

フィリピン共和国  
マニラ南港改修計画調査  
(技術移転促進セミナー)  
実施報告書

昭和62年11月

国際協力事業団

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## 序

## 文

日本国政府は、フィリピン共和国政府の要請に基づき、マニラ南港改修計画調査に係る技術移転促進セミナーの開催を決定し、国際協力事業団がこのセミナーを実施した。

国際協力事業団は、財団法人国際臨海開発研究センター 飯島昭美氏を団長とする調査団を昭和62年10月25日より10月29日まで現地に派遣し、本件調査の成果をフィリピン国政府関係者に広く紹介し、意見交換を行うことにより調査に係る技術移転の促進を図った。

本報告書は、この技術移転促進セミナーの実施概要をとりまとめたものである。

このセミナーが本件調査に係る技術移転の促進に寄与するとともに、フィリピン共和国と我が国との友好親善に役立つことを願うものである。

最後に、このセミナーの実施に際し、多大なる御協力と御支援を頂いた関係者各位に対し、深甚なる謝意を表するものである。

昭和62年11月

国際協力事業団

理事 玉光弘明

国際協力事業団	
受入 月日	83. 2. 24
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登録No.	17228
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## 1. セミナー開催の背景・経緯

第二次大戦直後に築造されたマニラ南港のピアー群は、物理的な老朽化が進んでいるとともに、コンテナ貨物の増加など取扱貨物、荷役方式の変化から機能的にも陳腐化して来ており、円滑な港湾活動に支障が生じている。

このような背景のもとに、フィリピン共和国政府はマニラ南港改修プロジェクトのフィージビリティ・スタディの遂行を日本国政府に要請し、昭和60年12月3日に締結した Scope of Work (S/W)に基づき、国際協力事業団(JICA)は、(財)国際臨海開発研究センター飯島昭美氏を団長とする調査団を編成し、昭和61年4月から62年3月までの間数回にわたり調査団を現地に派遣した。これらの現地調査並びに国内における解析作業を経て、昭和62年6月、「マニラ南港改修計画調査報告書」をフィリピン共和国政府に提出し、本格調査を終了した。

技術移転促進セミナーの開催については、マニラ南港改修プロジェクトの実施にあたり、現在、南港を利用している関係者の理解・協力が不可欠という観点から、本格調査のカウンターパートであるフィリピン・ポート・オーソリティ(PPA:フィリピン港湾公社)から昭和62年3月のプログレス・レポート説明時に表明され、その後同年6月8日付書簡をもって国際協力事業団に要請越したものである。

国際協力事業団は、飯島昭美氏を団長とする技術移転促進セミナー調査団を昭和62年10月25日より10月29日まで現地へ派遣し、PPAと共催で、本件「調査報告書」の説明を含む技術移転促進セミナーを実施した。

## 2. セミナーの目的・内容

マニラ南港改修計画調査に係るテーマの講義、討論を通じ、技術移転を図ることを目的とする。

セミナーは以下の日時、会場、内容で行った。

- 1) 開催日時 1987年10月27日(火) 8:30~19:30
- 2) 会場 マニラ首都圏マカチ市マンドリン・ホテル
- 3) 内容 ①マニラ南港改修計画調査の概要説明  
②南港港湾施設の技術的調査結果  
③需要予測と港區別貨物配分及び短期改修計画  
④バラ貨物ターミナルについて  
⑤質疑・討議  
(詳細は別添セミナー・プログラムを参照されたい。)

### 3. 調査団の構成

飯島 昭美	総括	(国際臨海開発研究センター)
久保 真介	構造物調査 及び設計	(日建設計)
安武 啓揮	需要予測 及び短期改修計画	(横浜市役所・元国際臨海開発研究センター勤務)
大野 泉	業務調整	(国際協力事業団社会開発協力部開発調査第一課)

### 4. カウンターパート

Mr. Prudencio Mercado, Jr.

officer in charge, Port Planning Dept. PPA 他 PPA職員

### 5. 調査日程

昭和62年10月25日(日)	東京 → マニラ JL741 13:30 マニラ着
26日(月)	JICA事務所, 大使館, PPAにてセミナー打合せ 使用機材準備
27日(火)	セミナー開催
28日(水)	PPAにてセミナーの評価
29日(木)	JICA事務所, 大使館へ結果報告 マニラ → 東京 PR432 19:30 成田着

### 6. セミナー参加者

セミナー参加者は、運輸通信大臣 Hon. Reinerio O. Reyes をはじめ 73 名であった。内訳は以下のとおり。

民間関係者(船会社, 港運, 報道関係等)	34名
政府関係者(含 ADB)	32名
日本側関係者	7名
(詳細は別添参加者リストを参照されたい。)	

### 7. 主な討議事項

#### 1) 突堤損壊の原因

答) 建設年次が古い。船舶の大型化, 荷姿, 荷役機械の変化

#### 2) 改修に伴うコンテナ貨物置場の確保

答) MICTピア59, 背後地で確保する。

3) 突堤上の許容荷重

答) 改修計画の設計荷重は  $2\text{ t/m}^2$  としている。

4) コンテナ・ヤード01の舗装はいつやるのか。

答) 1988年の早い時期

5) ピアー3の改修は早期に始められないか。

答) 構造物調査から損壊の激しいところは緊急に補修すべきである。

6) Non-self-sustaining-vessel の荷役も南港で行えないか。

答) 現在進めているMICTプロジェクトが完了すればNon-self-sustaining-vesselの荷役はMICTに移るべきと考える。

7) 南港の混雑を解消するため、インランド・コンテナ・ヤードやCFSの活用を図れないか。

答) 長期滞在貨物が原因ともなっており、これが解消すれば混雑は少なくなる。

(尚、Open-Forumにおける質疑応答の内容の詳細は別添資料を参照されたい。)

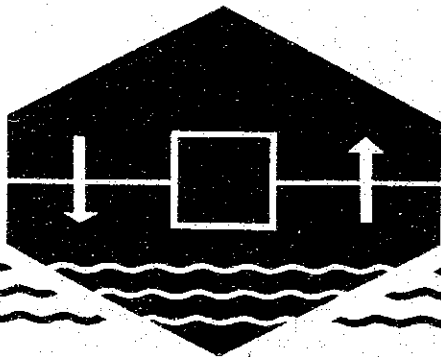
## 8. 別添資料

- ① Final Report PPA-JICA Joint Seminar (セミナープログラム・参加者リスト・議事録)
- ② セミナー配布資料(テキストブック)



# FINAL REPORT

PPA - JICA JOINT SEMINAR  
SOUTH HARBOR REHABILITATION PLAN  
MANDARIN HOTEL  
OCTOBER 27, 1987



PREPARED BY THE SECRETARIAT ||  
**PHILIPPINE PORTS AUTHORITY**



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PROGRAMME

LIST OF PARTICIPANTS

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SELECTED SPEECHES

INFORMATION MATERIALS





**PROGRAMME** ||



**SEMINAR PROGRAM  
(OCTOBER 27, 1987)**

08:30 - 09:00	Registration	PPA Secretariat
09:00 - 09:35	Seminar Briefing	Master of Ceremonies
	Introduction of Participants	
	Program Content	
	Schedule	
09:35 - 09:40	Welcome Address 1	Assistant General Manager, PED
09:40 - 09:45	Welcome Address 2	First Secretary Embassy of Japan
09:45 - 10:00	Keynote Address	The Hon. Secretary Department of Trans- portation and Commu- nications
10:00 - 10:15	Coffee Break	
10:15 - 10:30	Outline of F/S	JICA Team
	Explanation of F/S Report	
10:30 - 11:15	Results of Engineering Studies and South Harbor Pier Structural Facilities	JICA Team
11:15 - 12:00	Open Forum	Master of Ceremonies
12:00 - 13:30	Luncheon	

13:30 - 14:00	Slide Presentation	)
		)
14:00 - 15:00	Cargo Traffic Forecasts & Relationships between South Harbor and MICT	) JICA Team )
	South Harbor Short-Term Rehabilitation Plan and Land Use Plan	) )
15:00 - 15:15	Coffee Break	
15:15 - 16:00	Bulk Terminal Facility at the Port of Manila	Project Manager South Harbor Rehabilitation F/S
16:00 - 16:45	Open Forum	Master of Ceremonies
16:45 - 17:00	Movie Presentation	JICA Team
17:00 - 17:15	Closing Address 1	General Manager
17:15 - 17:30	Closing Address 2	JICA Resident Representative
17:30 -	Farewell Dinner	

# LIST OF PARTICIPANTS



## LIST OF PARTICIPANTS

### I. PRIVATE SECTOR

NAME	OFFICE
1. Mr. Celso L. Reyes	Lighterage Association of the Philippines
2. Mr. Ramon V. Marzan	Confederation of Truckers Association of the Philippines
3. Atty. Oscar M. Sevilla	Federation of Customs Brokerage Companies
4. Mr. Alejandro Judan	Liberty Flour Mills
5. Mr. Jesus B. Banal	Integrated Custom Broker Association of the Philippines
6. Mr. Ragzy Garcia	- do -
7. Mr. Jing David	- do -
8. Capt. Buenaventura B. Desquitado	American President Lines
9. Capt. Bonifacio Lomotan	- do -
10. Mr. Felipe T. Fernando	Ocean Terminal Services Inc.
11. Mr. Ricardo Cosme	Marina Port Services
12. Commo. Gregorio L. Lim	Marina Port Services
13. Capt. Herminigildo Domingo	Army & Navy Club
14. Mr. Enrico Cruz	Assoc. of International Shipping Lines
15. Mr. Wilfredo Racelis	PHILKOR Resource and Management Corporation
16. Mr. Evaristo M. Narvaez	Philippine Wood Products
17. Mr. J. K. Enbuskado	Citadel Lines
18. Mr. Bert Caro	Assoc. of Private Port Owners of the Phil.
19. Mr. Ric Jamandre	Duo Lines

20.	Mr. Roberto Gonzales	Magsaysay Agency Inc.
21.	Mr. Rene Pamintuan	Sky Int'l., Inc.
22.	Mr. Moises C. Fradejas	The East Asiatic Co.
23.	Mr. Honorato O. Colico	Integrated Custom Broker Association of the Philippines
24.	Mr. Ricardo Mesa	MOF Co., Inc.
25.	Mr. Manny Magracia	Chronicle
26.	Mr. Bienvenido Perez	Business Star
27.	Ms. Tina Luz	Business World
28.	Mr. Rey Lagonsin	Financial Post
29.	Pal Ravina	Manila Bulletin
30.	Mr. Jun Flores & Crew	TV-9
31.	Mr. Noel Perfecto	TV-4
32.	Ms. Alice Dacer	Forwarder
33.	Ms. Claire Agbayani	Business Star
34.	Ms. Lynda B. Valencia	PNA

## II. GOVERNMENT SECTOR

	<u>NAME</u>	<u>OFFICE</u>
1.	Hon. Rainerio O. Reyes	Dept. of Transportation and Communications
2.	Mr. Rainer Reyes	- do -
3.	Mr. Nabor Gaviola	- do -
4.	Atty. Juan C. Sta. Ana	- do -
5.	Mr. Cesar Valbuena	National Economic and Development Authority
6.	Mr. Deferino M. Cruzada	Phil. Shippers Council
7.	Mr. Ricardo Cruz	Bureau of Customs
8.	Atty. Mariano Tiu	Bureau of Customs
9.	Mr. Pedro C. Padilla	National Steel Corp.



10.	Cdr. Alberto Lomibao PN	Philippine Coast Guard
11.	Mr. Bruce Murray	Asian Development Bank
12.	Mr. Katsuhiko Oshima	Japan International Cooperation Agency
13.	Mr. Hirotaka Sato	Embassy of Japan
14.	Mr. Katsuhiko Ozawa	Japan International Cooperation Agency
15.	Mr. Terumi Iijima	- do -
16.	Mr. Shinsuke Kubo	- do -
17.	Ms. Izumi Ohno	- do -
18.	Mr. Keiki Yasutake	- do -
19.	Atty. Luis C. Liwanag, II	Phil. Ports Authority
20.	Mr. Edgar A. Ledonio	- do -
21.	Engr. Anastacio B. Baleva	- do -
22.	Mr. Vicente Suazo, Jr.	- do -
23.	Atty. William Enriquez	- do -
24.	Engr. Oscar Ornum	- do -
25.	Engr. Isidro J. Jarabelo	- do -
26.	Engr. Tomas C. Quintos, Jr.	- do -
27.	Atty. Simeon T. Silva	- do -
28.	Mr. Benjamin Cecilio	- do -
29.	Engr. Edilberto L. Catalan	- do -
30.	Mr. Prudencio B. Mercado, Jr.	- do -
31.	Ms. Val Vicente	- do -
32.	Mr. Roberto C. Aquino	- do -
33.	Mr. Rolando R. Aquino	- do -
34.	Ms. Bernardita J. Samia	- do -
35.	Engr. Domiciano Flores	- do -
36.	Mr. Orlando B. Ancheta	- do -
37.	Ma. Elena Javier	- do -

38. Ma. Leticia Revilla

- do -

39. Ms. Teresita R. de Guzman

- do -

S E C R E T A R I A T

<u>NAME</u>	<u>OFFICE</u>
1. Ms. Tess Castro	Phil. Ports Authority
2. Ms. Vangie Pasion	- do -
3. Ms. Emy Joven	- do -
4. Ms. Siony Flores	- do -
5. Ms. Mila R. Mendoza	- do -
6. Mr. Ross Garcia	- do -
7. Ms. Thess B. Aquino	Japan International Cooperation Agency



# MINUTES OF OPEN FORUM

MORNING SESSION  
AFTERNOON SESSION



JOINT SEMINAR  
SOUTH HARBOR REHABILITATION PLAN

DATE : October 27, 1987

TIME : 11:15 a.m.

SESSION : Morning Session

TOPIC : Open Forum

Q: What caused damage to the piers?

A: Causes of damage to the piers:

- a) deterioration or aging of structure
- b) mishandling of cargoes - damage not caused by poor construction
- c) the finger piers were not designed for container cargo handling. They were heavily damaged by docking and undocking of vessels.
- d) Most of the damage to the fenders are caused by mismaneuvering of ships.

Q: Where will containers be placed when rehab starts?

A: When rehab starts, containers may be brought to the ff. areas:

- a) MICT since MICT II is expected to be completed by 1988.
- b) Piers 5 & 9.
- c) Back-up areas which can be used as container storage areas.

Q: Since the Phil. is a poor country, why recommend 43% of the financial part to PPA?

A: While PPA is financially sound, PPA cannot afford to shoulder all rehab costs. While PPA would want to lessen its burden on rehab costs, it would not also want to shoulder so much repayment of loan interest in terms of hard currency to ADB or other financing institutions.

By policy, ADB would not also want to burden PPA with its repayment in foreign currency since ADB lends money in hard currency. There will be savings in interests.

Q: Working load of piers?

A: SH - constructed after W.W. II at 400 lbs/ft<sup>2</sup> capacity  
Now, roughly, it can handle 200 lbs/ft<sup>2</sup> and that port users cannot stack containers too high.

Max. - 22 m. tons on top of piles

6 m. tons in the middle of piles

PREPARED BY :

DATE :

JOINT SEMINAR  
SOUTH HARBOR REHABILITATION PLAN

DATE : October 27, 1987

TIME : 11:15 a.m.

SESSION : Morning Session

TOPIC : Open Forum

Q: When CY-01 be repaired?

A: It will be repaired before the start of election ban. Bidding will be conducted by EO of 1987. Pavement of CY-01 will start early 1988.

Q: Approval of ADB SH rehab plan?

A: Nov. 3 - loan negotiation between PPA and ADB. D/E starts 1988, March at the latest. Bidding for Civil Works - 1st semester of 1989, therefore, rehab will start mid-1989. PPA has submitted to ADB a shortlisting of consultancy firms for the rehab of N & S harbors last Sept. 15. With ADB concurrence, NH & SH have seven shortlisted consultancy firms each. Each firm is given 60 days to present their proposal that evaluation will either be December 1987 or January 1988.

Q: The repair of pier 3 is scheduled sometime in 1990 - 1991. How safe/risky is continued use of this pier considering its deteriorated condition.

A: The area marked red in the map showing condition of the pier is already considered serious and dangerous. All measures should therefore be adopted to prevent collapse of affected area and accidents. After rehabilitation, pier 3 is expected to have normal cargo handling operations.

Q: Why will pier 13 be used as a passenger terminal after rehab?

A: It will be used as such as urgent temporary measure. It is not advisable to use heavy equipment in the pier. Also, pier 13 cannot be used as terminal for conventional or containerized cargo even after rehab.

Q: What will happen to pier users of pier 3 if MICT is not completed by 1988? Why postpone the repair? Won't damage be quite extensive by then?

A: If repairs are done now at pier 3, it will entail more costs, thus more investments from PPA. Minimal repairs will be done with the rehab of SH to be implemented ASAP.

PREPARED BY :

DATE :



JOINT SEMINAR  
SOUTH HARBOR REHABILITATION PLAN

DATE : October 27, 1987

TIME : 11:30 p.m.

SESSION : Still part of the morning session questions

TOPIC : Open Forum

Q: Will the implementation of the master plan go on as scheduled?

A: Yes

Q: What happens to container operations if and when an earthquake hits South Harbor?

A: An earthquake will not affect the structure of the piers.

PREPARED BY :

DATE :

VANGIE PASION/elj

Oct. 27, 1987

JOINT SEMINAR  
SOUTH HARBOR REHABILITATION PLAN

DATE : October 27, 1987

TIME : 4:00 p.m.

SESSION : Afternoon Session

TOPIC : Open Forum

Q: Would the concept of SH rehabilitation plan as recommended by JICA be followed in the loan agreement with ADB?

A: Yes, the basic concept under the short-term Rehabilitation Plan as recommended by JICA shall be followed, except for a few changes of some specific physical plans. e.g. no widening of aprons at pier 9, demolition of transit sheds at pier 9 and provision of new ones to provide with aprons and to accumulate a separate shed for copra cargo, improvement of breakwater, etc.

Q: Will the South Harbor be allowed to handle both self-sustaining and non-self-sustaining vessel?

A: The Short Term Development Plan for South Harbor under the JICA proposal expects that with the completion of MICT Phase II, MICT shall handle the greater proportion of containers (up to 85%) at the Port of Manila, and to a lesser extent at South Harbor. PPA shall leave it to market forces on the interplay between the utilization of SH and MICT with respect to container handling.

Q: Can we have the assurance that SH pier will not be neglected with regards to the development of facilities?

A: PPA is giving the assurance that SH will not be neglected.

Q: After rehabilitation, will you allow former users to go back to their piers?

A: Former users will not be barred from returning to these piers. However, the SH Short-Term Rehabilitation Plan is not recommending container and cargo handling operations at Pier 13.

Q: Is it not useless to rehabilitate Pier 13 and not be able to utilize it for cargo handling?

A: In view of the extensive damage to Pier 13 and the substantial cost that this will entail if it were to be completely rehabilitated, the SH Short-Term Rehabilitation recommends that Pier 13 be devoted only to passenger vessels and light cargo handling. Pier 13 will still be subjected to detailed engineering studies before

(more)

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DATE :

JOINT SEMINAR  
SOUTH HARBOR REHABILITATION PLAN

DATE : October 27, 1987

TIME : 4:00 p.m.

SESSION : Afternoon Session

TOPIC : Open Forum

(continuation of page 1)

rehabilitation so the rehabilitation measures and its future extent of use will be more defined and determined.

Q: Can containers be allowed to be transferred to outside CY-CFS areas to avoid congestion at the South Harbor?

A: Congestion at the South Harbor is actually caused only by overstaying cargoes so that if these can be discharged SH can handle the normal daily cargo operations.

Q: Would it be possible for the cargoes to be released by paying 80% of the taxes and duties to avoid congestion?

A: It can be suggested to the Committee that will be created between the PPA and the Bureau of Customs.

Q: Can the Philippine Coast Guard request for a building or space to house the Coast Guard?

A: Yes, it can be done by arrangement/agreement between PCG and PPA.

Q: Would PCG allow the transfer of Ang Pangulo and other military ships to Pier 13 after rehabilitation?

A: Request must be coursed thru the Office of the President.

Q: What is the most suitable site for floating terminals?

A: Somewhere close to the mouth of Pasig River perhaps a port near Engineering Island, wherever depths of water can permit.

Q: Should private sector be allowed to make investment on floating terminals and will these be considered private ports?

A: Yes this is possible. Floating terminals however may not be considered as a private port since this is really a vessel rather than a port by its normal definition as an area where cargoes can be loaded and unloaded.

(more)

PREPARED BY :

DATE :

JOINT SEMINAR  
SOUTH HARBOR REHABILITATION PLAN

DATE : October 27, 1987

TIME : 4:00 p.m.

SESSION : Afternoon Session

TOPIC : Open Forum

(Continuation of page 2)

Q: Does rehabilitation plan include the demolition of small building and lump them in one big area?

A: Yes, This does not have to wait for the rehabilitation plan since during detailed engineering studies, these shops may be relocated already in some other areas. This can therefore be discussed between PPA, the consulting engineering firm and the shop owners concerned.

Q: If SH will be converted into a breakbulk port, won't more warehouses be needed?

A: This is not expected to be so since more cargo are now containerized and are expected to further increase. The SH Short Term Rehabilitation Plan also provides adequate warehouses including pier 9 where a separate warehouse for copra will be provided.

Q: Regarding NH rehabilitation, would it be possible for some of its operations be transferred to SH?

A: This will require close coordination between Bureau of Customs and PPA.

PREPARED BY :

SIONY FLORES/elj

DATE :

Oct. 27, 1987

# SELECTED SPEECHES

WELCOME	ADDRESS	1
WELCOME	ADDRESS	2
KEYNOTE	ADDRESS	
CLOSING	ADDRESS	1
CLOSING	ADDRESS	2



WELCOME ADDRESS 1 OF ENGR. ANASTACIO BALEVA

HON. SEC. RAINERIO REYES, DISTINGUISHED MEMBERS OF EMBASSY OF JAPAN, JICA, MEMBERS OF ADB APPRAISAL MISSION, PUBLIC AND PRIVATE SECTOR REPRESENTATIVES, CO-WORKERS IN PPA, LADIES & GENTLEMEN.

THIS SEMINAR IS HELD AS JOINT SPONSORSHIP OF THE PHILIPPINE PORTS AUTHORITY AND THE JAPAN INTERNATIONAL COOPERATION AGENCY (JICA). THE SEMINAR IS A PRESENTATION OF THE SHORT-TERM REHABILITATION PLAN FOR THE SOUTH HARBOR, FOR WHICH JICA WAS COMMISSIONED TO UNDERTAKE THE FEASIBILITY STUDIES.

THE DISCUSSIONS BETWEEN THE APPRAISAL MISSION FROM THE ASIAN DEVELOPMENT BANK AND REPRESENTATIVES OF PPA AND THE GOVERNMENT, CULMINATING IN A FINAL MEETING ON SEPT. 2, 1987, RESULTED IN THE SIGNING OF A MEMORANDUM OF UNDERSTANDING FOR THE 2ND MANILA PORT PROJECT.

THE REHABILITATION OF SOUTH HARBOR IS ONE OF THE COMPONENTS TO THE PROJECT - THE OTHER COMPONENT BEING THE REHABILITATION OF THE NORTH HARBOR.

THE ORIGINAL SCOPE OF WORK WAS ONLY FOR THE REHABILITATION OF SOUTH HARBOR, BUT BECAUSE OF THE NEED FOR SIGNIFICANT STRUCTURAL REPAIR OF EXISTING FACILITIES AND THE NEED FOR ADDITIONAL LAND AREA OF THE NORTH HARBOR, THIS COMPONENT WAS MADE PART OF WHAT IS NOW KNOWN AS THE SECOND MANILA PORT PROJECT.

ASIDE FROM THE CIVIL WORKS AND CONSULTANCY SERVICES FOR DETAILED DESIGN AND CONSTRUCTION SUPERVISION, THE PROJECT ENVISIONS TO CONCLUDE AMONG ITS MAJOR COMPONENTS, PROVISIONS FOR CARGO HANDLING EQUIPMENT THAT MAY BE PROVIDED BY THE PRIVATE SECTOR; MANAGEMENT INFORMATION SYSTEMS DEVELOPMENT AND DETAILED DESIGN OF A BULK TERMINAL.

WE KNOW THAT THERE ARE STILL MANY ISSUES TO BE RESOLVED. PPA IS WORKING IN CLOSE COORDINATION WITH THE ADB, THE DEPARTMENT OF FINANCE,

NEDA, PRESIDENTIAL COMMISSION FOR THE URBAN POOR, THE NATIONAL HOUSING AUTHORITY, THE DEPARTMENT OF TRANSPORTATION & COMMUNICATIONS AND OTHER GOVERNMENT AND PRIVATE AGENCIES TO RESOLVE ISSUES THAT WILL PAVE THE WAY FOR THE LOAN NEGOTIATIONS TO CARRY OUT THIS PROJECT. ONE ASPECT IS RELOCATION OF SQUATTERS AND PRIVATE PARTICIPATION IN THE PROJECT BY WAY OF FINANCING SCHEMES.

WHERE BEFORE, YOUR INDIVIDUAL COMMENTS WERE SOLICITED, THIS PRESENTATION SHALL AGAIN GET YOUR REACTIONS AND COMMENTS AS A GROUP. WE SHALL THEREFORE EXPECT A VERY ACTIVE PARTICIPATION IN THIS SEMINAR.

IN BEHALF OF PPA, I NOW WELCOME THE PARTICIPANTS IN THIS ONE-DAY SEMINAR ON THE SHORT TERM REHABILITATION PLAN FOR THE SOUTH HARBOR.



WELCOME ADDRESS 2 OF THE FIRST SECRETARY, EMBASSY OF JAPAN

HONORABLE SECRETARY REYES OF THE DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS,

LADIES AND GENTLEMEN, FRIENDS AND PARTICIPANTS,

GOOD MORNING.

TODAY, I FEEL SO PRIVILEGED TO HAVE THIS OPPORTUNITY TO MAKE SOME REMARKS ON BEHALF OF THE EMBASSY OF JAPAN ON THE OCCASION OF THE OPENING CEREMONY OF THE SEMINAR ON MANILA SOUTH HARBOUR REHABILITATION PLAN.

FIRST OF ALL, I WOULD LIKE TO PAY SINCERE AND GRATEFUL TRIBUTE TO THE DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS (DOTC) AND THE PHILIPPINE PORTS AUTHORITY (PPA), WHO HAVE WORKED SO ACTIVELY AND EFFECTIVELY IN CONDUCTING THIS SEMINAR.

WELCOME TO THE SEMINAR ON MANILA SOUTH HARBOUR REHABILITATION PLAN. WE ARE GATHERED HERE TODAY TO FURTHER OUR KNOWLEDGE ON THE MANILA SOUTH HARBOUR REHABILITATION PLAN STUDY. WE HAVE MADE IT POSSIBLE TO GET PEOPLE TO COME TOGETHER TO SHARE WITH US INVALUABLE INFORMATION WHICH WILL HELP US UNDERSTAND THE COMPLEXITIES OF THE STUDY AND THE MAGNITUDE OF THE PROJECT.

AND AS WE HOPE NOT ONLY

AND AS WE HOPE NOT ONLY TO BE ENLIGHTENED ON WHAT THE MANILA SOUTH HARBOUR REHABILITATION STUDY IS ALL ABOUT, BUT TO BE EQUIPPED WITH TOOLS AND MEASURES FOR THE FORMULATION AND ADAPTION OF EFFECTIVE GUIDELINES FOR THE IMPROVEMENT AND DEVELOPMENT OF THE PROJECT, WE ARE VERY LUCKY INDEED TO HAVE WITH US TODAY, MESSRS. TERUMI IIJIMA, SHINSUKE KUBO AND KEIKI YASUTAKE, ALL EXPERTS IN THE FIELD OF HARBOUR DEVELOPMENT WHO HAVE COME ALL THE WAY FROM JAPAN FOR THIS OCCASION.

WITH THE COOPERATION OF THE OFFICIALS AND REPRESENTATIVES OF THE DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS, THE PHILIPPINE PORTS AUTHORITY, AND ALL THE PARTICIPANTS OF THIS SEMINAR, WE SHALL AIM TO DEVELOP A COMPREHENSIVE DEVELOPMENT PLAN. AND LASTLY, THROUGH THIS SEMINAR, WE HOPE TO COME UP WITH STRATEGIES AND PLANS, BASED ON THE SUGGESTIONS AND RECOMMENDATIONS, ON HOW THE IMPLEMENTATION OF SUCH FUNCTIONS CAN BEST CONTRIBUTE TO THE PROJECT'S OBJECTIVE.

I AM SO GLAD TO SEE ALL OF YOU GATHERED IN THIS SEMINAR. I HOPE THAT THE SEMINAR WILL BOTH STIMULATE AND BENEFIT FROM THE VERY ACTIVE DISCUSSIONS AND EXCHANGES

ON THE VARIOUS RELEVANT ISSUES RELATING

ON THE VARIOUS RELEVANT ISSUES RELATING TO THE PROJECT.

THERE IS MORE WORK TO BE DONE AND I WISH THAT ALL OF US GATHERED HERE TODAY, BEING GIVEN THE CHANCE AND OPPORTUNITY TO CONTRIBUTE OUR TIME AND EFFORT, WOULD CONTINUE TO SUPPORT THE OBJECTIVE OF THIS PROJECT.

TO ONE AND ALL, I BID YOU WELCOME.

KEYNOTE ADDRESS OF SECRETARY R.O. REYES  
SHORT TERM REHABILITATION PLAN FOR THE  
SOUTH HARBOR  
Manila Mandarin Ballroom  
8:30 a.m., 27 October 1987

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(GREET APPROPRIATE PEOPLE)

GOOD <sup>MORNING</sup> AFTERNOON. I HAVE BEEN LOOKING FORWARD TO THE  
OPPORTUNITY OF SPEAKING WITH ALL OF YOU AS A GROUP.

THE CURRENT SITUATION AT OUR PORTS, AND AT SOUTH HARBOR  
IN PARTICULAR, IS CRITICAL. PIER 13 HAS BEEN CLOSED AND  
PIER 15 HAS BEEN PARTIALLY CLOSED DUE TO SEVERE DAMAGE  
THAT MAKES THEM UNSAFE. THE END OF PIER 15 COLLAPSED  
EARLY THIS MONTH. THE REST OF OUR PIERS AT NORTH AND  
SOUTH HARBORS WERE DESCRIBED AS "SUPERANNATED" BY JICA,  
AND AS SUCH, "CARGO HANDLING ACTIVITIES ARE HINDERED".

THE PORTS ARE OUR LIFELINE TO TRADE AND COMMERCE.  
WITHOUT IMMEDIATE RADICAL IMPROVEMENTS, OUR  
INTERNATIONAL AND DOMESTIC TRADE, ON WHICH THE FUTURE OF  
OUR ECONOMY DEPENDS, WILL BE SEVERELY LIMITED. THERE IS  
NO ONE IN THIS ROOM, I AM SURE, WHO WOULD ARGUE AGAINST  
THIS IDEA. WHAT IS GOOD FOR OUR PORTS / IS GOOD FOR OUR  
COUNTRY, DUE TO THE INTEGRAL ROLE IT PLAYS IN OUR  
ECONOMIC RECOVERY. IT FOLLOWS, THEREFORE, THAT DURING  
THESE CRITICAL TIMES AS WE STRUGGLE TO PLACE OUR COUNTRY  
FIRMLY ON THE ROAD TO ECONOMIC RECOVERY, THAT THE COMMON  
GOOD MUST OUTWEIGH

INDIVIDUAL INTERESTS. AS A PEOPLE, WE MUST REALIZE AND ACCEPT THE FACT/ THAT DURING THESE TIMES/ THE COMMON GOOD AND SELF-INTEREST/ ARE ONE AND THE SAME, BECAUSE WE MUST FIRST ASSURE THE STABILITY AND GROWTH OF OUR COUNTRY/ IF WE WANT TO HAVE A FUTURE WORTH LOOKING FORWARD TO AT ALL.

I WOULD LIKE TO SHARE MY THOUGHTS ON THE CURRENT MICT BIDDING WITH YOU/ BECAUSE I FEEL THAT IT IS VERY RELEVANT TO THE POINT I AM TRYING TO MAKE. THE PRIVATIZATION OF THE MICT, BESIDES BEING IN LINE WITH THE NATIONAL GOVERNMENT'S POLICY DIRECTION, IS PERHAPS THE MOST SIGNIFICANT PROJECT THE PPA HAS BEEN INVOLVED WITH. ITS SIGNIFICANCE IS TWO-FOLD. FIRST, IT OFFERS UNSURPASSABLE ECONOMIC BENEFITS TO OUR COUNTRY WITH THE POSSIBILITY OF MAKING THE PHILIPPINES THE NUMBER ONE TRANSSHIPMENT PORT IN SOUTH EAST ASIA. THE MILLIONS OF PESOS THIS PROJECT WILL PUMP INTO OUR ECONOMY/ AND THE JOBS IT WILL CREATE, NOT ONLY FROM THE PORT OPERATIONS ITSELF, BUT MORE SIGNIFICANTLY FROM THE INCREASED TRADE THAT WILL INEVITABLY FOLLOW, WILL CONTRIBUTE SIGNIFICANTLY TO OUR ECONOMIC RECOVERY. SECONDLY, FULL REHABILITATION OF SOUTH HARBOR CANNOT TAKE PLACE UNTIL THE MICT IS ON-LINE TO ALLEVIATE SOME OF THE DEMAND FROM IT. GIVEN THE CONDITION OF OUR PORTS, THEREFORE, IT IS APPARENT THAT TIME IS OF THE ESSENCE IN THE IMPLEMENTATION OF THIS PROJECT.

BECAUSE OF THE NATURE OF THIS PROJECT, WE ALSO FELT THAT IT WOULD BE THE BEST EXAMPLE WE COULD USE OF THIS ADMINISTRATION'S COMMITMENT TO THE COMMON GOOD.

THERE HAS NEVER IN THE HISTORY OF THE PHILIPPINES BEEN A PROJECT AS LARGE AND AS TECHNICALLY COMPLEX AS THIS PUT UP FOR PUBLIC BIDDING. IT CANNOT, THEREFORE, BE COMPARED WITH ANY OTHER BIDDINGS CONDUCTED IN THE PAST, NOR CAN IT BE CATEGORIZED. AT THE OUTSET, WE PLEDGED THAT THIS WOULD BE A FAIR, COMPLETELY TRANSPARENT PUBLIC BIDDING. WE PROMISED THAT THIS WOULD BE ONE TIME THAT THE EXERTION OF INFLUENCE AND OTHER QUESTIONABLE PRACTICES WOULD NOT HELP. WE SOUGHT TO PROVE, ONCE AND FOR ALL, THAT THE AQUINO ADMINISTRATION IS SINCERE IN ITS EFFORTS TO REPLACE THE TRADITIONAL ARBITRARY METHOD OF AWARDING GOVERNMENT CONTRACTS WITH A FAIR, OBJECTIVE SYSTEM IN WHICH THE ONLY FACTOR THAT MATTERS IS ABILITY. WE HELD SEVERAL PRE-BID CONFERENCES DURING WHICH THE BIDDERS WERE FREE TO ASK ANY QUESTIONS OR MAKE ANY SUGGESTIONS THEY WANTED TO. PRIOR TO THE OPENING OF THE BIDS, ALL OF THEM AGREED THAT THEY WERE HAPPY AND APPRECIATIVE OF THE WAY THE BIDDING WAS BEING CONDUCTED. WE HAVE THIS ON TAPE. ACCEPTING THAT THE SYSTEM MAY NOT BE PERFECT, AS THIS IS THE FIRST TIME SUCH A PROJECT HAS BEEN UNDERTAKEN, THEY ALL ACCEPTED AND PLAYED BY THE SAME RULES.

WHAT HAS HAPPENED, HOWEVER, IS DEEPLY DISTURBING. VESTED INTEREST GROUPS WHO HAVE REALIZED THAT THEY HAVE NO CHANCE OF WINNING ARE NOW DOING ALL THEY CAN TO HAVE THE BIDDING DECLARED NULL AND VOID. WHY DIDN'T THEY BRING UP ALL THESE SUPPOSED OBJECTIONS UP FRONT? IT SADDENS US THAT DESPITE A NEW ADMINISTRATION AND A CHANCE TO START ANEW, THERE ARE THOSE WHO WOULD SACRIFICE THE COMMON GOOD FOR PETTY SELF-INTEREST. THAT THERE ARE THOSE WHO CANNOT ACCEPT THE IDEA OF FAIR COMPETITION; OF PLAYING BY ACCEPTED PARAMETERS AND LIVING WITH THE OUTCOME. THE CONCEPT OF FAIR COMPETITION IS A BASIC TENET FOR THE SURVIVAL OF A DEMOCRACY. THE IDEA THAT THERE ARE THOSE WHO WOULD SUBVERT, INFLUENCE, MANIPULATE, AND USE OTHER QUESTIONABLE PRACTICES TO EITHER ASSURE THEIR VICTORY OR MAKE SURE NO ONE ELSE BENEFITS IS DESTRUCTIVE; IS INCOMPREHENSIBLE. ONE SUCH GROUP EVEN CONVINCED MEMBERS OF OUR CONGRESS TO QUESTION AND ATTEMPT TO POSTPONE THE AWARDING OF THE BID. HOW CAN ONE BE SO SELFISH? TO GO AS FAR AS TO CAUSE TURMOIL AND CONFLICT WITHIN GOVERNMENT ITSELF, TAKING VALUABLE TIME AWAY FROM CONGRESSMEN, PPA AND DOTC OFFICIALS THAT COULD BE SPENT ATTENDING TO MORE URGENT MATTERS, MERELY TO SATISFY UNBRIDLED GREED IS UNCONSCIONABLE.

WE HAVE KEPT OUR PLEDGE. THE INTEGRITY OF THE BIDDING COMMITTEE AND THE PROCESS USED TO SELECT THE WINNING BID IS ABOVE QUESTION. THE AMOUNT OF DETAIL THAT THE COMMITTEE WENT INTO IN ITS ANALYSIS WAS EXHAUSTIVE. THE FOREIGN CONSULTANT THAT WE BROUGHT IN AS A RESOURCE PERSON CONFIRMED OUR CLAIM. HE STANDS BY THE PROCEDURE AND THE CORRESPONDING RESULTS. HE FURTHER STATED THAT BASED ON HIS EXPERIENCE, HE HAD NO DOUBT THAT IF WE WERE TO SEND ALL THE MATERIALS TO THREE SEPARATE EXPERTS IN THREE SEPARATE COUNTRIES, THAT THEY WOULD COME UP WITH THE SAME RESULTS.

IT IS NOT TOO LATE TO CHANGE THIS DISTURBING SITUATION. AS A MATTER OF FACT, IT IS NOW THAT COOPERATION AND CONCERN FOR THE COMMON GOOD IS MOST CRITICAL, FOR OUR CONCERN NOW IS EXPEDITIOUS IMPLEMENTATION. THE COMPETITION IS OVER, AND WE HOPE THAT ALL THE OTHER PARTIES AND THEIR FRIENDS WHO HAD AN INTEREST IN THE BIDDING ACCEPT THIS AND NOW THINK OF THE COUNTRY FIRST.

I WOULD LIKE TO QUOTE THE WORDS OF ONE OF THE BIDDERS IN REACTION TO THE CONGRESSIONAL HEARING LAST TUESDAY. HE IS NOT A MEMBER OF THE LEADING GROUP, AND HE KNOWS IT, HOWEVER, HIS WORDS MOST EFFECTIVELY CAPTURE SOME OF THE THOUGHTS I AM TRYING TO GET ACROSS, PARTICULARLY THE IDEA OF LEARNING TO COMPETE AND LOSE LIKE A GENTLEMAN.



"THE BIGGEST LOSER IN ALL OF THIS, IF THE BID IS NULLIFIED, IS THE FILIPINO PEOPLE. A DELAY WILL CAUSE FURTHER DETERIORATION IN THE PORTS AND WILL NOT ALLOW THE PHILIPPINES TO COMPETE WITH THE OTHER PORTS IN THE REGION. AS FAR AS THE MEMBERS OF CONGRESS WHO TRIED TO PROJECT THEIR DESIRE TO PROTECT THE INTEREST OF THE GENERAL PUBLIC, THE SCRUTINY WAS AN UNNECESSARY DELAY. THIS IS A PRIVATIZATION PROGRAM THAT SHOULD BE LEFT TO THE PROPER BODY TO ANALYZE. THEY ARE NOT TECHNICAL WIZARDS NOR SHOULD THEY THINK THEY ARE. THEY SHOULD NOT SERVE THE INTERESTS OF GROUPS WHO CANNOT LOSE GRACEFULLY."

IT IS TIME TO GET MOVING AND GET MOVING NOW. WE COULD ALL STAND TO SEE MORE ACTION AND LESS WORDS. ACTION AND ACTION ONLY YIELDS RESULTS. LET'S START WITH MICT, AND SET A PRECEDENT FOR THE REST OF BUSINESS AND INDUSTRY TO FOLLOW.

THANK YOU AND GOOD DAY.

SPEECH FOR: ACTING GM L. LIWANAG II

THE HONORABLE SECRETARY OF THE EMBASSY OF JAPAN, MR. HIROTAKA SATO; MR. KATSUHIKO OSHIMA, JICA'S DEPUTY RESIDENT REPRESENTATIVE TO THE PHILIPPINES; OUR DISTINGUISHED BUSINESSMEN-FRIENDS AND FELLOW PORT USERS ON THE WATERFRONT; THE THREE GENTLEMEN PLUS ONE LADY MEMBER OF THE JICA TEAM; OUR FRIENDS AND CRITICS, LADIES AND GENTLEMEN FROM THE PRESS; FELLOW PPA OFFICIALS AND EMPLOYEES; LADIES AND GENTLEMEN:

THE PROBLEM WITH DELIVERING A RECAP SPEECH IS OBVIOUS - WHATEVER I SAY NOW MAY SOUND REDUNDANT, REPETITIVE OF WHAT HAS BEEN DISCUSSED HERE TODAY. I AM SURE YOU KNOW MORE ABOUT THE SOUTH HARBOR REHABILITATION THAN I DO AT THIS VERY MOMENT.

BEFORE ANYTHING ELSE, HOWEVER, ALLOW ME TO THANK OUR FRIENDS FROM JAPAN FOR HAVING TAKEN THE TIME TO CONDUCT THIS SEMINAR ESPECIALLY FOR THE BENEFIT OF OUR PORT USER-FRIENDS. I UNDERSTAND IT IS JICA'S POLICY TO CONSULT THE PRIVATE SECTOR GROUP AND DOES LIAISON WORKS WITH IT AS WELL IN THE COURSE OF IMPLEMENTING A PROJECT. AS A MATTER OF FACT, PRIOR TO THE IMPLEMENTING STAGE, JICA EXPERTS MAKE SEVERAL TRIPS TO THE RECIPIENT COUNTRY WHERE THEY SEE FIRST HAND ACTUAL ENVIRONMENT AND TALK WITH PEOPLE WHO SHALL BE THE BENEFICIARIES OF THE PROJECTS. IN OTHER WORDS, JICA DOES NOT LIMIT THE TALKS NOR ITS RESEARCH TO THE GOVERNMENTS OF THE RECIPIENT COUNTRY.

IT MAY INTEREST OUR FRIENDS FROM JAPAN TO KNOW THAT THE PPA HAS ALWAYS HAD THE SAME POLICY. PPA, BEING GOVERNMENT CORPORATION, USES THE CONSULTATIVE STYLE OF MANAGEMENT. A PRIVATE SECTOR REPRESENTATIVE S I T A T THE PPA BOARD OF DIRECTORS, THE HIGHEST POLICY OR DECISION MAKING BODY IN THE ORGANIZATION. THIS IS FURTHER INSTITUTIONALIZED ON THE OPERATIONAL LEVEL IN EACH BASE PORT THROUGH THE PORT MANAGEMENT ADVISORY COUNCILS.

DESPITE WHAT MOST PEOPLE THINK ...

DESPITE WHAT MOST PEOPLE THINK, UNFORTUNATELY INCLUDING MANY OF OUR COUNTRYMEN, THE PPA NEVER TOOK AWAY THE BUSINESSES FROM THE PRIVATE SECTOR -- ON THE CONTRARY, IT DEVELOPED NEW BUSINESSES THROUGH THE INTRODUCTION OF NON-TRADITIONAL SOURCES OF REVENUE IN THE PORTS ENSURING THE PROPER DISTRIBUTION OF SUCH RESOURCES IN AN INDUSTRY OTHERWISE DESCRIBED TO BE A NATURAL MONOPOLY.

IN THE AREA OF PORTS DEVELOPMENT ESPECIALLY, MAJOR CONSTRUCTION AND ENGINEERING WORKS INCLUDING REPAIR AND MAINTENANCE PROJECTS WERE AND ARE STILL BEING UNDERTAKEN BY PRIVATE CONTRACTORS.

PERHAPS, MORE THAN ANY OTHER INDUSTRY SECTOR, THE PORTS INDUSTRY SECTOR IS THE MOST PREPARED FOR THE NEW GOVERNMENT'S PRIVATIZATION POLICY.

ALL EXISTING CARGO HANDLING CONTRACTS SHALL REMAIN IN FORCE UNLESS, OF COURSE, WHEN RAMPANT VIOLATIONS NECESSITATE TERMINATION. ACTUALLY, BEING THERE ALREADY IS AN ADVANTAGE AND SHOULD BE WORTH THE CONTRACTOR'S EFFORTS TO KEEP.

IF THE PORTS PRIVATIZATION "GOES THE MIGHTY WAY" WHERE THE CONTRACTOR UNDERTAKES THE MANAGEMENT, OPERATIONS AND DEVELOPMENT OF THE PORT FOR A LONGER PERIOD THAN THOSE PROVIDED IN THE PREVIOUS SERVICE CONTRACTS, WE FORESEE THE LANDLORD-TENANT TYPE OF RELATIONSHIP BETWEEN THE PPA AND THE PRIVATE SECTOR-- WHERE GOVERNMENT'S PRESENCE THROUGH THE PPA SHALL MANIFEST ONLY IN AREAS WHERE THERE ARE MARKET DISTORTIONS.

IN A WAY, PRIVATIZATION IN THIS MANNER IS ALSO ADDRESSING THE PORT USER'S ARGUMENT THAT THE SHORT-TERM SERVICE CONTRACT INHIBITED THEM FROM UNDERTAKING LONG-TERM DEVELOPMENT ACTIVITIES, HENCE, THE RELUCTANCE TO FINANCE EVEN THE MAINTENANCE AND REPAIR WORKS IN THE PORTS.

MORE THAN ITS FINANCIAL ...

MORE THAN ITS FINANCIAL VIABILITY, THE PPA GIVES MORE CREDENCE TO ITS PORTS DEVELOPMENT PROGRAM INVOLVING THE CONSTRUCTION OF AT LEAST SIX MAJOR PORTS RANKED 25TH IN WORLD CONTAINERIZATION. IT IS PROUD TO HAVE HELPED RAISE SUBSTANTIALLY, AN INDUSTRY'S LEVEL OF PROFITABILITY - YET, AT THE TIME ALREADY IN A MORIBUND STATE.

THE KEY TO COMPROMISE BETWEEN GOVERNMENT AND INDUSTRY WAS DEVELOPMENT AND THE IMMEDIATE OR SHORT-TERM OBJECTIVE WAS TO INCREASE THE PORT'S REVENUES AND TO DELIVER THE ADEQUATE SERVICE.

DESPITE THEIR DIFFERENCES, PPA AND THE PORT USERS DID CHANGE THE DIRECTION TOWARDS WHICH THE INDUSTRY WAS HEADED BEFORE.

THE BOTTOM LINE IS THAT PORTS SIMPLY HAVE TO KEEP PACE WITH MODERN TECHNOLOGY IN INFRASTRUCTURES, EQUIPMENTS, OPERATIONS, MANAGEMENT IF STAGNATION IS TO BE KEPT AT BAY.

IN BEHALF OF PPA, I WOULD LIKE TO CLOSE THE SEMINAR BY THANKING YOU FOR ATTENDING & PARTICIPATING. I HOPE THE PRESENTATIONS MADE IS WORTH YOUR TIME. GOOD EVENING. LET US ENJOY THE REST OF THE EVENING.

CLOSING ADDRESS 2 OF JICA RESIDENT REPRESENTATIVE

Mr. L. C. Liwanag, Asst. General Manager, PPA

Good afternoon Honorable Secretary Reinario Reyes, Assistant Secretary Nicolas Acasio, Assistant Secretary Juan C. Sta. Ana, Captain Maximo Dumlao, ladies and gentlemen. The Seminar is officially over, for we have covered just about everything we need to concern ourselves with. But as in all other things we embark on, the search for the new, the better and possibly the best, never ceases.

We shall all be in touch again for another similar exercise, not only because we feel the need for one, but also, and most specially, because we get so much from it, we benefit from it.

It is our desire to have this country really developed in so far as port services and facilities are concerned. And, it is our dream to make possible serving port traffic by rail. With this, we hope to come up with reduced costs or maximized profits in the industry that deals in container and passenger traffic.

In today's seminar, we have taken steps towards our dreams come true. We have looked into what facilities we have, the various stages the project is in, the problems,

needs and shortcomings that

needs and shortcomings that should be looked into, the measures that can be taken, with the resources we have. We have learned what is, what will be, what can be and the rest is up to us now.

Through the lectures and exchanges in the Seminar, we likewise hope that we were able to present the participants with a comprehensive explanation on the importance of an improved and developed port services and facilities and the urgent need of working together and helping each other for the country's economic recovery development.

We at JICA, appreciate very deeply the opportunity of having worked together with you in conducting this Seminar, and you can be rest assured that JICA will continue to support all your activities in the spirit of helpfulness to mankind. I believe that this Seminar has served as another opportunity in further enhancing our continuing partnership in the field of port services.

As a final word, allow me to thank the Department of Transportation and Communications and the Philippine Ports Authority, particularly, Honorable Secretary Reinario Reyes and Captain Maximo Dumlao, for the contribution and

*Mr. L.C. LUWANAG*

unfailing support that

and unfailing support that they gave to make this Seminar possible, to Messrs. Terumi Iijima, Shinsuke Kubo, Keiki Yasutake and Ms. Izumi Ohno, who have come all the way from Japan for this purpose, for their cooperation and assistance, and all the participants, who have taken time out from their very busy schedule, for their interest and concern on the relevance of this Study to the country's economic recovery and development, and all those who have in one way or another have contributed to the success of this Seminar.

I am so glad to see such broad participation, and I hope that all of us present here today will work closely in harmonious collaboration for the effective and efficient implementation of this project and make productive contribution in the development of your country.

Thank you and good day.





# INFORMATION MATERIALS

THE JAPAN INTERNATIONAL COOPERATION AGENCY  
SUMMARY OF SH REHABILITATION PLAN



JAPAN INTERNATIONAL COOPERATION AGENCY  
(JICA)

Japan International Cooperation Agency (JICA) is the official agency of the government of Japan that implements the provisions of its agreements with developing countries. The agency operates under the jurisdiction of Japan's Foreign Affairs Ministry. Established on August 1, 1974 under the provisions of the government's International Cooperation Agency Law, it aims to promote international cooperation specially among the third world countries where socio-economic development remains a desired goal.

JICA has a staff of about 1,000 employees who implement the various types of services and technical help provided for by the international cooperation agreements. The financial requirements of the agency, are provided through grants and investment budget by the Ministry of Foreign Affairs and in trust budget from the Ministry of International Trade and Industry.

Since it was created in 1974 until 1985, JICA has established nine branch offices in Japan and 35 overseas offices in 31 countries to take charge of the agency's global operations.

Functions of JICA

The Agency extends services and helps in and out of Japan under the supervision mainly of the Ministry of Foreign Affairs and partly by the Ministries of Agriculture, Forestry, Fisheries and the International Trade and Industry. JICA likewise seeks the cooperation of relevant government organs, local governments and private enterprises in Japan. It also keeps in touch with the governments of the developing countries and other international organizations to maintain its smooth and efficient operation.

The operational activities of the Agency include the following:

I. Technical Cooperation

This involves human resources development where free training programs are given to qualified people who are likely to assume key roles in the future economic and social development of their countries. At the same time, experts in various fields of studies and professions are sent to countries imparting their technical knowledge and skills. JICA's equipment supply program apply to countries suffering from lack or shortage of equipment necessary in the conduct of training and transfer of skills and expertise. The Project-type Cooperation program involves large-scale projects that are of long-term nature needing concerted efforts. The Development Survey program includes the dispatch of survey team of experts in various field to recipient countries. Other provisions in the technical cooperation programs relate to the procurement of ships, equipment and materials required by the Southeast Asian Fisheries Development Center and the technical cooperation for the United Nations and surveys on development projects as commissioned by the Ministry of International Trade and Industry.

II. Japan Overseas Cooperation Volunteers Program (JOVC)

JOVC members are qualified Japanese youths aged 20-35 who live and work in the assigned country for two years. Volunteers are

dispatched in response to requests by developing countries. They work as volunteers to live and work in line with the standard of living of the people in that area. Interacting with the people they foster the spirit of self-help. JICA, in turn furnishes the volunteers with travel and living expenses as well as medicines and equipment necessary for the transfer of skills.

### III. Recruiting and Training of Qualified Japanese Experts for Technical Cooperation

The Agency conducts extensive training courses both in Japan and abroad for the newly recruited Japanese experts, including pre-departure training courses in foreign languages and technical fields. For this purpose, JICA established the Institute of International Cooperation as an affiliated Organ charged with the task of recruiting and training Japanese experts who are determined to pursue their career on technical cooperation. It also conducts research and surveys as well as disseminates information in technology transfer.

### IV. Grant Aid Cooperation Program

JICA's grant aid cooperation program aims at providing funds to developing countries without the obligation of repayment. This category includes the general grant aid, those in fisheries, culture, disaster emergency, food assistance and assistance for increased food production. The general grant aid, in particular, includes hospital construction as well as training centers.

### V. Development Cooperation Program

Under this program, JICA provides long-term, low interest loans to Japanese enterprises engaged in projects to promote the social, agricultural, mining, forestry and manufacturing goals of the recipient developing countries.

### VI. Emigration Services

JICA offers such services as dissemination of information, and guidance on emigration, counselling and intermediary services on emigration, provision of various types of trainings and study meetings for prospective emigrants, and the recruitment of members of Overseas Development Youth Program from Japanese wishing to emigrate to those countries having concluded their emigration agreement with the Government of Japan.

## FINAL REPORT : MANILA SOUTH PORT REHABILITATION PROJECT

### PREFACE:

The Government of Japan, in response to a request of the Philippine Government, made the feasibility study on the Manila South Port Rehabilitation Project, entrusting its implementation to the Japan International Cooperation Agency (JICA).

JICA sent to the Philippines a study team headed by Mr. Terumi Iijima, Executive Director of the Overseas Coastal Area Development Institute (OCDI). The team made several trips to the Philippines between April, 1986 and March, 1987.

The study team has conducted four series of field surveys, collecting a variety of data including those concerning natural conditions. Returning to Japan, the team made further studies resulting in herewith attached report.

## A BRIEF SUMMARY OF THE MANILA SOUTH HARBOR PORT REHABILITATION PROJECT

### I. INTRODUCTION

The Philippines is an archipelago of 7,100 islands with 870 ports scattered all over the country, hence, the reliance on water transportation, making it a vital component of the national transportation infrastructure.

The Port of Manila (POM), the country's premier port of entry, plays a major role in the national economic development of the country. Composed of three main ports, North Harbor caters mainly to domestic trade, South Harbor to foreign/international trade, and the Manila International Container Terminal (MICT) handles chiefly containers of non-self-sustaining container ships.

However, conditions at the South Harbor, the country's main gateway to international trade, is far from ideal. Cargo handling activities at the port are hindered by the outdated facilities mostly constructed shortly after the Second World War. The MICT is the exception having been developed only in the 70's.

Government, taking cognizance of the problem, sought the assistance of the Japanese Government in the preparation of a comprehensive rehabilitation plan for the South Harbor.

### II. SOUTH HARBOR PIERS

South Harbor has five (5) piers, namely, piers 3, 5, 9, 13 and 15. Ocular surveys/inspections have shown that pier 3 is aged but still usable with some partial minor repair works to slabs/beams and fenders. However, repair of the slabs at the end of pier 3 and at the back-up area of berth number 4 is absolutely necessary.

The most sound pier structurally is pier 5, its fenders however requiring full repair and minor ones for slabs and beams. But the open storage area at the pier is insufficient while Sheds K and L are in poor condition.

Condition at pier 9 is somewhat similar to pier 3. No urgent repair is necessary, but some portions of the slab would have to be repaired eventually. The narrowness of the quay apron also lowers cargo handling productivity.

Pier 13 is the most deteriorated pier found to be almost in critical condition for normal cargo handling operation. It is impossible to continue to handle container cargoes at this pier because of its seriously damaged structure. However, minimum urgent repairs of part of the slab may be necessary to continue handling containers for the time being.

Next to pier 13, pier 15 is the second most deteriorated pier. However, it is still usable with some repair works to slabs/beams and fenders. It will be relatively easy to repair this pier because the damage is concentrated at the base of the pier and in the central pier area.

### III. THE MASTER PLAN

Targetted to be finished by year 2005, the master plan aims at making port operations at the South Harbor more efficient. The port is to be used exclusively for foreign trade cargoes except for some containerized cargo to be handled at the MICT.

On the target year, the estimated cargo volume at the South Harbor is 52 million tons. This was arrived at using as parameters the historical trend, the forecast growth of the socio-economic activities, and the proper allotment of containers handled at MICT.

The plan includes the rehabilitation and rennovation of the dilapidated facilities and restriction of the use of Pier 13 based on the required scale of proper facilities from the projected traffic. This pier is not recommended for handling heavy cargoes as a result of findings in the technical evaluation. Henceforth, pier 13 shall be used for passenger ships, small craft and other non-cargo handling ships.

The Master Plan, further, proposes to introduce an exclusive grain terminal at the west end of MICT; widen quay wall aprons and level up to the central passageway of piers; modify the physical facilities at the port; emphasize preferential berthing for specialized cargo ships such as container, iron and steel, and timber ships; and, transfer part of loose cargo handling at anchorage to piers.

### IV. SHORT-TERM REHABILITATION PLAN

Within the framework of the master plan is the short-term rehabilitation plan aimed for completion in the year 1995. It includes the rehabilitation of dilapidated facilities and improvement of operations. Based on projections in the short term plan, cargo volume is expected to reach 3.6 million tons.

The short-term plan proposes repair works for the damaged portions of existing facilities; improvement of wharf facilities including the widening of aprons and the enlargement of open storage areas at the piers; and the introduction of floating pneumatic unloaders to improve the grain handling productivity at anchorage.

The short-term rehabilitation plan was evaluated using the Economic Internal Rate of Return (EIRR) using cost-benefit analysis from the viewpoint of the national economy.

Benefits considered are savings in ship's staying costs, cargo handling costs and time costs. Expenditure costs are those for construction and maintenance. The internal rate of return (ROI) is 18.46 per cent, using a 30-year period time frame.





Text Book for Seminar

**JOINT SEMINAR ON THE SOUTH  
HARBOR REHABILITATION PLAN  
JICA — PPA**

**OCTOBER 27, 1987**

**JAPAN INTERNATIONAL COOPERATION AGENCY  
PHILIPPIN PORTS AUTHORITY**



## CONCLUSIONS

### 1. Necessity of the Rehabilitation of South Harbor

The Port of Manila is the most important port in the Philippines, and plays an essential role in the national economic development.

The Port of Manila consists of North Harbor for domestic trade and South Harbor for foreign trade in addition to the Manila International Container Terminal (MICT), of which MICT handles mainly containers of non-self-sustaining container ships.

South Harbor is thus the main gateway of the country for international trade, and the hinterland of the Port is not limited to the Metro Manila Area, but covers the entire nation.

All the harbor facilities except MICT were constructed shortly after World War II. The facilities have become superannuated, and some parts of the facilities have reached a very dangerous condition. The cargo handling activities at South Harbor are being hindered by the outdated facilities.

The Government of the Philippines is now promoting the recovery of the national economy from the 1983 economic recession in accordance with the revised national development plan, the Medium-Term Philippine Development Plan 1987-1992.

To achieve further national development, improvement of the transportation infrastructure is essential.

Overall, a comprehensive rehabilitation plan for South Harbor is required, and adequate and timely action should be taken by the government.

### 2. Master Plan

The Master Plan is formulated with a target year of 2005. In order to secure efficient port operations, South Harbor will continue to be used for the exclusive handling of foreign trade cargo except for some containerized cargoes which will be handled at MICT.

The estimated cargo volume at South Harbor in the target year is about 5.2 million tons considering the historical trend, the forecast growth of the socio-economic activities, and the proper allotment of container cargo handling with MICT.

Based on the required scale of proper facilities as estimated from the projected traffic, the Master Plan proposes rehabilitation/renovation of the dilapidated facilities and restriction of the use of Pier 13.

Judging from the technical evaluation, this pier should not be used for handling heavy cargoes. Thus, Pier 13 will be used for passenger ships, small craft and other non-cargo handling ships.

In order to achieve effective cargo handling, the Master Plan also proposes (1) to introduce an exclusive grain terminal at the west end of MICT, (2) to widen quaywall aprons and level up the central passageway of piers, (3) to modify the physical facilities at the port, (4) to emphasize preferential berthing for specialized cargo ships such as container, iron & steel and timber ships, and (5) to transfer part of loose cargo handling at anchorage to piers.

The construction cost is roughly estimated at about 1.4 billion pesos (in August 1986 prices).

### 3. Short-term Rehabilitation Plan

The Short-term Rehabilitation Plan is aimed at the year 1995, and covers the urgent rehabilitation of dilapidated facilities and improvement of operations. The estimated cargo volume in 1995, on the basis of which the Short-term Plan is formulated, is about 3.6 million tons.

The Short-term Plan proposes (1) repair works for the damaged portions of existing facilities, (2) improvement of wharf facilities including the widening of aprons and the enlargement of open storage areas at the piers, and (3) introduction of floating pneumatic unloaders to improve the grain handling productivity at anchorage.

The construction cost is estimated at about 490 million pesos excluding the cost of the two floating unloaders. About 280 million pesos of the cost, approximately 57 %, will come from foreign loans. The construction period is around five years. The cost of the two floating unloaders is estimated at about 220 million pesos.

### 4. Economic and Financial Analysis of the Short-term Rehabilitation Plan

#### 1) Economic Analysis

The Short-term Rehabilitation Plan is evaluated using the Economic Internal Rate of Return (EIRR) which is calculated based on cost-benefit analysis from the viewpoint of the national economy. Benefits considered are the savings in ships' staying costs, cargo handling costs and time costs, while costs are the construction and maintenance costs. The internal rate of return, using 30 years as the period of economic

calculation, is 18.46%.

This shows that the Short-term Rehabilitation Plan is feasible from the viewpoint of the national economy.

## 2) Financial Analysis

PPA maintains its financial viability throughout the entire project life including the construction period. It will be able to pay all expenditures and have some surplus even after appropriating funds for the repayment of foreign loans including interest.

As for the profitability of the project itself, the FIRR is estimated to be 7.69 for the base case, which exceeds the weighted average cost of capital (3.1%).

Judging from the above, we conclude that the Short-term Rehabilitation Plan with the target year of 1995 is feasible both economically and financially.

## RECOMMENDATIONS

Most of the facilities at Manila port were constructed a long time ago and have become outdated. Thus, in order to respond to the changes of ship type and packing type, it has become necessary to improve the port facilities and the port operation systems. Planning, fund raising, detailed design and construction for this rehabilitation project will hereafter be conducted in accordance with the plans presented in this report.

The planning and implementation of this project should be harmonized with the ongoing development project of M.I.C.T. and with other plans concerned.

The recommendations below concern various matters we noticed while conducting this survey and drafting the plans.

- 1) Manila Port is currently managed and operated in three separate sections: South Harbor for foreign trade cargo, M.I.C.T. mainly for foreign trade container cargo of non-self-sustaining container ships, and North Harbor for domestic cargo. In order to secure systematic port management and efficient port operations, this policy should be continued in the future.
- 2) The cargo handling volume at Manila Port is greatly influenced by the economic activities of the Philippines. The economy of the Philippines is now beginning to recover from the 1983 economic recession. However, for various reasons, it is difficult to forecast the future of the Philippine economy at the present time. Thus, economic trends should be carefully monitored in the future, and the Master Plan should be periodically reviewed and modified if necessary.
- 3) M.I.C.T. will be developed along with the increase of containerized cargo volume. PPA should make an effort to transfer the handling of cargo of non-self-sustaining container ships from South Harbor to M.I.C.T. in the future.
- 4) The area adjoining the South Harbor Port Zone is now used for miscellaneous purposes. From the viewpoint of long-term and overall planning, the expansion of the Port Zone is desirable in order to

secure smooth port operations.

- 5) The rehabilitation works at South Harbor should be executed without interfering with regular port activities, that is to say the regular handling of cargo at the port, whenever possible.

Before repair/renovation work of any pier starts, the following measures should be taken:

- ① Coordination among the administration and operation sections and port users in order to maintain smooth port operations
  - ② Planning and selection of a practical construction method which will make the duration of repair/renovation works as short as possible
  - ③ Provision of sufficient space for normal port operations which might otherwise be hampered during the repair/renovation works
- 6) Considering the existing physical conditions of South Harbor, the following counter-measures should be implemented as quickly as possible, and thorough maintenance should be given to all facilities.

- ① Pier 13

This is severely damaged and therefore, cargo handling operations with heavy duty vehicles should be banned.

- ② Pier 15

The vicinity of the entrance and the central lowered passageway are severely damaged, so urgent improvement/renovation is required in these areas.

Without proper maintenance/repair works, there is a risk of serious accidents occurring at these Piers, such as casualty or even loss of life due to pier collapse, as a result of the operation of cargo handling vehicles in structurally unreliable areas.

- 7) In order to improve the handling productivity of grain cargo at Anchorage, floating unloaders should be introduced at the earliest possible time. For this purpose, sources of revenue, management and operation systems should be investigated.

- 8) In connection with piers at North Harbor, the following items should be fully taken into consideration.

- ① With regard to the structural condition of Pier 16, no settlement of the Pier was observed, but it is still a controversial subject among the people concerned. It is considered preferable to periodically

carry out a systematic and rational observation of the backfill condition, by means of a level survey and underwater inspection of the Pier, in order to determine whether any structural change is going on.

⑤ It is desirable to close the comparatively wider gaps of Pier 16 in order to prevent the backfill material from escaping through the gaps when the structure is affected by unpredictably strong forces such as earthquakes.

⑥ Berths of North Harbor piers shouldn't be deepened until sufficient geological and bathymetrical survey/investigation work is carried out.

9) To complete the project effectively, it will be necessary to take care of the following matters.

① Improvement of navigation aids.

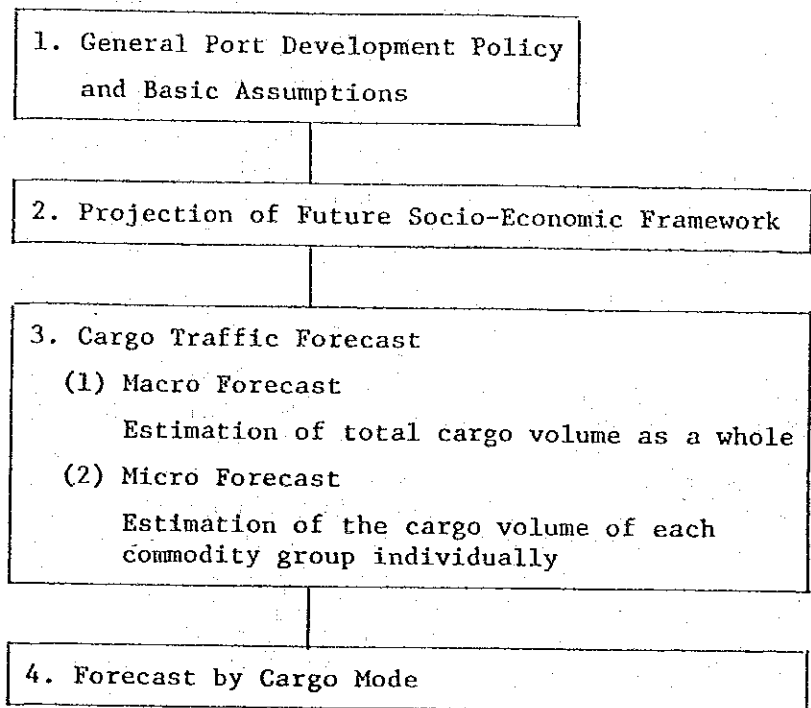
② Improvement and maintenance of main access roads to the port area as recommended in this report.

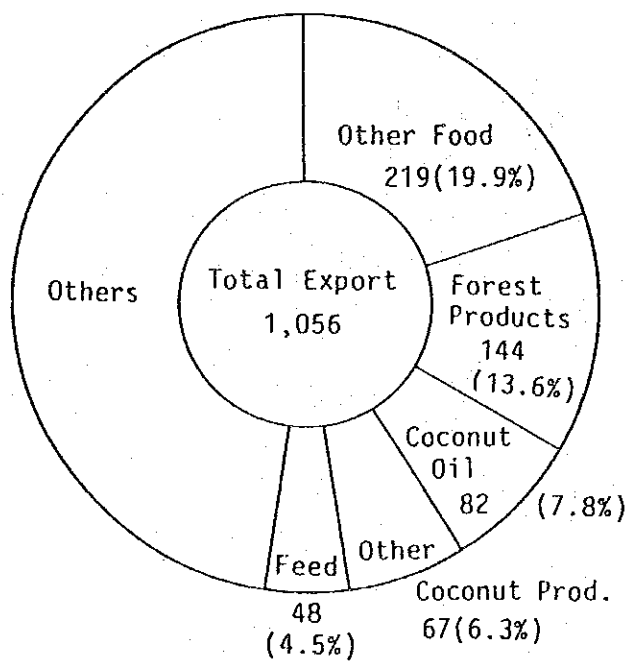
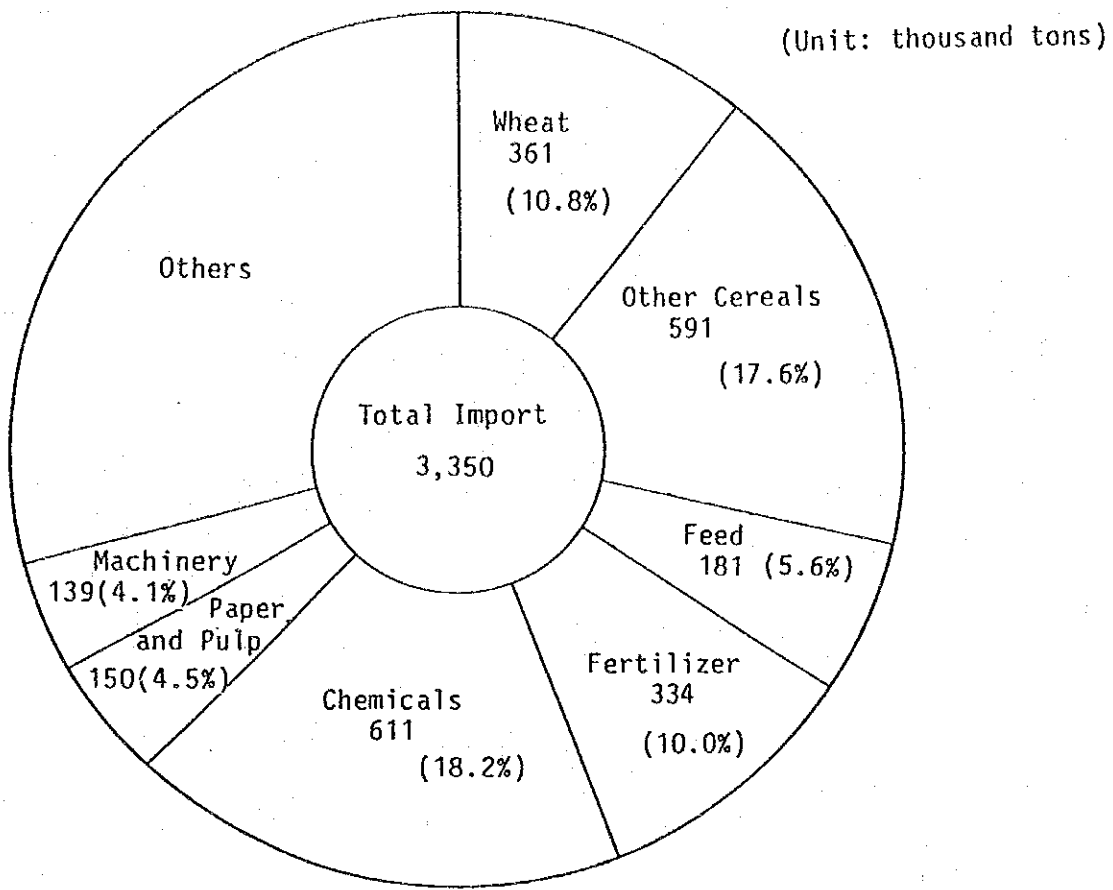
③ Although the breakwaters are just functionally adequate at present, it is desirable to repair both the South and West Breakwaters in order to ensure calm conditions and safe navigation in the South Harbor basin.

10) Despite the fact that PPA has clearly realized good financial management, producing about 110 million pesos of average annual net income from 1980 to 1985, PPA cannot use its funds freely because of legal restrictions. Therefore, PPA should be given sufficient autonomy to enable it to respond immediately to benefit port users and the country in general.



## DEMAND FORECAST





Estimated Volume of Foreign Trade Cargo by Major Commodity at Manila in 1985

Estimated Volume of Cargo Handled at the Port of Manila  
by Packing Type 1985

(Unit: 1,000 M/T)

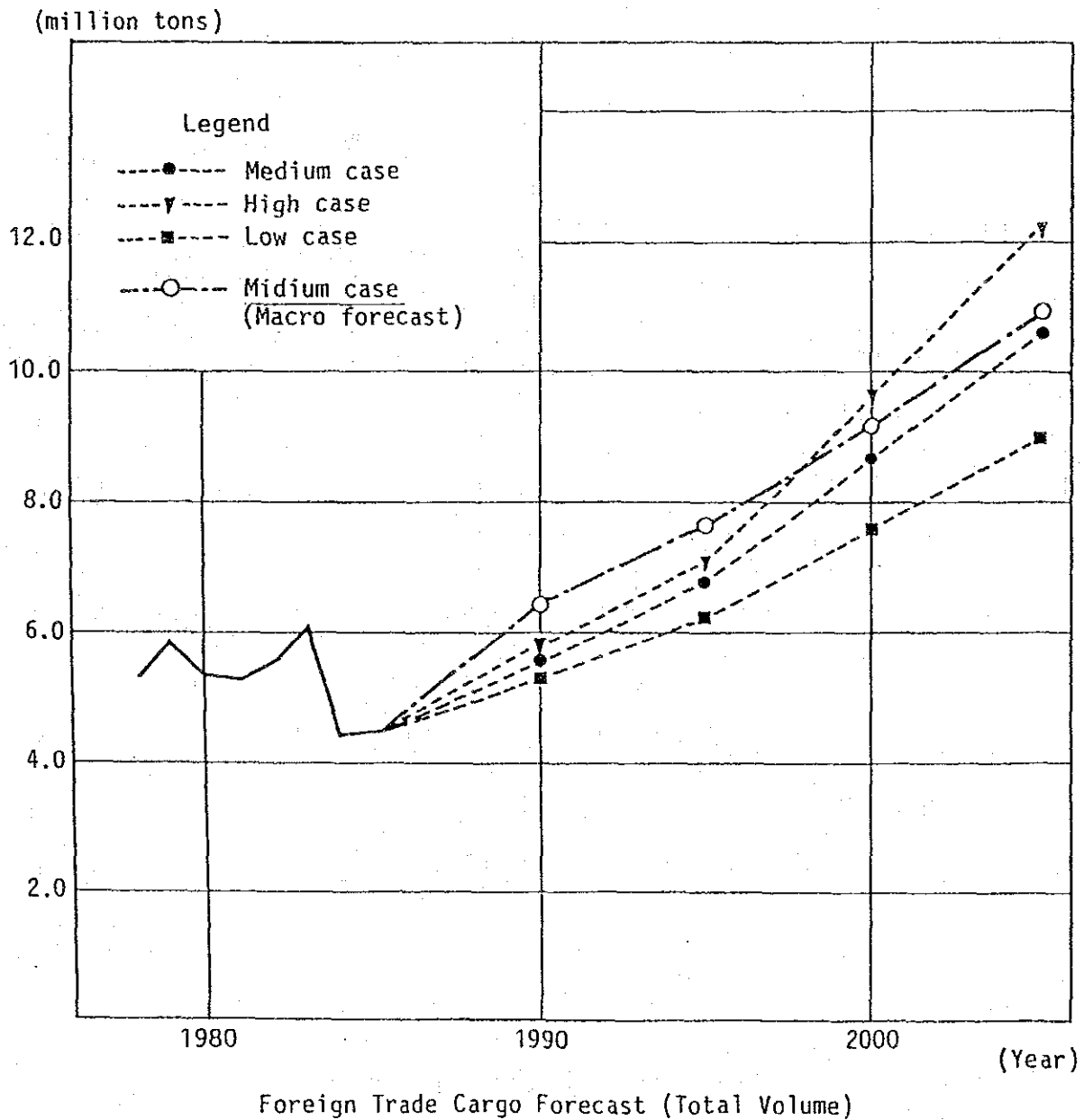
	Import		Export		Total	
	Volume	%	Volume	%	Volume	%
Loose (Break Bulk) Cargo	941 (3)	28.3	141 (2)	13.4	1,082 (5)	25
Containerized Cargo	1,196 (526)	35.7	771 (321)	73.0	1,967 (847)	44
Bulk (Dry) Cargo	1,105	32.7	52	4.8	1,157	26
Liquid	108	3.3	92	8.8	200	5
Total	3,350	100.0	1,056	100.0	4,406	100.0

Estimated volume based on study team analysis

Note: Figures in parentheses show the volume at MICT.

### Comparison of Cargo Forecasts

	Import		Export		Total	
	1995	2005	1995	2005	1995	2005
Macro Forecast						
Medium case					7,656	10,905
High case					7,918	12,063
Low case					7,387	9,831
Forecast by Major Commodity						
Medium case	5,008	7,889	1,600	2,542	6,608	10,441
High case	5,291	9,150	1,681	2,935	6,972	12,085
Low case	4,694	6,713	1,537	2,253	6,231	8,966

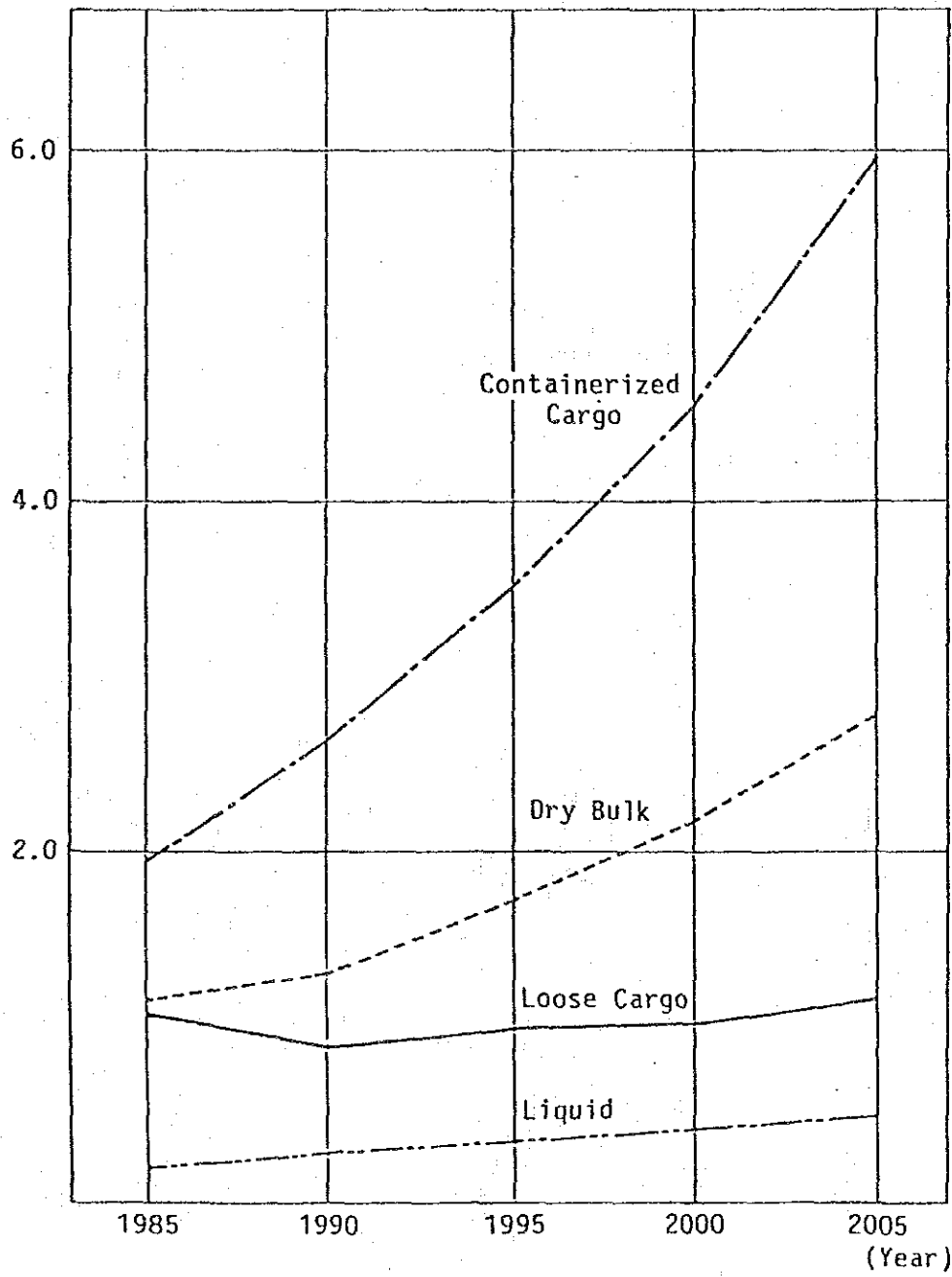


Commodity Throughput by Packing Type  
at the Port of Manila (1985)

	Loose cargo	Containerized	Bulk	Liquid
	(%)	(%)	(%)	(%)
<b>Imports</b>				
Dairy products	3	97	0	0
Wheat and Wheat Products	16	2	82	0
Other cereals	53	2	45	0
Feed	32	9	59	0
Paper and pulp	20	80	0	0
Fertilizer	49	-	51	-
Chemicals	11	54	22	14
Iron & Steel	78	22	0	0
Machinery and transport equipment	39	61	0	0
<b>Exports</b>				
Fish & Fish products	-	100	0	0
Feed	0	100	0	0
Other food	-	97	1	2
Forest products	84	16	0	0
Coconut oil	0	4	0	96
Other Coconut prod.	1	56	43	-

Note: - means less than 1%

(million tons)



Forecast Cargo Volume by Packing Type

Allotment of Container Handling

Container Handling Share by Mooring Facility (1983)

Pier 3 28.4%	Pier 13 22.0%	Other S.H. 6.5%	MICT: 43.1%
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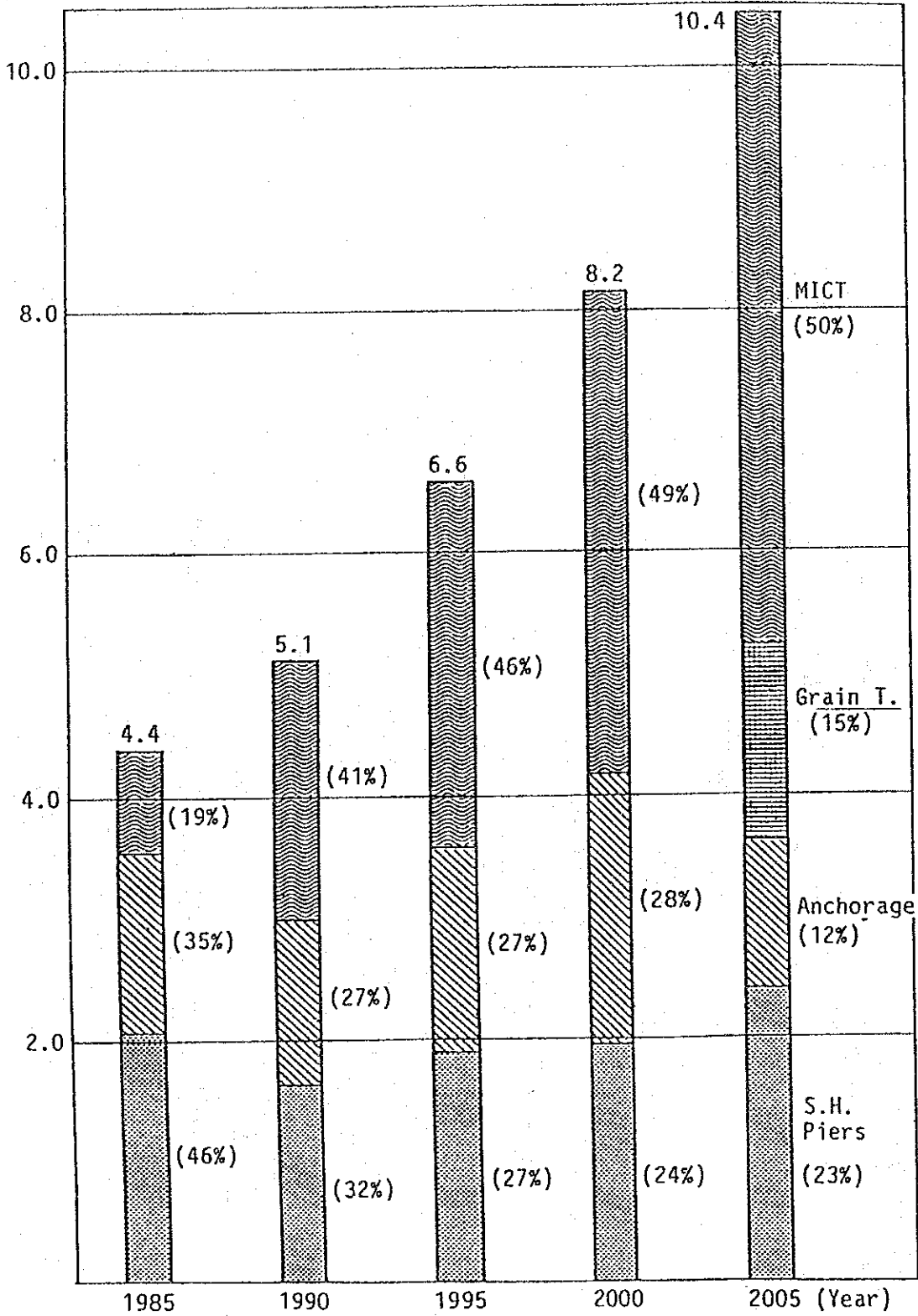
Percentage of the Containerized Cargo Transported by Non-self-sustaining Container Ships

At Present	72%
In the Future	85%

Basic Idea on the Allotment of Container Handling

- 1 All non-self-sustaining container ship will be accommodated at MICT.
- 2 20% of the self-sustaining container ships will be berthed at MICT.
- 3 Transfer of container handling will be advanced step by step.

(million tons)



Forecast Volume and (share) of Foreign Cargo Handled in Each Zone



Estimation of Calling Ships at South Harbor

1. Analysis of Present Shipping

2. Forecast of Ship Size and Average Handling Volume by Ship Type

(1) Ship Type

- 1 Conventional general cargo ship
- 2 Particular cargo ships (Timber, Iron & steel and Bagged fertilizer)
- 3 Semi-container ship
- 4 Self-sustaining container ship
- 5 Bulk carriers (Grain, Other bulk)

(2) Ship Class

- 1 Less than 10,000 DWT
- 2 More than 10,000 DWT

3. Estimation of Cargo Volume by Ship type by Class

4. Estimation of Number of Calling Ships at South Harbor

Estimated Number of Calling Ships at South Harbor

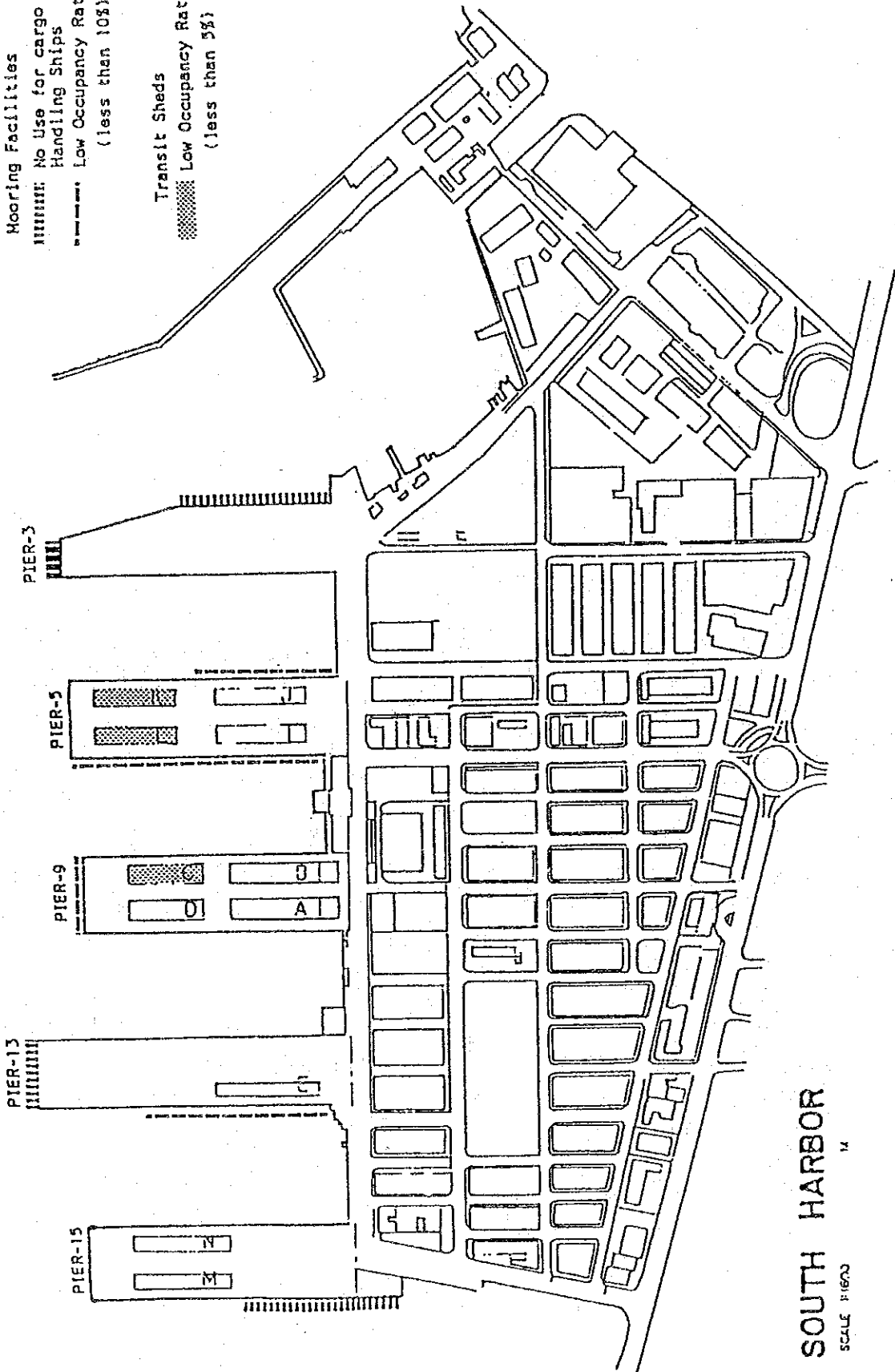
Ship Type Ship Class	Average DWT	Average Handling Volume (tons)	Year			
			1990	1995	2000	2005
<b>(At Piers)</b>						
Conventional ships						
- 10,000	6,000	1,100	161	178	215	252
10,001 -	17,000	4,600	58	64	77	90
Semi Containers						
- 10,000	8,000	1,800	57	59	67	84
10,001 -	22,000	2,400	18	19	22	27
Containers (Self-sus.)						
-10,000	6,000	2,400	93	94	105	138
10,001 -	16,000	2,200	68	68	76	100
Bulk cargo ships						
- 10,000	7,000	4,400	12	15	19	23
10,001 -	20,000	12,600	17	21	26	32
Iron & Steel ships						
- 10,000	7,000	1,800	28	41	31	44
10,001 -	20,000	5,500	9	13	10	15
Timber ships						
10,001 -	28,000	3,000	21	18	15	13
Fertilizer (bagged)						
- 10,000	7,500	4,400	4	9	13	21
10,001 -	15,000	8,800	2	5	6	10
Grain carriers						
Grain terminal (Pier 3)	60,000 (25,000)	50,000 (20,000)	- -	- -	- -	32 (80)
<b>(At Anchorage)</b>						
Conventional ships						
- 10,000	5,000	2,000	44	46	43	44
10,001 -	24,000	10,800	33	34	31	33
Bulk carriers						
- 10,000	7,000	4,400	8	11	12	15
10,001 -	20,000	12,600	12	15	17	22
Tankers						
- 10,000	5,500	1,300	155	184	222	272
10,001 -	23,000	2,000	44	52	62	76
Grain carrier						
Wheat	30,000	25,000	16	21	26	-
Soya meal	30,000	22,500	12	18	25	-

Note: Average DWT and average handling volume per ship at Anchorage are estimated based on the characteristics of the vessels which presently moor at Anchorage.

## Formulation of the Master Plan

1. Overall Evaluation of Existing Facilities	
2. Countermeasures to solve the Major Problems	
3. Estimated Future Cargo Handling Productivity	
4. Proposed Scale of Berthing Facilities	
5. Required Size of Storage Facilities	
6. Proposed Layout Plan	

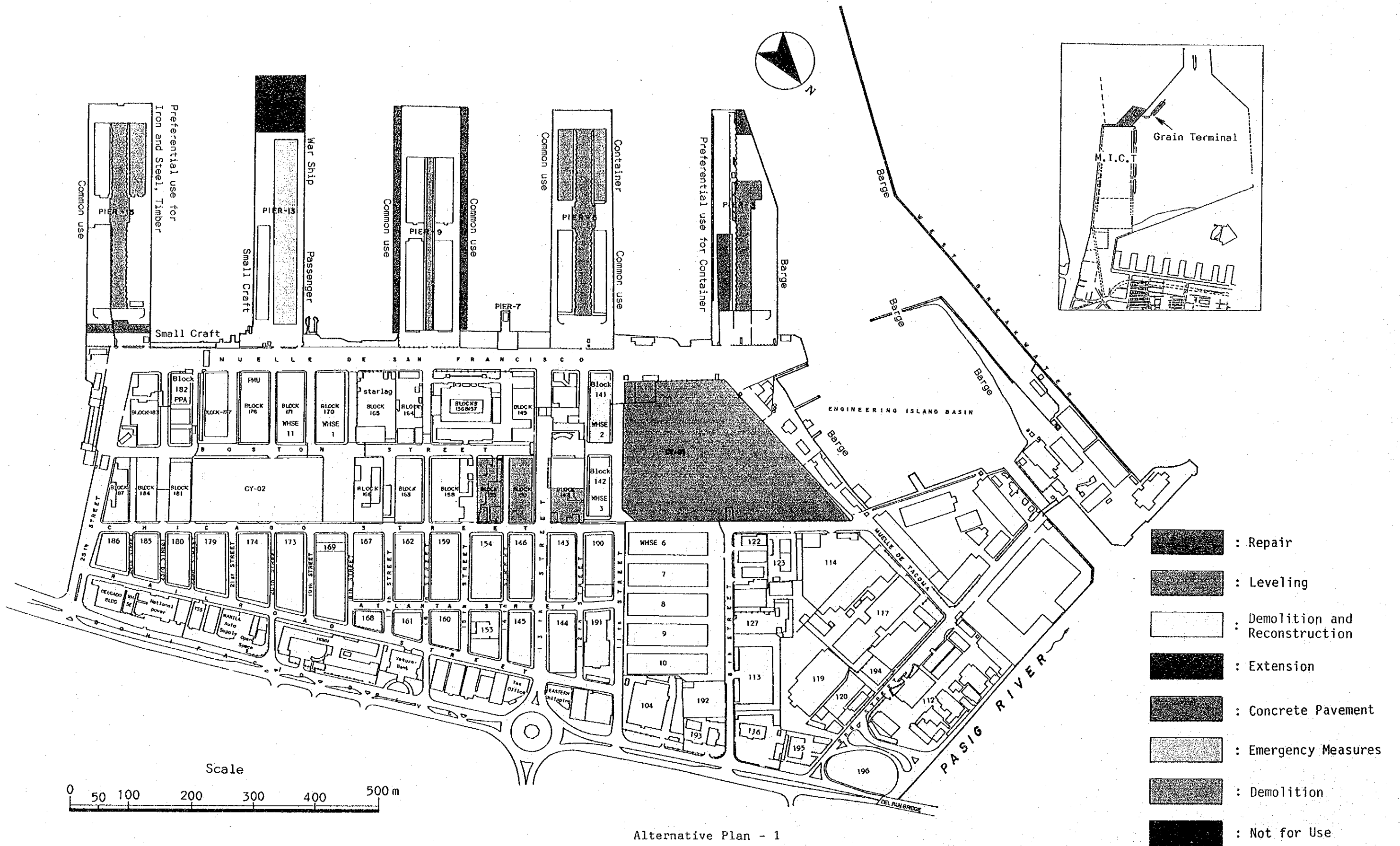
**Mooring Facilities**  
 ■■■■■■ No Use for cargo Handling Ships  
 - - - - - Low Occupancy Rate (less than 10%)  
 ■■■■■■ Transit Sheds  
 ■■■■■■ Low Occupancy Rate (less than 5%)



**SOUTH HARBOR**  
 SCALE 1:1600

Actual Condition of the Utilization of Existing Facilities





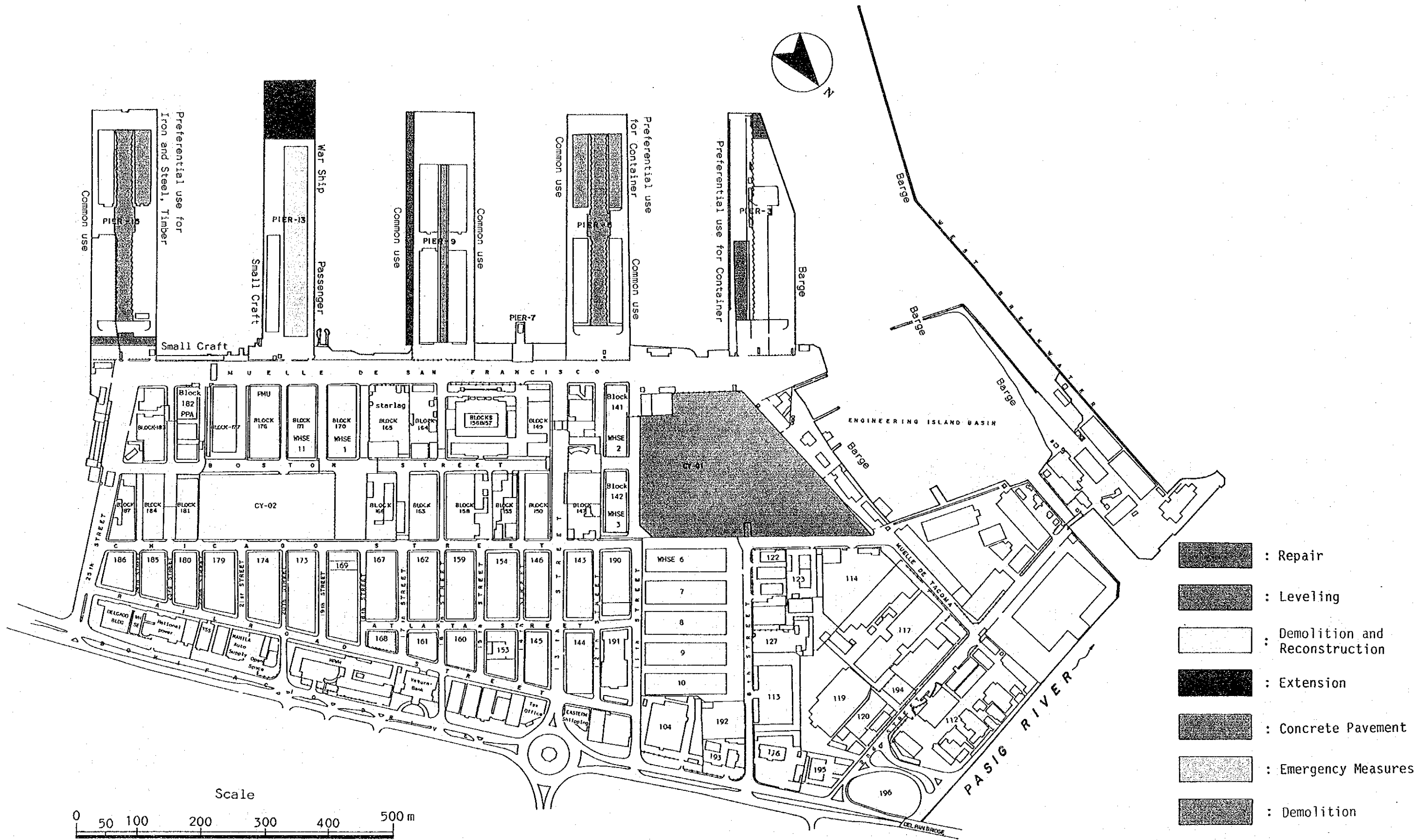
Alternative Plan - 1



## Proposed Short-Term Rehabilitation Plan

1. Repair/Renovation works of dilapidated facilities
  - ① Repair works of seriously damaged slabs/beams
  - ② Renovation of the fendering system
2. Rearrangement and improvement of wharf facilities
  - ① Demolition of transit sheds to enlarge the open storage area
  - ② Leveling-up of lowered passages at pier
  - ③ Widening of quay-apron
3. Redevelopment of back-up areas
4. Required maintenance and dredging works
5. Improvement of grain handling





Short-Term Rehabilitation Plan





