



ICAO

*International Civil Aviation Organization*

**Sixteenth Meeting of the Asia/Pacific Air Traffic Flow Management and Airport Collaborative Decision-Making Steering Group (ATFM & A-CDM/SG/16)**

Bangkok, Thailand, 06 – 10 April 2026

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**Agenda Item 5: A-CDM Operations, Airport Capacity Optimization, Airport Operations Plan (AOP), and A-CDM/ATFM Integration**

**DIGITAL TRANSFORMATION FOR A-CDM OPERATIONS IN INDONESIA**

(Presented by Indonesia)

**SUMMARY**

This paper presents the proposed concept for A-CDM Operations, Airport Capacity Optimization, Airport Operations Plan (AOP), and A-CDM/ATFM Integration.

**1. INTRODUCTION**

1.1 Indonesia is an archipelagic country where air transportation is essential. The geographical location of Indonesia is highly strategic, situated at the crossroads between the continents of Asia and Australia, and the country offers natural tourism attractions that are highly popular among international travelers.

1.2 The airports with the highest traffic in Indonesia are Soekarno-Hatta Airport (WIII), I Gusti Ngurah Rai Airport (WADD), and Juanda Airport (WARR). This serves as the background for the implementation of the pilot project in Indonesia.

1.3 In the operational management of 37 airports in Indonesia, managed by Angkasa Pura InJourney Airports, digital transformation has become a fundamental focus from the corporate perspective. Accordingly, the company's strategic direction is founded upon the following principles:

- a. To collaboratively develop and optimize airport capacity through operational excellence;
- b. To promote data-driven decision-making in order to optimize airport performance and business outcomes.

**2. DISCUSSION**

2.1 The Government of the Republic of Indonesia has issued the Director General of Civil Aviation Regulation Number PR-DJPU 15 of 2025 concerning Guidelines and Procedures for the Implementation of Airport Collaborative Decision Making (A-CDM), which will serve as a national guideline.

2.2 The Government of the Republic of Indonesia has also issued the Director General of Civil Aviation Regulation Number PR-DJPU 21 of 2025 concerning Guidelines and Procedures for Terminal and Apron Capacity Calculation, which will serve as a national guideline.

2.3 The aforementioned Director General of Civil Aviation Regulations have incorporated the phases stipulated in ICAO Document 9971 and the APAC A-CDM Implementation Plan, consisting of:

- a. Initiation Phase;
- b. Implementation Phase; and
- c. Operations and Evaluation Phase.

2.4 In order to implement and enforce the aforementioned Regulations, InJourney Airports has undertaken the following actions:

- a. Establishment of organizational structures at CGK and DPS to oversee and ensure effective implementation of A-CDM, which will subsequently be aligned and adapted for SUB;
- b. Formation of a dedicated A-CDM Task Force within InJourney Airports;
- c. Development and implementation of the Airport Collaborative Information Sharing Platform (ACISP), namely SIMBA, as the primary tool for A-CDM implementation, integrated with AirNav Indonesia systems;
- d. Implementation of socialization and internationalization programs for operational personnel within InJourney Airports, ANSP, airlines, and ground handling operators;
- e. Implementation of change management initiatives aligned with A-CDM principles;
- f. Preparation and establishment of the InJourney Airports A-CDM Implementation Manual;
- g. Preparation and signing of a Memorandum of Understanding (MoU) with AirNav Indonesia;
- h. Preparation and signing of a Memorandum of Understanding (MoU) with Garuda Indonesia;
- i. Preparation and signing of a Memorandum of Understanding (MoU) with Garuda Angkasa;
- j. Preparation and signing of a Letter of Operational Coordination Agreement (LoCA) with JATSC;
- k. Preparation and signing of a Letter of Operational Coordination Agreement (LoCA) with ANSP Denpasar; and
- l. Implementation of a joint commitment among DGCA, InJourney Airports, ANSP, airlines, and ground handling operators

### **3. ACTION BY THE MEETING**

3.1 The meeting is invited to:

- a) note the information contained in this paper.

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