

Hashemite Kingdom of Jordan

Ex-Post Evaluation Report Summary<sup>1</sup>

Japanese Grant Aid Project  
“The Project for Improvement of Airport Security Equipment  
at Queen Alia International Airport in Jordan”

## 1. Project Description

Jordan is surrounded by countries and regions with unstable security. Thus, international airports, in addition to overland checkpoints on the borders, are considered to be important security facilities as they are entrances via air. Before this project commenced, security inspections were conducted using inspection equipment at the terminal buildings of the Queen Alia International Airport (QAIA), which is located in the southern part of the capital, Amman. However there were some concerns in terms of the institutional aspect. Thus, there was a great need to ensure security inspection at the airport entrance checkpoint.

The objective of this project is to increase the frequency of security inspection and improve inspection efficiency by procuring and installing inspection systems at QAIA, which is located in the capital, Amman, thereby contributing to the strengthening of security measures at this airport.

Grant Limit /Actual Grant Amount	1,437 million yen / 801 million yen
Exchange of Notes Date (Grant Agreement Date)	August 2009
Implementing Agency	Ministry of Transport
Project Completion Date	July 2011
Main Contractor	Marubeni Corporation
Main Consultant	Oriental Consultants Co., LTD.
Basic Design	November 2008 – August 2009
Detailed Design	N/A
Related Projects	<b>【Other International Aid Organizations】</b> (French government) Development of airport traffic

<sup>1</sup> The ex-post evaluation of this project is published as a summary due to security reasons. Though the description of the summary reflects the original report written by the external evaluator, some parts which are unsuitable for publishing are left out or edited by JICA Evaluation Department. Please contact JICA Evaluation Department for any questions related to the content.

	control tower (2001) (Nordic Investment Bank) Development of flight support center (2001) (Nordic Investment Bank) Development of flight support center (2003)
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## 2. Outline of the Evaluation Study

### 2.1 External Evaluator

Kenichi Inazawa (Octavia Japan Co., Ltd.)

### 2.2 Duration of Evaluation Study

Duration of the Study: September 2014 - September 2015

Duration of the Field Study: January 30 - February 12, 2015 and April 26 - May 1, 2015

## 3. Conclusion

This project is consistent with the policy such as the “Five-year Strategic Plan”. It was also confirmed that security inspections using X-ray equipment is becoming increasingly important. Thus, the project is also in-line with the development needs. Furthermore, it is consistent with Japan’s assistance policy such as ODA Charters. Therefore, the relevance of this project is high. While the project cost was within the initial plan, the project period was significantly longer than the initial plan because the construction of the Jordan’s side commenced late and its completion was significantly delayed. Thus, the efficiency is fair.

All cargo vehicles were being checked using the said system at the cargo area checkpoint. Thus, the frequency of the system usage has increased. Additionally, the time for inspection has shortened. Thus, the efficiency of security inspection has improved. On the other hand, impact is yet to be seen because the operation of the system has only recently commenced. Therefore, the effectiveness and impact of this project are fair. While no problems are observed in the technical aspects of the operation and maintenance of this project, there is insufficient evidence that there are no problems with regard to the financial aspects, etc. Thus, sustainability is fair.

In light of the above, this project is evaluated to be partially satisfactory.

## 4. Recommendations (undisclosed)

## **5. Lessons Learned (partially undisclosed)**

(Necessity for making efforts towards preventing delays in projects)

It is important that the risks of the project delay are omitted as much as possible. In this project, the construction by the Jordanian side (construction of the building and power supply facilities necessary for the equipment) commenced late. This was because in the aftermath of the Arab Spring the newly established government approved the budgets late, which delayed the selection of the contractors. As a result, the completion of the project was significantly delayed, even though the systems were procured as planned by the Japanese side. Although the main reason was the delay in the procedures of the government, such delays can generate losses to the project. Thus, it is necessary that the aid provider analyze the risk factors that may cause delays and try to address problems at an early stage after the commencement of projects (e.g., regularly monitor the project's progress to see if there are any problems with the procedures and handling of the Jordan side). Similarly, in all cases, the implementing partner should try to address the matter, while paying attention to omitting the risks for delays.

(Necessity for including ample information in the Completion Report)

Completion reports of Japanese grant aid projects mainly focus on the completion of facility constructions and equipment procurement by the Japanese side. However, they seldom have any information about the delay, completion time and the nature of the problem concerning the part borne by the recipient side (or they have little information, if any). If completion of the construction by the recipient side is a condition for the objective of the project to be achieved, for example, it is essential that the completion report includes the factors that were observed before and after the completion concerning the delayed construction by the recipient side. Similarly, the concerns and points of consideration regarding the project effects and sustainability should also be included in the relevant documents, such as completion reports, thereby making reports more informative. It is worth considering including such a task in the TOR of the main consultants. Such an enhancement of the content of documents, like completion reports, is believed to contribute to the betterment of the project and other similar projects, from the viewpoint of project cycle management.