

INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE)

MEETING OF EXPERTS TO EVALUATE THE
RESULTS OF THE PILOT PROJECT ON SECURITY
OF TOURISM AND RECREATIONAL FACILITIES
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**REPORT ON THE PILOT PROJECT ON THE
SECURITY OF TOURISM AND RECREATIONAL FACILITIES**

(Prepared by the Secretariat of the Inter-American Committee against Terrorism)

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Executive Summary

In 2005 the CICTE Member States adopted the “Declaration of Port-of-Spain on Strengthening Cooperation on Strategies to Sustain and Advance the Hemispheric Fight against Terrorism” in which they stated their “... commitment to intensify efforts to disrupt the capacity of terrorist networks to threaten the ability of individuals to travel and move safely between and recreate in Member States, by strengthening the coordination and provision of technical assistance ... related to tourist and recreational facilities.”

Consequently the Secretariat, through a series of consultations with industry stakeholders, developed a Pilot Project to respond to this commitment. In selection of the project participants, the Secretariat used the opportunity of the Pilot Project to give support to Member States in the Caribbean sub-region who were initiating overall preparations for the Cricket World Cup 2007. As such, the project had a dual purpose: to test the concept and applicability of specialized tourism and recreational facility security training; and to provide technical assistance and build the capacity of Member States who were preparing a major event.

The project had three target groups: Front Line Security Officers (Level I), Security Supervisors (Level II) and Security Managers (Level III). A training course was designed for each group covering the fundamentals of: understanding security in the tourism industry, threat analysis, communication, health and safety, emergency management, and facility security.

The Pilot Project was conducted in two phases: six training courses were conducted for a total of 246 private and public security officers. One course targeted Front-Line Security Officers (Level I), three courses focused on Security Supervisors (Level II), and one course focused on the strategic and policy level of security management (Level III). In addition to these, the Secretariat provided an advanced training course in Security Surveys and Risk Assessment to complement this training.

Feedback from participants and independent observers from the public and private sectors underscored the positive impact of the project and the need for more of this type of specialized training.

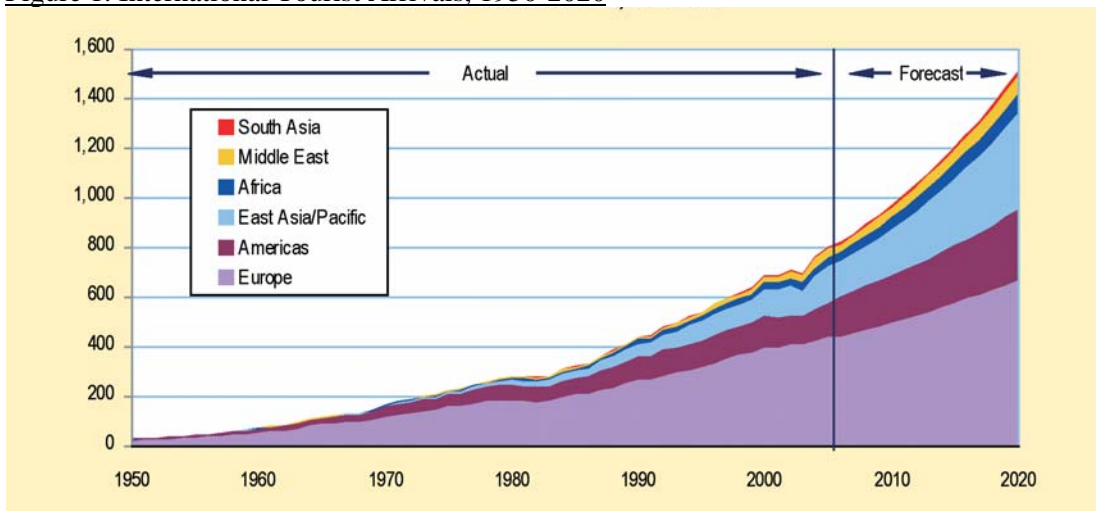
The lessons learned from this feedback together with the Secretariat’s evaluation have indicated how this kind of training could be enhanced. In any future training in this field, the Secretariat will include a pre-training evaluation component to determine the specific realities and needs of different countries and sub-regions. The Secretariat will also continue to consult with experts in the United Nations and individual countries and promote international cooperation in this important area.

REPORT ON THE PILOT PROJECT ON THE SECURITY OF TOURISM AND RECREATIONAL FACILITIES

1.0 Introduction

- 1.1. In 2006, according to the World Tourism Organization (WTO), there were over 846 million international tourist arrivals worldwide and the Americas had 16% of the market share. This percentage represents receipts of approximately 154 billion USD and therefore an increasingly significant economic factor for many countries.
- 1.2. Estimates for the Americas point to an increasing number of tourist arrivals across the board, with some sub-regions outperforming others in growth rate. For example, according to WTO Tourism Highlights 2007, the Central American sub-region increased the most: an overall average 11% increase, with some reporting double digit increases--El Salvador (+17%), Guatemala (+14%), Honduras (+10%), and Panama (+20%).
- 1.3. This growth trend in tourism activity is expected to continue in the coming years, with worldwide international tourist arrivals expected to reach 1.2 billion by 2020*.

Figure 1. International Tourist Arrivals, 1950-2020



- 1.4. Because of the heavy concentration of people in open places, high levels of employment, and economic importance, tourist facilities are usually identified by security officials as “soft targets”--vulnerable to a wide variety of security threats from common crime to terrorist attacks.
- 1.5. The terms “vulnerable targets” or “soft targets” usually refer to areas where people live or congregate, including tourist facilities such as hotels, resorts, athletic venues, cruise ships, and tour buses. The high visibility of these targets represents an attractive opportunity for criminal or terrorist elements seeking to inflict serious economic and political impact by attacking them.

* UNWTO's Tourism 2020 Vision forecasts.

Major events, such as athletic events, which attract a large amount of people, offer the concentrated attention of major and often international media networks.

- 1.6. The negative domestic impact and international repercussions of the events of September 11, 2001, on the United States were felt by every country where tourism and recreational services play a significant role in economic and social life, but especially in the Caribbean which is heavily dependent on tourism. The effect of a similar occurrence on the home soil of any such tourism-dependent country or region could easily be expected to be even more disastrous. This expectation certainly proved to be valid in South East Asia after the Bali bombings in 2002.
- 1.7. Internationally, there have been recent initiatives to address some of these security concerns. The United Nations Interregional Crime and Justice Research Institute (UNICRI) has designed the International Permanent Observatory (IPO) to identify for security planners a range of technical tools, services, and service providers worldwide and to help them plan and organize security for major events. Counter-terrorism strategies are at the heart of the IPO program and include information sharing, risk assessments, security management, and capacity building. UNICRI has asked the Secretariat to participate in its meetings since December 2006 and to share its experiences from the Pilot Project.
- 1.8. Since adoption of the United Nations Counter Terrorism Global strategy in September 2006, a Working Group of the Counter Terrorism Implementation Task Force (CTITF) has focused on Protection of Vulnerable Targets. One of its recent conclusions is that more focus is needed on vulnerable targets in crowded spaces, such as tourist facilities, historical locations and recreational venues. The Secretariat has been invited by the CTITF to participate in the Working Group on Protection on Vulnerable Targets due to the work in the Pilot Project.

2.0 Background

- 2.1. The terrorist attacks in recent years at hotels, restaurants and similar tourist facilities, especially in the Middle East and south East Asia, prompted CICTE's concerns about the capacity and preparedness of tourist and recreational facilities in the Americas to deter, prevent, and recover from similar terrorist action. Initial research identified several potential weaknesses in the security systems, infrastructure and training in the tourism and recreational services sector.
- 2.2. In February 2005, the CICTE Member States adopted the "Declaration of Port-of-Spain on Strengthening Cooperation on Strategies to Sustain and Advance the Hemispheric Fight against Terrorism" in which they stated their "... commitment to intensify efforts to disrupt the capacity of terrorist networks to threaten the ability of individuals to travel and move safely between and recreate in Member States, by strengthening the coordination and provision of technical assistance, when requested, in the establishment and implementation of and compliance with security standards and practices, including those related to tourist and recreational facilities." Consequently, the Secretariat developed a Pilot Project of technical assistance and capacity-building for member states of the Caribbean in preparation for the Cricket World Cup 2007 to strengthen the security of their tourism and recreational facilities.
- 2.3. In the "Declaration of San Carlos on Hemispheric Cooperation for Comprehensive Action to Fight Terrorism," approved at the Sixth Regular Session of CICTE in March 2006, the Member

States declared “their commitment to initiate the development of security standards and practices related to tourism and recreational facilities in compliance with resolution AG/RES. 2137 (XXXV-O/05), through the implementation of a Pilot Project for the Security of Tourism and Recreational Facilities, involving six member states of the Caribbean in preparation for the Cricket World Cup 2007....”

- 2.4. Also at CICTE VI, the Member States adopted Resolution CICTE/RES. 1/06 in which they resolved “To convene a meeting of experts, to be held within the framework of the OAS, to evaluate the results of the said Pilot Project and to further assess the requirements for the security of tourism and recreational facilities in the Hemisphere, as established in paragraph 4.b of the Declaration of San Carlos....” Accordingly, the Meeting of Experts has been convened for March 4, 2008, at OAS Headquarters.

3.0 Methodology

- 3.1. Following adoption of AG/RES. 2137 (XXXV-O/05), two preliminary consultative meetings were held in an effort to investigate and determine the structure and content of the ITRS program and subsequently to develop Draft Guidelines and Requirements for implementation of the Pilot Project. These meetings were held in Port-of-Spain, Trinidad and Tobago, January 26th and 27th, 2006, and in Bridgetown, Barbados, March 1st, 2006.
- 3.2. The consultative meetings were attended by experts from both the private and public sector representing Tourism Industry stakeholders in the English-speaking Caribbean. The perspectives of security providers, government agencies, customers and other stakeholders in the Industry were carefully considered during these meetings.
- 3.3. The outcomes of these meetings assisted the Secretariat in refining certain key aspects of the Pilot Project to suit the realities and needs of the CARICOM sub-region. Specifically, the Secretariat was able to develop generic program objectives and principal program elements, yet achieve sufficient specificity with respect to eligible facilities and events and a training module that was relevant to the scale and scope of tourist activity in the participating Member States.
- 3.4. Eligible Facilities and events: The following facilities and events were deemed to be within the scope of the Pilot Project.
- 3.4.1. Access provision facilities (e.g. call centers, tour buses, river boats, etc.)
 - 3.4.2. Accommodation facilities
 - 3.4.3. Tourist Attractions
 - 3.4.4. Sporting facilities
 - 3.4.5. Large-scale events (e.g. sporting, music and cultural events)
- 3.5. Training Modules: Based on the outcome of discussion at the Consultative Meetings, three training modules were developed for implementation during the Pilot Project:
- 3.5.1. Level I/Basic – Security Officers - Training objective is to help develop the individual skills and knowledge applicable to tourism security

- 3.5.2. Level II/Advanced – Security Supervisors/ Middle Management - Training objective is to develop the supervisory skills in order to help direct the efforts of the Security Officers and to improve personal technical skills
- 3.5.3. Level III/Executive or Strategic – Security Managers - Training objective is to enhance their policy development capabilities and crisis management skills with focus on inter-agency cooperation and coordination
- 3.6. The curriculum covered the following training areas[†]:
 - 3.6.1. Threat Analysis (terrorism, natural disasters etc)
 - 3.6.2. Communication and conflict resolution
 - 3.6.3. Relationship Building (customer service, law enforcement liaison)
 - 3.6.4. Access Control
 - 3.6.5. Emergency Response
 - 3.6.6. First Aid
 - 3.6.7. Health and Safety
 - 3.6.8. Hotel Security
 - 3.6.9. Prevention mechanisms
 - 3.6.10. Tourism oriented policing services (TOPS Training)
 - 3.6.11. Profiling
 - 3.6.12. Crisis Management
- 3.7. Using the parameters outlined above, the CICTE Secretariat issued invitations to contractors to provide proposals to further develop the curriculum and to provide training. Three five-day programs were developed. Of the contractors short-listed, three were selected to provide training for the Pilot Project in order to assess their capabilities.

4.0 Activities[‡]

4.1. Phase I: Training at Levels I, II, and III

- 4.1.1.1. In Phase I of the Pilot Project, the Secretariat conducted three training courses, one for each Level of participant. A total of 119 law enforcement and security officers were trained.

4.2. Phase II: Training at Level II and in Security Surveys and Risk Assessment

- 4.2.1.1. As a result of the perceived success of Phase I and the need to further increase the security capacity of the Caribbean countries hosting the International Cricket Council-Cricket World Cup (ICC-CWC) matches, the Secretariat provided additional training to 84 law enforcement and security officers from the nine OAS Members States hosting the ICC-CWC matches. This second phase of the Pilot Project took place from December 2006 to February 2007 and targeted those persons who would be both directly and indirectly involved in the security arrangements for the ICC-CWC matches, as well as for other venues and facilities which were expected to

[†] Annex I outlines the training objectives for each module as it relates to the curriculum outlined above.

[‡] Annex II tabulates details of the training activities for Phase I and II of the Pilot Project.

receive a high volume of visitors during the games; e.g., cruise ship terminals, craft markets and popular hotels.

4.2.1.2. This phase of the Pilot Project focused on Level II training for an additional 91 law enforcement and security officers. The Secretariat felt that training at this level would produce the greatest impact, given the preliminary result from Phase I of the project.

4.2.1.3. In January 2007, a more advanced element was added to the training, focusing on the techniques of conducting security surveys and risk assessments. This training was provided by the Defense Threat Reduction Agency (DTRA) of the United States for 36 security and law enforcement personnel in all nine CWC countries. This advanced training added significant value since the participants put their knowledge to immediate use in final preparations for the CWC competition.

4.2.1.4. The Security Surveys and Risk Assessment training course also provided a mechanism for evaluating the level of security arrangements at various venues and facilities. Participants were given the tools to conduct comprehensive assessment and recommend security enhancements for safety and security improvement of any type of facility.

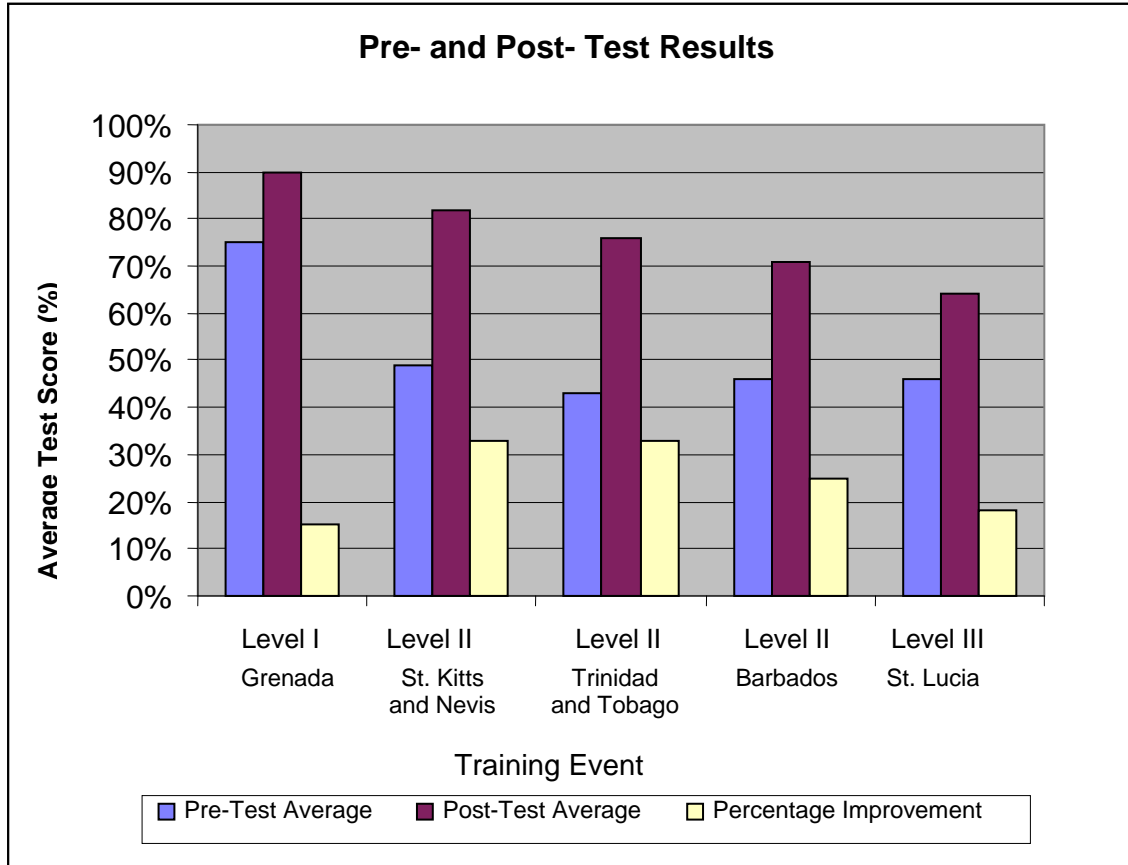
4.3. A total of 246 private and public sector security officers were trained during the Pilot Project.

5.0 Pilot Project Results

5.1. The Pilot Project provided a mechanism to evaluate training techniques, refine the training concept and assess the service providers.

5.2. Two types of analysis were undertaken to evaluate the training. The first was **quantitative**: an examination was administered before and after each course to measure the direct impact of the training. The results of these tests are given in Figure 2 below. The test results demonstrate the increased knowledge of the participants. Closer examination reveals that the participants who received the Level II Security Supervisor training showed the greatest overall improvement in knowledge. These results suggest that the greatest gaps in expertise and skill may exist in this target group and should be further addressed in subsequent training.

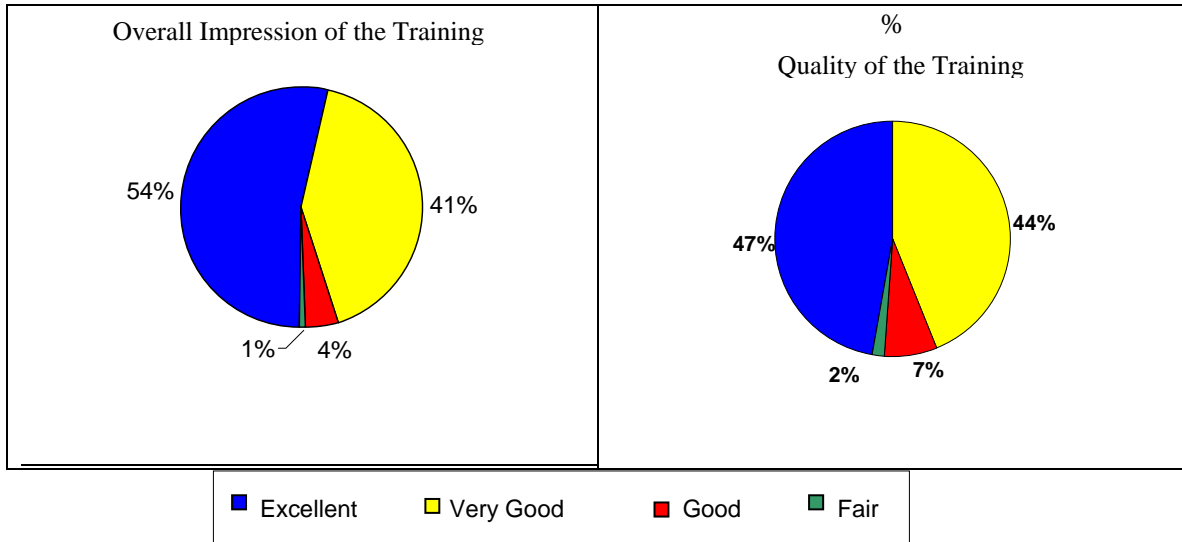
Figure 2. Pre- and Post- Test Results



5.3. The second means of evaluation was **qualitative** through the use of questionnaires following the training. These were designed to gather information from the participants on their opinions of the training. The questionnaire was designed to obtain participants' overall impression of the quality and relevance of the training; their assessment about the performance of the various instructors contracted to provide the training; and their suggestions for improvement of the courses. One hundred and eighty-two participants (74%) responded to the survey.

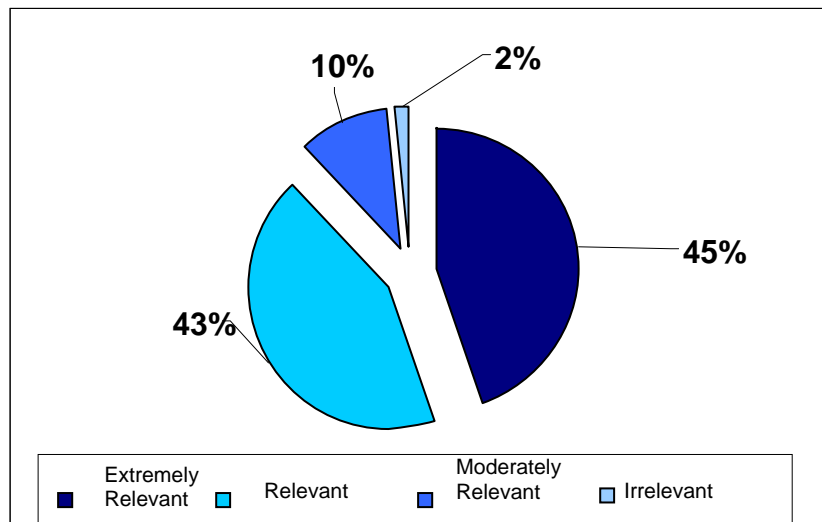
5.4. When asked about the overall impression of the training, 54% of those surveyed rated the program as "excellent" with 41% rating it as "very good." None of the participants deemed the program as "poor." On the quality of the training, the results were similar: 47% gave an "excellent" rating and 44% "very good." Again, none of the participants gave a "poor" rating and only 2 % responded that they considered the training to be "fair/average" in quality. Thus, overall, the training was found to be above average in quality. Figure 3 shows these statistics diagrammatically.

Figure 3. Overall Impression and quality of the training



5.5. Participants were also asked to rate the relevance of the training to their everyday duties and responsibilities. Here again, the response was positive, with 45% rating the training as “*extremely relevant*” and 43% as “*relevant*.” The remaining 12% was divided between “*moderately relevant*” (10%) and “*irrelevant*” 2%. Further examination of the results and the job descriptions of the participants alerted the Secretariat to the need to more vigilantly monitor the selection process to ensure that participants fit the criteria for the audience targeted by the training. Figure 4 details these results.

Figure 4. Relevance of Training



- 5.6. One hundred percent of the participants reported that they considered the topics covered in the training to be very useful and suggested that the program be re-structured to allow time for more in-depth coverage of all the topics.
- 5.7. Feedback from the persons trained, as well as from independent observers (ministry officials, private sector directors and other high ranking officials), was positive with respect to the objectives, content and structure of the training. In particular, many persons commented on the need for this type of training and noted that the project filled an important security gap within the tourism sector.
- 5.8. The training increased the security awareness of 246 private and public security officers of the threat of terrorism as well as their awareness of the impact that such an event could have on the tourism industry. As a result, it is expected that these officers and their staff will be more vigilant in the conduct of their duties.
- 5.9. As further testimony to the value of the training, one country, from which at least 28 nationals were trained under the Pilot Project, contacted the service providers independently to request additional training to further increase the skills of their security personnel.
- 5.10. Participants subsequently reported to the Secretariat two concrete examples where the training had a positive impact on their security awareness and performance of their duties:
 - 5.10.1. During a routine inspection, one airport security officer intercepted a suspicious package which he recognized because of its similarity to photos shown during the training. Taking the appropriate precautions and remembering the instructor's offer to provide follow-on assistance, he contacted the lead facilitator for more detailed advice on proper handling of the package. The training had raised his level of awareness and provided him with correct procedures which led to appropriate management of a potentially dangerous situation.
 - 5.10.2. Another trainee, the Security Manager at a major hotel, briefed and updated the security staff based on the training he had received. Shortly thereafter, a major security incident occurred at that hotel. The Security Manager informed the CICTE Secretariat afterwards that the Police investigating the case specifically commended the hotel security staff for appropriately protecting and securing what they considered to be a crime scene. The Security Manager attributed the commendable actions of the staff to the emergency management and communications training and measures put in place as a direct result of the training he had received during the Pilot Project.
- 5.11. Another significant benefit of the training provided was the creation of meaningful relationships between public and private sector security officers who participated in the Pilot Project. Since then, the trainees have been sharing information, experiences, and best practices. This networking has, in effect, strengthened inter-island relationships in the tourism security sub-sector.
- 5.12. The training in security surveys and risk assessments had an immediate impact on security preparations for the Cricket World Cup tournament since the participants were required to

conduct these kinds of surveys and assessments upon return to their countries as part of the training exercise. As a result, at least eight tourism sites and recreational facilities were surveyed and assessed prior to the CWC competition. Of particular note, the Government of Grenada used the assessment tools to develop its overall Security Operational Plan for the CWC. The expertise gained in this field was useful both during and after the CWC tournament, leaving a legacy of trained security officials to continue conducting security surveys and risk assessments in the future.

- 5.13. The Pilot Project training included a focus on Crisis Management. Participants were given tools to plan for and mitigate crises. These officers are now prepared to react in a time of crises and to manage the various response stages including, *inter alia*: awareness of available resources; knowledge of whom to notify in the case of foreign casualties; and ability to manage the media and dissemination of information to the public.
- 5.14. One year after the training was conducted, a small sample of participants was interviewed by the Secretariat to assess the impact of the training. Results showed that:
 - 5.14.1. At least eleven establishments have revised their in-house training programs based on the training received under the Pilot Project;
 - 5.14.2. Modifications to surveillance and counter-surveillance techniques and procedures have been made based on the results of the self- assessments conducted during the Pilot Project;
 - 5.14.3. Efficiency in incident management and bomb threat response has increased;
 - 5.14.4. Increased importance is being given to on-going training for security officers;
 - 5.14.5. There is an increased awareness of the need to balance security and aesthetics; and
 - 5.14.6. There has been increased attention to details previously overlooked during routine security inspections.

6.0 Conclusions

- 6.1. The Pilot Project is unique to the Hemisphere, in that it covers the often ignored security peculiarities and vulnerabilities of the tourism and recreational sector. Some of the available related programs offer technical assistance in areas such as “Protection of Soft or Vulnerable Targets,” “Protection of VIPs during major events,” and “Hostage Negotiations.” Some target an audience composed of either public (police, military, customs or immigration) or private security/law enforcement officers, while others focus on maritime and/or aviation security.
- 6.2. The Pilot Project was designed to accommodate security officials from both the public and private sectors simultaneously, delineating the roles and responsibilities of each and highlighting areas of possible cooperation. For example, crime scene methodology can be viewed strictly as a law enforcement function. In most instances, however, the first responder at a tourism or recreational facility would be the private security officer or locally-hired staff of the facility. Although the private security officer would not conduct an evaluation of the crime scene, since this is the role of public law enforcement, he/she would be required to secure the crime scene and identify any immediate witnesses, suspicious persons and/or victims. In such circumstances, previously established channels of cooperation become critical to the success of law enforcement. This is one of the key lessons taught under the Pilot Project.

- 6.3. The Pilot Project defined and provided the participants with an overview of the tourism industry and its contribution to the economy. Participants gained an understanding of the tourism sector and the potentially negative economic impact of adverse events or security breaches. Most importantly, the training helped the security and law enforcement officers define their roles and responsibilities in strengthening security systems within the tourism sector. Participants were trained to conduct evaluations of the direct and indirect threats to the sector. They were guided to various credible websites that could be used to assist in obtaining information on current levels of threats internationally, and they were shown how to apply this information to their specific circumstances. The training emphasized security techniques and best practices utilized by professionals worldwide.
- 6.4. The proliferation of private security companies in recent years has given rise to concerns about the level of training of the persons employed by these companies, and about the scope of authority of these companies vis-à-vis public law enforcement officials. The Pilot Project training is a first step towards building confidence and increasing cooperation between private sector officials and public law enforcement officials by providing the private sector with basic, but essential, training and facilitating a forum for open discourse between the two sectors.
- 6.5. Few tourism security personnel have law enforcement or military backgrounds. There may be a gap in the fundamental knowledge and skills of these officers. The training under the Pilot Project helps establish a basis for their professional skills.
- 6.6. The Pilot Project incorporated training on communication and public relations concepts as well as related tools. This was essential especially for those facilities where the security team directly interfaced with customers. This practical component of the training concentrated on strategies and techniques to help the security and law enforcement officers effectively manage these public aspects of their duties.
- 6.7. The Security Assessment and Survey Training provided a structured and generic framework for the evaluation of any tourism or recreational facility without respect to size or type of facility. It taught participants to analyze both the safety and security features of the facility and demonstrated how the results of the assessments and surveys can be utilized to improve the facility's security arrangements depending on anticipated risks. The framework provided in this training ensures that no aspect of the facility's vulnerability is overlooked.
- 6.8. Stability in the Tourism sector directly impacts economic stability, especially for states where tourism makes a major contribution to Gross Domestic Product (GDP) and foreign exchange earnings. Confidence in the safety and security of a country's tourism sector results in increased commerce and thus increased GDP. This sector is also labor intensive and contributes to employment in both the skilled and unskilled labor force.
- 6.9. By its nature, tourism is intertwined with the public. Thus, improved safety, security and awareness of terrorism issues within the tourism sector ultimately results in increased safety and security of the public and vice versa.
- 6.10. Recreation and tourism facilities have not yet established international standards of safety and security and therefore tend to apply security measures unequally. It is therefore crucial that

governments ensure a minimum standard of operation within this industry to avoid the consequences of decreased commerce resulting from security breaches or adverse events.

- 6.11. Security professionals have noted that even some of the largest hotels often focus more on attracting and pleasing tourists rather than on developing training programs to instruct their staff on measures to protect their guests. For this sector, it is of extreme importance to balance security requirements with aesthetic appeal and a tranquil and amicable environment without sacrificing the vigilance necessary depending on the risks.
- 6.12. The sector is dominated by private interest and profits. Thus security measures must be innovative and cost effective. CICTE's training courses encourage and promote sharing of information and best practices.
- 6.13. In any future training, the Secretariat will include a pre-training evaluation component to determine the specific realities and needs of different sub-regions and countries. The Secretariat will also continue to consult with experts in the United Nations and individual countries and promote international cooperation in this important area where more training is needed.

Training Objectives

The table below outlines the specific training objectives in each of the core curriculum areas for the different levels of personnel within the tourism security industry.

Topic	Training Objectives		
	Level I Security Officer Training	Level II Security Supervisor	Level III Management
<i>Security in the Tourism Industry</i>	To understand the role of the Security Officer in the tourism security industry	To understand the role of the Security Supervisor and the potential for negative impact of adverse events on the tourism sector.	To understand the role and importance of security to the tourism industry and its influence on policy development.
<i>Threats</i>	To increase awareness and the ability to recognize various types of threats and effect the prescribed initial response.	To improve threat analysis capability and direct appropriate response.	To understand their role in developing policies and plans to prevent and mitigate threats and their impact.
<i>Communication</i>	To improve interpersonal communication skills with a focus on customer/ tourism service	To improve interpersonal communication skills with a focus on conflict resolution	To understand their role and responsibility with respect to inter-agency and internal communication
<i>Health & Safety</i>	To increase the level of knowledge and awareness of health and safety issues with an ability to initiate response.	To understanding the Supervisor's role in directing and coordinating a response to health and safety issues.	To understand their role and responsibilities in the development of plans, policies and procedures with respect to health and safety issues.
<i>Emergency Management</i>	Understanding Emergency Response Plans and their role.	Understanding Emergency Response Plans and their role in directing response.	To understand their role and responsibilities in the development and execution of critical incident management.
<i>Facility Security</i>	Understanding their role and responsibility in maintaining a secure facility.	Improve capability to coordinate and direct routine security operations.	Understanding their role and responsibility to develop plans, policies and procedures to ensure a safe/ secure facility.

Pilot Project Training Activities

Table 1.0 Phase I Pilot Project

DATE / LOCATION	TRAINING PROVIDED / SERVICE PROVIDER	PARTICIPATING COUNTRIES	NUMBER OF PERSONS TRAINED
August 21-25 2006 GRENADA	ITRS Level I Training – Security and Law Enforcement Officers ARM Consultants	Antigua and Barbuda Bahamas Barbados Guyana Grenada Jamaica St. Kitts and Nevis St. Lucia St. Vincent and the Grenadines Trinidad and Tobago	42
September 11-12 2006 ST. KITTS AND NEVIS	ITRS Level II Training – Security & Law Enforcement Supervisors Len Cross & Associates	Antigua and Barbuda Bahamas Barbados Grenada Jamaica St. Kitts and Nevis St. Lucia St. Vincent and the Grenadines Trinidad and Tobago	39
September 25-29 2006 ST LUCIA	ITRS Level III Training – Security and Law Enforcement Managers Gerald Group	Antigua and Barbuda Bahamas Barbados Grenada Jamaica St. Kitts and Nevis St. Lucia St. Vincent and the Grenadines Trinidad and Tobago	38

Table 2.0 Phase II Pilot Project

DATE / LOCATION	TRAINING PROVIDED / SERVICE PROVIDER	PARTICIPATING COUNTRIES	NUMBER OF PERSONS TRAINED
December 4-8 2006 TRINIDAD AND TOBAGO	ITRS Level II Training – Security and Law Enforcement Supervisors Len Cross & Associates	Antigua and Barbuda Guyana Jamaica Trinidad and Tobago	48
January 8-12 2007 GRENADA	Security Surveys and Risk Assessment U.S. Defense Threat Reduction Agency	Antigua and Barbuda Barbados Guyana Grenada Jamaica St. Kitts and Nevis St. Lucia St. Vincent and the Grenadines Trinidad and Tobago	36
February 5-9 2007 BARBADOS	ITRS Level II Training – Security and Law Enforcement Supervisors Len Cross & Associates	Barbados Grenada St. Kitts and Nevis St. Lucia St. Vincent and the Grenadines	43