

Country Name	The Project for Airport Security System Improvement				
Republic of Indonesia					
I. Project Outline					
Background	Indonesia had sought to improve safety for air passengers, crew members, airport users and airport facilities for sustainable economic and social development. The Directorate General of Civil Aviation (DGCA) established a Ministry of Transportation Decree in 2002, which prescribed airport security equipment according to the scale of the airport. In 2004, the Government of Japan granted security equipment to seven major airports by “the Project for Improvement of the Security Equipment in Major Airports and Ports Facilities”. Also, Japan granted technical assistance through “the Study on Major Airports Security System Enforcement Plan” from 2004, and the DGCA proceeded with the revision of National Civil Aviation Security Program and Airport Security Program, and further reinforcement of the nation’s aviation security system, including the services of education and training to speed up compliance with the Aviation Security Standard of International Civil Aviation Organization (ICAO). Moreover, Japan implemented technical cooperation project, “the Project for Contingency Exercises on Aviation Security” from 2006. However, the above-mentioned studies and technical cooperation found that, even with the security system at each Indonesian airport, weaknesses remained in the aspects of equipment as well as other facilities, and efforts were required for improvements at each airport, in the way ICAO standards recommend.				
Objectives of the Project	To strengthen the airport security system at six major airports (Medan, Batam, Jakarta, Surabaya, Denpasar, and Makassar) by procuring airport security equipment and providing technical assistance and trainings, thereby contributing to achievement of the security level that is in compliance with international aviation security standards.				
Contents of the Project	<ol style="list-style-type: none"> 1. Project Site: Medan (Polonia, currently Kuala Namu) Airport, Batam (Hang Nadim) Airport, Jakarta (Soekarno-Hatta) Airport, Surabaya (Juanda) Airport, Denpasar (Ngurah Rai) Airport, and Makassar (Hasanuddin) Airport 2. Japanese side: (1) Provision of grant necessary for procurement of airport security equipment (X-ray screening equipment, walk-through metal detector, anti-explosive container, equipment for Emergency Operation Center (EOC), indoor CCTV camera, outdoor CCTV camera, lighting etc.)¹, (2) Technical Assistance (soft component of Grant Aid) 3. Indonesian side: Securing of the installation place of the equipment and power supply etc. 				
Ex-Ante Evaluation	2009	E/N Date	June 25, 2010	Completion Date	August 16, 2012
		G/A Date	November 8, 2010		
Project Cost	E/N Grant Limit / G/A Grant Limit: 621 million yen , Actual Grant Amount: 340 million yen				
Implementing Agency	Directorate General of Civil Aviation (DGCA), Ministry of Transportation				
Contracted Agencies	Oriental Consultants Co., Ltd., Marubeni Corporation				

II. Result of the Evaluation

<Special perspectives considered in the ex-post evaluation>

- In ex-ante evaluation, quantitative indicators for effectiveness were not defined, and only qualitative indicators were stated. As it is difficult to set quantitative indicators for this project, effectiveness of the project is evaluated based on qualitative indicators only in this ex-post evaluation.
- In ex-ante evaluation, indicators for impact were not clearly defined. In this ex-post evaluation, impact (contributing to achievement of the security level that is in compliance with international aviation security standards) is judged as produced (achieved) if it is confirmed that the airport security system at six airports comply with international (ICAO) aviation security standards.

1 Relevance

<Consistency with the Development Policy of Indonesia at the time of ex-ante and ex-post evaluation>

This project has been highly consistent with Indonesia’s development policy, as the improvement and strengthening of aviation security are set in policy documents and regulations such as the *Blue Print for Air Transportation (2005-2024)*, *the Law No. 1 (2009)* (Chapters 348 and 349 regarding Aviation Security Facility) and the *Strategic Plan of DGCA (2015-2019)* at the time of both ex-ante and ex-post evaluations.

<Consistency with the Development Needs of Indonesia at the time of ex-ante and ex-post evaluation>

Six airports targeted by the project were and are major airports (Airport Class D) in Indonesia at the time of both ex-ante and ex-post evaluations. To comply with the ICAO security standard, strengthening of security equipment and general security screening performance of the whole airport were indispensable.

<Consistency with Japan’s ODA Policy at the time of ex-ante evaluation>

The project was also consistent with Japan’s ODA policy as stated in the *Country Assistance Program for Indonesia (2004)*, in which ‘assistance for peace and stability’ including measures against terrorism was prioritized.

<Evaluation Result>

In light of the above, the relevance of the project is high.

2 Effectiveness/Impact

¹ X-ray screening equipment, walk-through metal detector and indoor CCTV camera were procured for Batam Airport only, and outdoor CCTV camera was procured for Surabaya Airport only. These were in accordance with the original plan.

<Effectiveness>

The project has achieved its objectives, “to strengthen the airport security system at six major airports”. While there had been no CCTV at Surabaya Airport and incomplete surveillance had been conducted using old CCTV at Batam Airport before project implementation, real-time surveillance has been enabled by the CCTV procured under the project at these airports (Indicator 1). Also, while inspection of passengers’ baggage had sometimes been done without any equipment at Batam Airport before project implementation, thorough inspection of passengers’ baggage has been enabled at the airport by the X-ray screening equipment and the walk-through metal detector procured under the project (Indicator 2). There are usually approximately 5,000 passengers per day at the airport and all of them are inspected with the procured equipment currently. Moreover, while removal of explosives had not been safely done in the six airports before project implementation², explosives can now be removed safely using the anti-explosive container procured under the project, and evacuation areas of passengers and users of airport terminals have been specified at all of six airports³. Regardless of no actual case of explosive threat, anti-explosive containers have been used during Emergency Relief Training (Penanggulangan Keadaan Darurat: PKD) at the project-targeted airports (Indicator 3). In this way, anti-explosive containers are ready to be used for real explosive threat at all of these airports anytime. Regarding effects of the soft component, according to the targeted airports, trainings to improve security inspection skills and operation and maintenance (O&M) of equipment are regularly provided.

<Impact>

The expected impact, “contributing to achievement of the security level that is in compliance with international aviation security standards”, has been achieved. The result of DGCA audit has shown a good result in all of the targeted airports, i.e., no negative finding has been pointed out since 2013. The result of ICAO audit in October to November 2015 also showed a very good result, as the score of the audit reached over 90%.

<Evaluation Result>

In light of the above, the effect of the project has been observed as planned. Therefore the effectiveness/impact of the project is high.

3 Efficiency

In terms of output, additional 12 CCTV cameras were procured, as the number of tenant in the corridor of terminal buildings increased compared with the number at the time of ex-ante evaluation, and rooms to handle passengers’ money were added in terminal buildings. Moreover, procurement of explosive detector was canceled, based on the request from DGCA due to insufficiency of O&M system for the equipment. The project cost was significantly lower than the plan (ratio against the plan: 55%), as a result of competitive bidding. On the other hand, the project period exceeded the plan (ratio against the plan: 112%) due to the delay in administration process of import duty for another project that had to be settled together with this project. Therefore, the efficiency of the project is fair.

4 Sustainability

<Institutional Aspect>

Denpasar, Surabaya and Makassar Airports are operated by Angkasa Pura -I (AP-I), Jakarta and Medan Airports are operated by Angkasa Pura -II (AP-II), and Batam Airport is operated by DGCA. According to each airport, four staff are in charge of operation of security equipment procured under the project and four staff are in charge of maintenance of these equipment at Denpasar Airport, 24 staff are in charge of operation and 25 staff are in charge of maintenance at Surabaya Airport, two staff are in charge of operation and two staff are in charge of maintenance at Makassar Airport, and eight staff are in charge of operation and nine staff are in charge of maintenance at Medan Airport. At Batam Airport, there are 132 staff in total in charge of operation of the entire security equipment and nine staff in total in charge of maintenance (the number of staff in charge of O&M of equipment procured under the project is not known). The total number of O&M staff in Jakarta Airport is 22 personnel. According to each airport, the current number of O&M staff is sufficient, as O&M is conducted properly, any problems and damages are handled immediately, and most equipment procured under the project function properly.

<Technical Aspect>

As mentioned above, the training system for proper O&M of procured equipment, which was established under the soft component of this project, has been maintained and O&M staff have sufficient skills at all of six airports. In fact, the Ministry of Transportation Decree No. KM 24/2009 states that all airports should conduct PKD every two years, and all airports operated by the airport management companies (AP-I and II) comply with it. Also, the Minister Regulation No. PM 64/2011 states that O&M personnel of airports (aviation technicians) are required to have a license that should be renewed periodically.

Manuals provided under the project including training manual have also been utilized at these airports except for Medan Airport, where the manual was lost during the relocation from Polonia (the former airport) to Kualanamu. This lack of manual does not affect the conduct of O&M in Medan Airport, as the staff members carry out what is covered under by the manual without problems.

<Financial Aspect>

Data on DGCA’s current budget allocation for O&M at Batam Airport is not available. However, BP Batam (the central Government institution that is authorized and is in charge for the development of Batam island) decided to allocate part of the budget from DGCA for O&M of equipment procured under the project in 2016, though the budget amount is still under discussion. Net profit of both AP-I and AP-II has largely increased at the time of ex-post evaluation, compared with that of before project implementation (286 billion Rupiah in 2006, 645 billion Rupiah in 2013 and 929 billion Rupiah in 2014 at AP-I, and 435 billion Rupiah in 2006, 1,033 billion Rupiah in 2013 and 1,098 billion Rupiah in 2014 at AP-II). With such increasing profit, according to each airport, O&M budget of security equipment is sufficiently secured, as all equipment are maintained properly and damages are repaired immediately.

<Current Status of Operation and Maintenance>

There are maintenance plans of the entire equipment including those procured under the project and maintenance of these equipment is conducted daily, weekly, monthly and annually at the project-targeted airports. Most equipment procured under the project function well at the time of ex-post evaluation.

<Evaluation Result>

² Even before project implementation at Jakarta Airport, explosives were able to be removed out doors of the airport.

³ Evacuation area is both land side (parking area in case an incident occurs in a terminal building) and air side (service road and apron in case an incident occurs in the waiting room/boarding gate).

In light of the above, no problem has been observed in terms of the institutional, technical and financial aspects of the implementing agency and current status of operation and maintenance. Therefore, the sustainability of the project effect is high.

5 Summary of the Evaluation

Through the project, the project objectives have been achieved, as real-time surveillance within and outside the airport, thorough inspection of passengers' baggage and safe removal of explosives have been enabled and the training system to improve security inspection skills and O&M of equipment has been established at project-targeted airports. The expected impact has also been achieved, as the result of ICAO audit showed a very good result. As for sustainability, no problem has been observed in terms of the institutional, technical and financial aspects of the implementing agency. As for efficiency, the project period exceeded the plan.

Considering all of the above points, this project is evaluated to be highly satisfactory.



Procured X-ray machine & walk-through metal detector in Batam Airport