</u> Training in: 3.1 Basic aviation security 3.2 Air cargo and mail security 3.3 Identification and detection of incendiary devices 3.4 Training of trainers 3.5 Incident/hostage negotiation 3.6 Fire fighting and rescue 3.7 Emergency exercise on incident/hostage situations 3.8 Customer relations in airport security	<p>MIF US\$169,935 ECCAA US\$ 26,345</p> <ul style="list-style-type: none"> • 8 courses concluded on basic aviation security and emergency management (1 course in Antigua and the others distributed among the rest 7 OECS countries). • Two-day course concluded on air cargo and mail security systems. • Three-day course concluded on identification and detection of bombs and other incendiary devices. • Seven-day training concluded and training materials developed on Airport Security Program Training Development and Monitoring. • Five day course concluded on incident/hostage negotiation. • Manuals developed and course concluded on fire fighting and rescue drills. • Manuals developed and course concluded on emergency exercise for incident/hostage situations. • Training concluded on public relations/customer service. 	<ul style="list-style-type: none"> • Financial/accounting records of the Program. (ECCAA) • Final audited financial statement . • Mid-term and final evaluation by external consultant. • ECCAA progress reports. • PPMRs and PCR. 	<ul style="list-style-type: none"> • Counterparts funds are available. • Trainers/consultants are identified in a timely manner.

OECS Airport Security Project Detailed Budget

Annex II

Specific Tasks	Cost Details	Cost Breakdown		Total Cost	MIF	ECCAA		
		Soft	Equip.			Cash	In-kind	total
Component 1: Regulatory Strengthening		\$204,611	\$0	\$205,611	\$107,611	\$72,800	\$25,200	\$98,000
a) Develop NCASP for each OECS Member country	20 days of consultant@800+\$1200 Travel in Islands+\$750 travel to Antigua+20*233 perdiem+1000 incidentals+\$2000 office space and admin	\$25,610		\$25,610	\$22,610		\$3,000	\$3,000
b) Prepare Master Documents for Airport Manuals and Plans	10 consultant days@800+10 perdiem in Antigua@\$233+300 incidentals+\$1000 office space + admin	\$11,630		\$11,630	\$10,330		\$1,300	\$1,300
c) Develop and Update as necessary airport contingency plans, airport security plans, and other airport documents	30 consultant days@800+30*233 perdiem + 1000 incidentals+850 travel+\$2000 office and admin	\$34,840		\$34,840	\$31,840		\$3,000	\$3,000
d) Strengthening of security regulatory structure	1 five day courses for 6 persons in country. Cost per 5 days of trainer @ \$ 800/day + 850 trip+1 instructor*7 perdiem days @\$233+ \$500 course materials+\$1000 preparation time+ 5 days @ \$250 training facility +7*5*\$15.00 meals and coffee + \$ 200 incidentals + Cost of Security Officers Unit \$65,800 + \$14,000 admin	\$89,756		\$89,756	\$9,956	\$65,800	\$14,000	\$79,800
e) Develop strategy for financial and operational sustainability of the security systems and mechanisms	10 Consultant days @\$800+10 day perdiem @233+500 publishing+300 incidentals+ 850 trip+\$1000 office space and admin	\$12,980		\$12,980	\$11,680		\$1,300	\$1,300
f) Development of security certification program for the ECCAA	15 Consultant days @\$800+ 2 Trip @850+15 days perdiem @233+600 incidentals+1000 publishing+\$1000 office space and admin	\$19,795		\$19,795	\$17,195		\$2,600	\$2,600
g) Public awareness program	10 Local Consultant days @\$650+ 2000 materials+500 incidentals+1000 office space + admin	\$10,000		\$10,000	\$4,000	\$7,000		\$7,000
Component 2: Administrative Services		\$13,000	\$31,270	\$44,270	\$23,770	\$20,500	\$0	\$20,500
a) Purchase of computers, training aids, copier and other training equipment for ECCAA	1 laptop @ \$2,000 + 2 Workstations@\$1,500+ 1 VCR/DVD systems @ \$250+ 1 Flat Screen @\$8,000+ 1 Link System@\$1,500+3 MS Office Standard Ed. @ \$500+1 Presentation Software @ \$500+800 UPS+ high speed and volume copier \$12,000	\$2,000	\$27,550	\$29,550	\$16,050	\$13,500		\$13,500
b) Purchase of related security equipment for ECCAA	2 hand held metal detectors @ \$300+ 1 digital camera @ \$500+ 2 Operations Test Kits @ \$60+ 2 modular bomb kits @ \$500+ 2 night binoculars @\$750		\$3,720	\$3,720	\$3,720			\$0
c) Training manuals and videos	2 ICAO Training Manual Package @\$2,000+ 2 Security training programs @ \$2,500+ 2 Crisis Management programs @ \$1000	\$11,000		\$11,000	\$4,000	\$7,000		\$7,000
Component 3: Training		\$196,280	\$0	\$196,280	\$169,935	\$17,595	\$8,750	\$26,345
a) Train approximately 6 persons from ECCAA and 152 OECS and other government agencies on basic aviation security and emergency management. A total of 8 courses, 1 in Antigua rest in each country.	Two day course for all 160 persons in groups of 20 people per course for a total of 8 courses. Cost per 2 days of trainer @ \$ 800/day +1 instructor*3 perdiem days @233/day+ \$ 500 incidentals+ 1 trips@850+1200 Islands Travel+\$500 preparation, ECCAA/OECS to pay *(2days @ \$250 training facility + 22*2*\$15.00 meals and coffee)	\$38,222		\$38,222	\$24,942	\$9,280	\$4,000	\$13,280
b) Train approximately 30 persons from the ECCAA and OECS airports on air cargo and mail security systems	1 two day course with one trainer. Cost per 2 days of trainer @ \$ 800/day + 850 trip*1+ 1 instructor for 3 days@233+ \$500 course materials+\$1000 preparation time+ 2 days @ \$250 training facility + 31*2*\$15.00 meals and coffee+ \$ 500 incidentals+ 22 OECS* (250 trip +2*233 perdiem +50 incidentals)	\$23,431		\$23,431	\$21,501	\$1,430	\$500	\$1,930
c)Train approximately 20 persons from ECCAA, OECS airports and key members of related government agencies in the identification and detection of bombs and other incendiary devices including the handling of threats and incidents	1 three day course with one trainer. Cost per 3 days of trainer @ \$ 800/day + 850 trip*1+ 1 instructor*5 perdiem days@233+ \$1000 course materials+\$1000 preparation time+\$500 incidentals+ 3 days @ \$250 training facility + 21*3*\$15.00 meals and coffee+16*(250+4*233+50)	\$28,322		\$28,322	\$26,127	\$1,445	\$750	\$2,195
d)Train 20 ECCAA staff in Airport Security Program Training development and Monitoring	1 consultant for 7 days to assist in organizing, proofing and training of staff for the preparation of training manuals and courses @\$800/day + 9 days perdiem @233 + 500 incidentals. 2 days @ \$250 training facility +21*2*15 meals and coffee+12*(trip@250+2 days per diem @ 233+50). It is assumed consultant will be the same as one providing training to ECCAA staff.	\$18,519		\$18,519	\$16,889	\$1,130	\$500	\$1,630
e) Training course to 20 persons on incident/hostage negotiation	1 five day course with one trainer. Cost per 5 day in country course 5 days of trainers @ \$ 800/day + 850 trip*1+ 1 instructor for 7 days@233+ \$500 course materials+\$1000 preparation time+ 5 days @ \$250 training facility + 21*5*\$15.00 meals and coffee + \$ 500 incidentals+ 14 OECS(250 trip + 5*233+50 incidentals)	\$31,816		\$31,816	\$28,491	\$2,075	\$1,250	\$3,325
f) Development of manuals and Training course to 20 persons on Fire Fighting and rescue drills	1 consultant @ \$800/day for six days+ 1 trips @\$850+ 8 days perdiem *1 @233+\$400 preparation and reports + 500 incidentals+250 room+16 OECS (250 trip+1 per diem@233)+21*15 refreshments	\$16,692		\$16,692	\$15,627	\$815	\$250	\$1,065
g) Development of manuals and Training course to 20 persons on emergency exercise on hostage/incident situations	1 consultant @ \$800/day for six days+ 1 trips @\$850+ 8 days perdiem *1 @233+\$400 preparation and reports + 500 incidentals+250 room+16 OECS (250 trip+1 per diem@233)+21*15 refreshments	\$16,707		\$16,707	\$15,642	\$815	\$250	\$1,065
h) Facilitator for training public relations/customer service for 20 persons	10 days local consultant @ \$650/day+ \$1,500 materials and \$500 incidentals +\$1000 office space and admin support+ ECCAA to pay for (2 days@ \$250 training Facility+ 21@\$15 meals)+16 OECS*(250 trip+2*233 perdiem+50 incidentals)	\$22,571		\$22,571	\$20,716	\$605	\$1,250	\$1,855

CDB Administration and Supervision Fee				\$37,500	\$37,500			
Project Coordination				\$20,000		\$20,000		\$20,000
Evaluation Costs		\$13,000		\$13,000	\$13,000			
Audit Costs		\$5,000		\$5,000	\$5,000			
Contingency		\$10,000		\$10,000	\$10,000			
Total		\$441,891	\$31,270	\$531,661	\$366,816	\$130,895	\$33,950	\$164,845

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK
MULTILATERAL INVESTMENT FUND

PROPOSED RESOLUTION MIF/DE-___/05

Regional. Nonreimbursable Technical Cooperation ATN/MT-____-RG
Strengthening Airport Security

The Donors Committee of the Multilateral Investment Fund

RESOLVES:

1. That the President of the Inter-American Development Bank or such representative as he shall designate is authorized, in the name and on behalf of the Bank, as Administrator of the Multilateral Investment Fund, to enter into such agreements as may be necessary with The Eastern Caribbean Civil Aviation Authority (ECCAA), and to take such additional measures as may be pertinent for the execution of the project proposal contained in document MIF/AT-___ with respect to technical cooperation for strengthening airport security.
2. That up to the amount of US\$366,816, or its equivalent in other convertible currencies, shall be authorized for the purpose of this resolution, chargeable to the resources of the Line of Activity for the Strengthening of Airport Security of the Technical Cooperation Facility of the Multilateral Investment Fund.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.

LEGIII/RG-649417-05
TC-03-01-04-7