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1. SCOPE OF WORK (S/W)

SCOPE OF WORK
FOR
THE STUDY FOR PORT DEVELOPMENT STRATEGY
IN
THE REPUBLIC OF INDONESIA

AGREED UPON BETWEEN

DIRECTORATE GENERAL OF SEA COMMUNICATION
MINISTRY OF COMMUNICATIONS
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

JAKARTA, July 1997



Mr. SOENTORO
DIRECTOR GENERAL OF
SEA COMMUNICATION
MINISTRY OF COMMUNICATIONS



Mr. SUSUMU MURATA
LEADER,
PREPARATORY STUDY TEAM,
JAPAN INTERNATIONAL
COOPERATION AGENCY

I. INTRODUCTION

In response to the request of the Government of the Republic of Indonesia, the Government of Japan has decided to conduct "The Study for Port Development Strategy in the Republic of Indonesia" (hereinafter referred to as "the Study"), in accordance with the relevant laws and regulations in force in Japan.

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of the technical cooperation programs of Japan, will undertake the Study in close cooperation with the authorities concerned of the Government of the Republic of Indonesia.

The present document sets forth the Scope of Work with regard to the Study.

II. OBJECTIVE OF THE STUDY

The objective of the Study is to formulate the port development strategy for the Indonesian ports up to the year 2018.

III. SCOPE OF THE STUDY

In order to achieve the objective mentioned above, the Study shall cover the following items :

1. Analysis of the present situation of Indonesian seaborne trade and ports
 - 1-1 Collection of existing data and information
 - 1-2 Identification of present problems
2. Analysis of future trend of Indonesian seaborne trade and ports
 - 2-1 Review of past studies and the development plans as well as projects related to the ports
 - 2-2 Forecast of the demand for passenger, cargo and vehicle traffic through ports
3. Formulation of the port development strategy up to the year 2018
 - 3-1 Review of the present strategy for port development
 - 3-2 Establishment of the fabric of the new port development strategy
 - 3-3 Strategy for port infrastructure development
 - (1) Establishment of appropriate port hierarchy system
 - (2) Selection of strategic ports
 - (3) Allocation of functions and traffic between strategic ports for the initial 5-year term

- (4) Preliminary estimate of required investment for the initial 5-year term
- (5) Preparation of maintenance and investment policy for navigation channels
- 3-4 Strategy for management and operation
 - (1) Allocation of roles between government, public enterprise and private sector
 - (2) Identification of possible areas for private sector participation
 - (3) Preparation of measures for improvement of port service efficiency
- 3-5 Strategy for finance
 - (1) Preparation of the framework for port financing
 - (2) Preparation of the guideline for private sector participation
 - (3) Preliminary identification of financing resources for the initial 5-year term
- 3-6 Others
 - (1) Identification of environmental factors and its possible prevention measures
 - (2) Preparation of staff training programs for port sector
 - (3) Preparation of institutional framework
- 4. Conclusion and recommendations

IV. STUDY SCHEDULE

The Study shall be carried out in accordance with the attached tentative study schedule shown in APPENDIX. The schedule, including report submission date stated in the next clause (V), is tentative and subject to be modified when both parties agree upon and any necessity that arises during the course of the Study.

V. REPORTS

JICA shall prepare and submit the following reports in English to the Government of the Republic of Indonesia.

1. Inception Report
Thirty (30) copies
Within one (1) month after the commencement of the Study.
2. Progress Report
Thirty (30) copies
Within four (4) months after the commencement of the Study.



3. Interim Report (1)
Thirty (30) copies
Within eight (8) months after the commencement of the Study.
4. Interims Report (2)
Thirty (30) copies
Within ten (10) months after the commencement of the Study.
5. Draft Final Report
Fifty (50) copies
Within thirteen (13) months after the commencement of the Study.
The Government of the Republic of Indonesia will provide JICA with its comments within one (1) month after the receipt of the Draft Final Report.
6. Final Report
Sixty (60) copies
Within one (1) month after the receipt of the comments on the Draft Final Report.

VI. UNDERTAKING OF THE GOVERNMENT OF THE REPUBLIC OF INDONESIA

1. To facilitate smooth conduct of the study, the Government of the Republic of Indonesia shall take the following necessary measures :

- (1) to secure the safety of the Japanese study team ;
- (2) to permit the members of the Japanese study team to enter, leave and sojourn in the Republic of Indonesia for the duration of their assignment therein and exempt them from alien registration requirements and consular fees ;
- (3) to exempt the members of the Japanese study team from taxes, duties, fees and any other charges on equipment, machinery and other materials brought into and out of the Republic of Indonesia for the conduct of the Study ;
- (4) to exempt the members of the Japanese study team from income taxes and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Japanese study team for their services in connection with implementation of the Study ;
- (5) to provide necessary facilities to the Japanese study team for remittance as well as utilization of the funds introduced into the Republic of Indonesia from Japan in connection with the implementation of the Study ;
- (6) to secure permission for entry into private properties and restricted areas for the

implementation of the Study ;

- (7) to secure permission for the Japanese study team to take all data and documents including maps, photographs related to the Study out of the Republic of Indonesia ; and
- (8) to provide the medical services as needed. Its expenses will be chargeable on the members of the Japanese study team.

2. The Government of the Republic of Indonesia shall bear claims, if any arises, against the members of the Japanese study team resulting from, occurring in the course of, or otherwise connected with the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the members of Japanese study team.

3. Directorate General of Sea Communication, Ministry of Communications (hereinafter referred to as "DGSC"), shall act as a counterpart agency to the Japanese study team and also as a coordinating body in relation with other governmental and non-governmental organizations concerned for the smooth implementation of the Study.

4. DGSC shall provide, at its own expense, the Japanese study team with the followings, in cooperation with other agencies concerned :

- (1) available data and informations related to the Study, including aerial photographs and maps ;
- (2) counterpart personnel ;
- (3) suitable office space with necessary equipment in Jakarta ; and
- (4) credentials or identification cards

VII. UNDERTAKING OF JICA

For the implementation of the Study, JICA shall take the following measures:

- (1) to dispatch, at its own expense, the study team to the Republic of Indonesia ; and
- (2) to pursue technology transfer to the Indonesian counterpart personnel in the course of the Study.

VIII. CONSULTATION

DGSC and JICA shall consult with each other in respect of any matter that may arise from or in connection with the Study.



APPENDIX

TENTATIVE SCHEDULE OF THE STUDY

month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Work in Indonesia		■							■					■		
Work in Japan		□			□							□				□
Report		△ IC/R			△ P/R				△ IT/R (1)		△ IT/R (2)			△ DF/R		△ F/R

- ABBREVIATION
- IC /R : Inception Report
 - P / R : Progress Report
 - IT /R : Interim Report
 - DF/R : Draft Final Report
 - F / R : Final Report

2. MINUTES OF MEETING (M/M)

MINUTES OF MEETING
ON
SCOPE OF WORK
FOR
THE STUDY FOR PORT DEVELOPMENT STRATEGY
IN
THE REPUBLIC OF INDONESIA

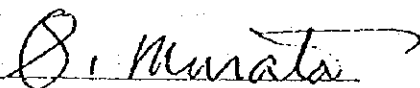
AGREED UPON BETWEEN

DIRECTORATE GENERAL OF SEA COMMUNICATION
MINISTRY OF COMMUNICATIONS
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JAPAN INTERNATIONAL COOPERATION AGENCY

JAKARTA, July , 1997



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DIRECTOR GENERAL OF
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Mr. SUSUMU MURATA
LEADER,
PREPARATORY STUDY TEAM,
JAPAN INTERNATIONAL
COOPERATION AGENCY

The Japan International Cooperation Agency (hereinafter referred to as "JICA") Preparatory Study Team (hereinafter referred to as "the Team") for the Study for Port Development Strategy in the Republic of Indonesia (hereinafter referred to as "the Study"), headed by Mr. Susumu MURATA, visited the Republic of Indonesia from 6th to 16th of July 1997, with a purpose to discuss over and to agree upon the Scope of Work for the Study.

During their stay in Indonesia, the Team had a series of discussions with the officials of Directorate General of Sea Communication, Ministry of Communications (hereinafter referred to as "DGSC", "MOC", respectively) and other relevant authorities as shown in the attached attendants list.

The main remarks and points raised in the discussions and agreed upon are summarized as below.

- 1) The Indonesian side asked whether this Study includes such related sectors as shipping and navigation safety whereas they agreed that this study focus on the port sector.

The Japanese side replied that such related sectors as shipping and navigation safety will be dealt with to the extent which they are necessary for the formulation of port development strategy.

The Indonesian side also informed that a transport sector strategy study will be conducted by the Asian Development Bank (hereinafter referred to as "ADB") and both sides discussed the relation between two studies. As a result of the discussion, it is agreed that;

- i) it is important to take necessary measures to avoid critical mismatch between the results of the two studies to the possible extent.
- ii) therefore, the necessary coordination between two studies will be pursued to the possible extent at a steering committee which will be established by the related officials of DGSC as well as MOC officials who are in charge of ADB study.

- 2) Indonesian side stressed the following issues in the conduct of the Study;

- i) Formulation of port development strategy in such a way as to facilitate the socio-economic development of the port hinterland such as industrial, agricultural and tourism development as well as the development of East Indonesia in particular.
- ii) Formulation of port development strategy based upon such a wider perspective as future seaborne trade of neighboring Asian countries and the world.

Japanese side replied that port development is intended to contribute to the socio economic development of its hinterland and that, therefore, those issues raised above will be taken into due consideration.

It is therefore agreed that the para 2 of the Scope of Work implicitly includes the review of the projected socio-economic framework in Indonesia up to the year 2018.

- 3) The Indonesian side stated although study emphasis be placed on the works for preparation of REPLITA VII and the long term development strategy the Study should also include the target year 2010 as the mid-term step.

Japanese side replied that such study is not meaningful until it is based on the proper evaluation on future actual progress of REPLITA VII.

After discussions, both sides agreed that the Study touch upon the year 2010 by including preliminary identification of major urgent actions to be taken as a mid step to realize the long term development strategy.

- 4) The Indonesian side informed REPLITA VII will be finalized by the end of 1998 and requested the Japanese side to take this into consideration in formulating the implementation schedule of the study. After discussions on the schedule and on how to implement the study both sides agreed :

i) The Japanese side will prepare the justification for investment with priority among major port projects and revise the investment plan for REPLITA VII to be made by the Indonesian side.

The Indonesian side agreed with the Japanese side to offer its full cooperation and collaboration to ensure efficient conduct of work

ii) The interim report (1) would be prepared until next summer at latest, in order to contribute to the preparation for REPLITA VII by Indonesian side in time.

- 5) The Indonesian side asked how the Terms of Reference was reflected in the Scope of Work.

Japanese side clarified how they are reflected in the Scope of Work item by item and stressed that whereas the Scope of Work covers in principle the Terms of Reference the depth of the study may not be identical.

Additionally, both sides agreed that detailed analysis of each port and each facility would not be necessary; instead the basic guidelines such as investment criteria, standard, justification, priority, etc will be prepared in the Study.

- 6) Indonesian counterparts for the Study will be assigned from related organizations in DGSC in order to ensure smooth implementation of the study.

Indonesian side also agreed that the counterparts should make necessary arrangements for collecting the information from related ministries and other organizations.

- 7) Indonesian side requested to conduct counterpart training in Japan, and Japanese side agreed to convey the request to the JICA headquarters.

8) Indonesian side requested Japanese side to provide by itself appropriate office space with necessary equipment in Jakarta. Japanese side agreed to convey this request to JICA headquarters.

9) In addition, Indonesian side expressed the expectation that the study results will play an important role in the socio-economic development through the port development in Indonesia. Indonesian side highly appreciated the presentation on long term port policy of Japan by the preparatory study team.

Ind.

JP

[ATTACHED]

LIST OF ATTENDANTS

INDONESIAN SIDE

[DGSC]

Soentoro	Director General
Agus Rudyanto R.	Secretary to Directorate General
E. Batubara	Director of Port and Dredging
Tjipto	Head of Planning Division
Djoko Pramono	Port and Dredging Directorate
Bambag Ristianto	Planning Division
Adolf R. Tambunan	Planning Division
Aripurnomo	Port and Dredging Directorate
Eko Hadi Rumekso	Planning Division
Sri Ida Lumongga	Planning Division
Ragil Soetowo	Sea Transportation Directorate
Tjetjep	Navigation Directorate
Astopriyo H	Navigation Directorate
Hamid Hasan	Guard and Rescue Directorate
Jrc Hosang	Port and Dredging Directorate
Suparno	Port and Dredging Directorate
S. Hilal	Port and Dredging Directorate
Wisnu W	Port and Dredging Directorate
Tri Suhardi	Port and Dredging Directorate
Erlan Abbas	Port and Dredging Directorate
Wijayanto	Port and Dredging Directorate

[PT. Pelabuhan Indonesia II]

Widodo	Planning Bureau
Indra Dewi	Planning Bureau

[PT. Pelabuhan Indonesia IV]

Wahyono B	Technical Director
Alfred Natsir	Technical Directorate



JAPANESE SIDE

Susumu Murata

Team Leader

Hozumi Katsuta

Member of the Team

Hideo Sasaki

Member of the Team

Jun Saito

Member of the Team

Katsuhide Nishizono

Member of the Team

Masahiro Ono

Member of the Team

Tomoko Takeuchi

JICA Indonesia Office

JICA Expert

Yasuji Yamamoto



3. TERMS OF REFERENCE (T/R)

TECHNICAL ASSISTANCE FOR THE STUDY OF PORT DEVELOPMENT STRATEGY IN INDONESIA -REVIEW OF THE MARITIME SECTOR DEVELOPMENT PROGRAM-

TERMS OF REFERENCE

I. BACKGROUND

Indonesia -- an archipelagic country that comprises more than 13,000 islands and whose land borders are of limited significance for trade -- is heavily dependent on maritime transport for domestic as well as international commerce. Accordingly, the Government of Indonesia (GOI) has long been interested in promoting the development of efficient port and shipping services throughout the country. Responsibility for guiding and supervising the development of the maritime transport subsector is vested in its Ministry of Communication (MOC), and is executed through the Directorate General of Sea Communications.

In the period immediately following Independence, GOI's maritime transport policies were characterized by very extensive public sector involvement in service provision, and by a progressively more complex and restrictive licensing and regulatory regime designed to promote the development of strong national shipping lines -- inter alia by controlling the routes, vessels. By the early 1980's, however, it was apparent that these policies had not been effective, and in particular that deep-rooted problems in the national shipping industry were impeding the development of much needed export-oriented manufacturing industries.

During the last decade, GOI has moved to address these problems through a number of fundamental reforms that have greatly transformed the subsector. In 1983, the main public ports (now numbering around 110) were organized on a regional basis and placed under the commercial management of four Public Port Corporations (Perum Pelabuhan of Perumpel I -IV). The four Perumpels have recently been converted into more autonomous state-owned companies or Perseros. PT Pelabuhan Indonesia (Pelindo) I -IV, and private participation in the development and operation of new public port facilities is now actively encouraged. Indonesia's numerous small public ports continue to be managed directly by MOC, while special industrial ports are owned and operated by state-owned and private enterprises for the purposes of handling their own products and/or raw materials.

In 1985, Presidential Decree Number 4 (Inpres 4/85) opened all of Indonesia's main ports (now around 131, including special industrial ports) to calls by vessels operated by foreign shipping lines, streamlined customs and other procedures, placed all government functions in the main ports (eg. harbor master,

custom immigration, health) under the coordination of port administrators, and eliminated restrictions impeding the development of a modern freight-forwarding industry. Inpres 4/85 was later complemented by further equally important reforms contained in the November 1988 deregulation package (PaKNov 88). This package re-opened entry to the inter-island shipping business, eliminated complex and ineffective route licensing regulations (notably the Regular Liner Service System), and permitted national lines at overseas yards. These deregulatory measures are now in the process of being incorporated into a modern legal framework for the subsector, comprising Law 21 of 1992 together with its implementing Government Regulations and subordinate decrees.

Ports in Indonesia

Port Management Bodies		Total No.	Classification	
			International Trade Port	Local Port
Public Ports	Port Corporation	110	72	38
	Government	546	8	538
Special Ind'rial Port		1,142	51	1,091
Total		1,798	131	1,667

The Four Public Port Companies

PT PELINDO	Main Port/City	Region of Operation	No. of Ports
I	Belawan/Medan	Northern Sumatra and Riau	24
II	Tanjung Priok/Jakarta	Southern Sumatra Western Java Western Kalimantan	29
III	Tanjung Perak/Surabaya	East & Central Java Southern & Central Kalimantan, Bali, the Nusa Tenggara & East Timor	33
IV	Makassar/Ujung Pandang	Eastern Kalimantan, Sulawesi, Maluku, Irian Jaya	24

Efforts for Port Development Planning

While these reforms have been successful in realizing much needed improvements in the efficiency and quality of shipping and port services, they have also contributed -- along with other factors -- to increasing the complexity of the port development planning process. Under the pre-reform arrangements, MOC controlled access by foreign lines to Indonesian ports, and managed directly the planning of public port development, all of which were financed from the State Budget. Consequently, the task of DGSC's port planners was comparatively straightforward, and the development of detailed national port development plans -- such as that contained in DGSC's 1984 Maritime Sector Development Program(MSDP) provided a sound basis for national port development.

Deregulation has greatly complicated the task of forecasting the volumes and types of shipping activity at individual ports, with foreign shipping lines now being free to select their ports of all and national lines now determining their own services patterns. More over, with the Public Port Companies enjoying greatly increased commercial autonomy and private investments in public port development being actively encouraged, the nature of DGSC's role in the port development planning process is necessarily focused more on the long term strategic issues and less on the short term implementation aspects. Under this changed environment, preparation of detailed national port development plans along the lines embodied in MSDP is no longer a meaningful option.

At the same time, the overall task of planning is made more complex as a result of:

- * the rapid growth of PT Pelni's scheduled inter-island passenger vessel services;
- * the difficulty and high cost of further developing existing ports that were originally built to serve small vessels, and the limited availability within the region of locations with sheltered natural deep water suitable for the construction of new major port facilities;
- * the planned and envisaged development of major new container port facilities at Batam/Singapore, which will greatly influence prospects for direct calls by large container vessels at public ports ;
- * the apparent strong private sector interest to invest in major port facilities in some region, and

the continuing strong desire of provincial governments to promote the development of deepwater ports within their respective territories, irrespective of whether such projects are financially and economically sound.

DGSC's task in adapting to its new role has been further complicated in some areas by the very rapid growth in port throughput -- in part a reflection of the success of GOI's deregulation policies, by considerable improvements in land transport infrastructure -- such as toll roads and inter-island Ro-Ro ferry services -- that are necessitating changes in the manner in which Indonesian shippers and consignees move their goods.

Indonesia's Second Long Term(25 Year) Development Plan(PJP-II) and Sixth Five Year Development Plan(Repelita VI) -- both of which take effect from April 1, 1994 -- provide a framework for Indonesia's sustained rapid economic growth, and in particular for the continued rapid development of its export-oriented manufacturing and processing industry.

Under these circumstances, the Government has also launched a new investment policy, known as the Foreign Investment Reform Package(PP 20/1994), to promote the growth of non-oil industries further. With this new policy, foreign investors can enter into the some sectors which were previously closed to them: among them are transportation related industries such as sea ports, shipping, airlines and railways.

At the same time however, public ports elsewhere in Indonesia will be expected to play a role in support of increased domestic and international trade. These include some 110 of the main public ports under the control of the four Perumpels as well as some 538 local ports.

In order to ensure that these ports are equipped to meet this challenge, policies, strategies and management goals need to be adopted that will ensure an appropriate balance between user requirements, facilities and services provided, operating efficiency and the overall costs of providing these services.

The studies of port development strategy for some region has been conducted. JICA developed port development strategy for Eastern Indonesia area, IBRD is developing it for Southern Sumatora and Western Java region. DGSC developed it for Karimantan region. These strategy should be revised and combined for all over Indonesia.

To bring this about will require a study aimed at creating

policies consistent with the Sixth Five Year Development Plan (Replita VI) and the Second Long Term (25 Year) Development Plan (PJP-II), a strategy and a management approach that reflects the changing legislative, regulatory and operating framework within which public ports are intended to function in Indonesia.

II. OBJECTIVES

Accordingly, DGSC requests the assistance of the Japanese Government to conduct a study on Policy and Strategy Adjustment of Ports Development all over Indonesia. The study will be executed by a maritime transport planning firm or consortium, specialized in and having experience of conducting national and regional port strategy studies.

In the context of the background of port development in Indonesia and the projected economic growth for the future, development of appropriate port development strategies to support Indonesia's growth is essential. The basic objectives of the Study on Policy and Strategy Adjustments of Ports Development are to:

- * Assure that port development, operations and management efficiently support Indonesia's economic development, and provide the basis for effective competition in world trade covering both port operations and shipping services.
- * Develop a port hierarchy designed to define the appropriate roles of the extensive Indonesian port system, and to assure thereby that excessive or inappropriate port investments are not made. The port hierarchy strategy objective is to direct investment in each port into requirements consistent with the economic role of the port and integrated with other ports in terms of projected international, national and regional economic development.
- * Develop technology strategies covering communications, cargo handling facilities, custom processing and documentation, port management systems, including MIS and related computerized systems, and other technologies essential to preserving the competitive position of Indonesian ports and shipping services.
- * Assure appropriate intermodal services and modal facilities at each relevant port based on the identified role ranging from international gateway to local inter-island and coastal service ports.
- * Improve port efficiency and operational activities and marketing through greater use of the private sector as an

operator or appropriate port activities and as a source of public investment.

* Develop a staged port development plan and investment program designed to sustain the projected rapid economic growth and meet the needs of the country over a long term period consistent with Indonesia's Sixth Year Development Plan(Replita VI) and the Second Long Term(25 Year) Development Plan(PJP-II).

* Assure the availability of skilled operational, administrative and management staff for port operations through training programs designed to expand staff capacity for those activities that do not fall within the potential of privatization.

III. SCOPE OF STUDY

The scope of the proposed study encompasses a broad range of port planning and operations including port investment and Indonesia's shipping development. In the context of the objectives of the study, the work program will need to include study components designed to:

A. Port Development

1. Develop Port Hierarchy Strategies And Programs for the Indonesian port system. Considering hinter land of each port, the hierarchy must identify portroles in terms of national/international port gateways as well as regional and inter-island services covering both cargo and passenger services. Especially, select the strategic ports for which Master Plans are required.

2. Develop An Industrial Facilities Development Policy, specifying the role of DGSC and the Pelindos in assisting the establishment of industrial and bonded or free-trade zones adjacent to port facilities.

3. Review and Identification of Role of Intermodal Transport and Port Facilities For Indonesian Port Development, including the degree to which inland Container Freight Stations might be required by some ports. The study should also consider the efficiency and capacity conditions of current modal port access facilities(road, rail, etc) as well as needs based on projected port traffic as it impacts on the port access facilities. The intermodal access issue is especially important since many of the delays and movement to and from the port, especially through urban

areas (typically found to be the case for most major ports).

4. Identify Channel and Navigation Needs of Ports covering the full port hierarchy as described above. Adequate navigation requires appropriate channel control and depth. Historically, channel depth requirements have increased dramatically as ship size and capacities have grown. This has been especially true for container and bulk (liquid and dry) ships. The proposed study examine and evaluate future channel depth requirements for Indonesian port hierarchy based on projected growth of cargo traffic by type of cargo, especially for bulk and containerized movements. In addition, changes in vessel sizes and technology in the future will also have to be evaluated in order to assess channel depth and navigation needs for the ports. A staged development program of requirements should be prepared.

B. Finance

5. Identify The Potential For Privatization of Indonesian Port Activities and In Which Ports as a basis for overall improved efficiency in the operation of ports and to attract private investment as a component of overall port investment requirements. The privatization study component should set out guidelines for determining the appropriate range of activities susceptible to privatization (e.g. operations, construction and financing of infrastructure and facilities, port services and land ownership and development); specify criteria for attracting private investment and operations; develop an estimate of the potential amount of investment involved; a list of potential private investment sources and specific identification of steps that will need to be taken; and the preparation of a staged program identifying specific ports and port activities to be targeted for privatization.

6. In the Context of Privatization, Conduct An Assessment of the Ability of the PT Pelindos to finance developments not considered likely candidates for private investment, and also identify the requirements for GOI financial support.

7. Develop a Financial and Benefit-Cost Analysis For All Recommended Public Investments as the basis for measuring financial and economic feasibility and identifying priorities and optimum investment phasing.

C. Management

8. Undertake an Organizational Review And Analysis, in order to identify present and potential future organizational needs and the roles of public port managers in relation to

DGPR central staff. The organizational review should be evaluated against the recommended port hierarchy to assure that the organizational requirements and/or modifications are consistent with the hierarchy.

9. Promote a Human Resource Development Training Program For Port Management And Planning Requirements covering both present and projected needs. The training program should also focus on the training likely to be needed in terms of current and projected technology changes in order to assure that new technologies can be incorporated into Indonesian ports without staff bottle necks. Training programs should be designed to meet both short-, medium- and long-term needs, and the form and type of training and pedagogy identified. It is anticipated that some overseas training and visits will be required, including overseas intern assignments based on cooperative agreements with modern ports throughout the world. A phased training plan and program should be developed as part of this area of work.

10. Develop a Port Service Policy Linked To The Port Hierarchy, specifying port services to be offered and taking into account advances in technology and computerization such as single bill of lading, advance at-sea customs documentation clearance, advance communications systems, multimodal services and interchanges(container freight stations-CFS) and door-to-door services by shippers.

D. Others

11. Evaluate Impact of Dredging and Channel Navigation Programs On The Environment, especially as regards the disposal and/or use of dredging materials. This issue will need to be examined and evaluated in order to determine what impacts will be encountered and whether any environmental impact alleviation programs will be required. In addition, as a part of this effort, the scope of present and future environmental problems(if any) should be examined and identified, and any programs that might be required should be identified.

12. Review and Evaluate Technology Application For Ports and Maritime Operation, covering relevant computer programs and systems designed to facilitate and expedite custom clearance and related documentation; management information systems and database development; capital technology improvements related to cargo handling and shipping operations. The major purpose of this task is to identify present and potential future technology developments for application to Indonesian ports and shipping services. These applications must be based on criteria related to their contribution to

the efficiency of port and maritime operations with regard to their competitiveness in international, national/local trade and operations.

13. Prepare A Final Report integrating the conclusions and recommendations emerging from the work undertaken over the period of the study. The Final Report will proceed through a Draft and Final Stage, and a Seminar presenting findings and recommendations will be held for discussion.

The forecast time horizon for this study is 25 years, 1995 to 2020, corresponding to the period covered by PJP-II. Projections of port infrastructure requirements under each strategy will be designed to serve projected traffics to the end of this period.

In conducting the study, the consultant is expected to utilize the very extensive body of data information available from various recent studies, surveys and plans. Appendix A provides an initial guide to such information sources, but is not intended to be comprehensive.

An indication of the type of information and factors that will need to be considered in developing forecasts of port traffics and in formulating and evaluating alternative strategies is contained in Appendix B.

It is also expected to undertake such field inspections and to conduct such interviews to supplement, to better comprehend, and to assess the reliability of the available data and information.

Since the principal focus of the study concerns the development of public port facilities, a common plan may be examined for the development of inter-island passenger facilities in each of the alternative strategies.

IV. STUDY SCHEDULE AND SERVICES

The study is required to be completed within an elapsed time of eighteen(18) months including initial data collection.

The satisfactory conduct of these services will require the mobilization of a highly competent and experienced consultant team, with strong skill in the fields of: port traffic forecasting; transport planning and modelling; transport economic; port planning; engineering; operations; financial analysis and private participation, and environmental assessment.

V. IMPLEMENTATION ARRANGEMENT

Undertaking of DGSC and Agencies concerned

The counterpart agency for this study will be DGSC who will act in close cooperation with the Pelindos concerned. A senior official of DGSC will be appointed as Project Director.

To provide advice and guidance to the Consultant and to ensure that there will be appropriate inputs from the Pelindos and sectoral agencies concerned, a Project Working Group will be established, consisting of officials of DGSC and these agencies. The Project Director will act as Secretary to the Working Group.

DGSC will assist the Consultant in acquiring necessary information required for the study including all relevant reports, maps, and drawings. Background information on the study will be made available to the Consultant where available. The Working Group will be also responsible for ensuring timely cooperation with all other concerned GOI agencies.

DGSC and the Pelindos will assign counterpart staff to work together with the Consultant on a full time basis. The counterparts principal task will be to facilitate the timely completion of this study, while gaining a sound understanding of the methods and approaches used. Accordingly, the Consultant will be expected to structure its work program to ensure meaningful counterpart participation in the conduct of the work.

Reporting

During the course of the study the Consultant will submit the following reports:

i Inception Report (60 copies)

This report is to describe the overall approach and implementation program of the Study and to be submitted at the commencement of work in the Republic of Indonesia.

ii Progress Report I (60 copies)

This report will be submitted within 4 months after commencement of the Study and will contain the preliminary outcome of the first field survey.

iii Interim Report (60 copies)

This report will be submitted within 7 months after commencement of the Study and will include the items 1 to 8 in the SCOPE OF STUDY.

iv Progress Report II (60 copies)

This report will be submitted within 9 months after commencement of the Study and will include the amendment of the Interim Report, if necessary and the basic ideas of the Draft Final Report.

v Draft Final Report (60 copies)

This report will be submitted within 12 months after commencement of the Study and will contain a draft of all the results of the Study. DGSC will provide its comments written in English within one month after the receipt of the Draft Final Report.

vi Final Report (60 copies)

This report will be submitted within 2 months after receipt of the above mentioned comments on the Draft Final Report from DGSC.

4. QUESTIONNAIRE

NECESSARY INFORMATION OR DATA	AVAILABILITY		THE NAME OF MATERIALS
	AVAILABLE OR NOT	PLACE OF AVAILABLE DATA	
1. Regional port development strategy (except Eastern Indonesia, West Java and South Sumatra)	○	Planning Division	PELABUHAN BALIKPAPANの マタ-ア-ア : 4 投資額 : 19.21
2. Number and functions of the ports (international ports, ports administrated by public corporation, local ports)	○	DGSC	22
3. Cargo handling volume at each year in REPLITA VI (by commodity)	△	DGSC 詳細は各港湾会社	戦略港湾 : 22 タジコンア : 26
4. OD table of cargo	△	Planning Division	不明
5. Plan and actual port development in REPLITA VI (by facility)	○	Port and Dredging	9.19.20.21
6. Port development budget at each year in REPLITA VI (by organization)	○	Port and Dredging	19.20.21
7. Annual report including organization chart and number of personnel of each PELINDO in 1996	○	Port and Dredging 詳細は各港湾会社	港湾会社 II : 29
8. Administrative difference between PERSERO and PERUMPEL	○	Port and Dredging	第2章に記述
9. Regulation for private sector's participation in port development	△	Port and Dredging	16
10. Master-plan of strategy ports	○	Port and Dredging	PELABUHAN BALIKPAPAN:4 その他のマタ-ア-アの有無については第2章に記述
11. Outline of new port development plan (Example. Tg.Api Api port, Barulicin port)	△	Port and Dredging	概要は第2章に記述
12. Draft of REPLITA VI	×		
13. Present training programs for port staff and its problems	○	Port and Dredging	
		education and training Agency	

注) THE NAME OF MATERIALS は収集資料リストの番号を掲載

5. 収集資料リスト

番号	資料の名称	形態	頁数	発行機関	言語
1	Private Sector Participation in the Transport Sector Project ADB T.A. No.2527-INO Interim Report II April 1997	クルミ綴	約 150	ADB	英
2	Comment on TOR/SOW the study for port development strategy in Indonesia - Related Studies -	コピー	1	MOC	英
3	Investment Opportunities in Indonesia Public Ports August 25, 1994	コピー	約50	DGSC	英
4	Master Plan Pelabuhan Balikpapan S.D.2018 Ujung Pandang, September 1996	コピー	約50	Pelindo IV	インドネシア
5	Port Development Plan in Indonesia by SOENTORO November 7-8, 1996	コピー	11	DGSC	英
6	Development Strategies for Ports in Indonesia by SOENTORO	コピー	20	DGSC	英
7	INTERNATIONAL SEMINAR B.O.T. INDONESIA '96 Opportunities for Private and Foreign Investment in Indonesia's Port Development by SOENTORO June 17, 1996	コピー	33	DGSC	英
8	Private Sector Participation In The Port Development Of Indonesia (Indonesia Experience) November 9-11, 1994	コピー	8	Director of Ports and Harbors, DGSC	英

番号	資料の名称	形態	頁数	発行機関	言語
9	RENCANA PENGEMBANGAN PELABUHAN DI INDONESIA DALAM PELITA VI DAN IDENTIFIKASI JANGKA PANJANG BUKU 1 1994	コピー	約50	DIREKTORAT PELABUHAN DAN PENGERUKAN インドネシア政府	インドネシア
10	The President of the Republic of Indonesia Government Regulation No.56/1991 Dated October 19, 1991 on Change of Status of Perum (Public Corporation) Pelanduhan II into Persero (State Trading Corporation)	コピー	8	インドネシア政府	インドネシア
11	The President of the Republic of Indonesia Government Regulation No.57/1991 Dated October 19, 1991 on Change of Status of Perum (Public Corporation) Pelanduhan II into Persero (State Trading Corporation)	コピー	8	インドネシア政府	インドネシア
12	The President of the Republic of Indonesia Government Regulation No.58/1991 Dated October 19, 1991 on Change of Status of Perum (Public Corporation) Pelanduhan II into Persero (State Trading Corporation)	コピー	8	インドネシア政府	インドネシア
13	The President of the Republic of Indonesia Government Regulation No.59/1991 Dated October 19, 1991 on Change of Status of Perum (Public Corporation) Pelanduhan II into Persero (State Trading Corporation)	コピー	8	インドネシア政府	インドネシア
14	Decree of the Ministry of Communication Number KM 89/OT 002/Phb-85 on Organization and Administrative Structure of the Harbour Administrator Office	コピー	36	MOC	英

番号	資料の名称	形態	頁数	発行機関	言語
15	The President of Indonesian Republic The Government Regulation of the Indonesian Republic Number 20 the year of 1994 concerning the ownership of the stock in the company which is established for foreign investment	コピー	14	インドネシア政府	英
16	Draft of Government Regulation Regarding seaport Harbour Affairs	コピー	55	MOC	英
17	Undang-Undang Republik Indonesia Nomor 21 Tahun 1992 Tentang PELAYARAN	コピー	55	DEPARTEMEN PERHUBUNGAN	ｲﾝﾄﾞﾈｼｱ
18	PEPATURAN PEMERINTAH REPUBLIK INDONESIA NOMOR 70 TAHUN 1996 TENTANG KEPELABUHANAN	コピー	74	インドネシア政府	ｲﾝﾄﾞﾈｼｱ
19	REPELITA VI Sub Sektor Perhubungan Laut	コピー	約90	インドネシア政府	ｲﾝﾄﾞﾈｼｱ
20	Explanatory Note PELITA VI Fasilitas Pelabuhan Laut Juni 1997	コピー	22	DIREKTORAT PELABUHAN DAN PENGERUKAN	ｲﾝﾄﾞﾈｼｱ
21	Apendix Explanatory Note S/D Tahun KE 4 - PELITA VI Program Fasilitas Pelabuhan Laut Sub Sektor Transportasi Laut Tahun 1997	コピー	約30	DIREKTORAT PELABUHAN DAN PENGERUKAN	ｲﾝﾄﾞﾈｼｱ
22	Port Development and Operation in Indonesia	冊子	約20	DGSC	英
23	REALISASI DAN RENCANA PEMBANGUNAN LIMA TAHUN KE-VI (PELITA VI) DILINGKUNGAN PT.(Persero) PELABUHAN INDONESIA IV	コピー	37	PT.(Persero) PELABUHAN INDONESIA IV	ｲﾝﾄﾞﾈｼｱ

番号	資料の名称	形態	頁数	発行機関	言語
24	Frontiers of the Public-Private Interface in East Asia's Infrastructure September 2-4, 1996	コピー	4	The World Bank	英
25	The Opportunity of Investment in Eastern Indonesia	コピー	14	Eastern Indonesia Development Council	英
26	Port of Tanjung Priok Port Operational Data	連続用紙	7	PT.(Persero) PELABUHAN INDONESIA II	外 ^初
27	CABANG TANJUNG PRIOK	冊子	約10	PT.(Persero) PELABUHAN INDONESIA II	外 ^初
28	CHANGING APPERANCE TO FACE THE PERIODO'S CHALLENGE	冊子	約10	PT.(Persero) PELABUHAN INDONESIA II	英
29	PROFIL PERUSAHAAN /CORPORATE PROFILE 1995	冊子	約30	PT.(Persero) PELABUHAN INDONESIA II	英 外 ^初

6. 主要面会者リスト

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