

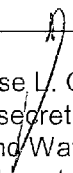
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IMPLEMENTING ARRANGEMENT
ON
THE STUDY ON THE MASTER PLAN
FOR
THE STRATEGIC DEVELOPMENT
OF
THE NATIONAL PORT SYSTEM
IN
THE REPUBLIC OF THE PHILIPPINES

AGREED UPON BETWEEN
THE DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS
AND
THE JAPAN INTERNATIONAL COOPERATION AGENCY

Manila, 19th August 2002



Mr. Jose L. CORTES, Jr.
Undersecretary for Air,
Rail and Water Transportation,
Department of Transportation
and Communications (DOTC)



Mr. Yoshihisa FUJITA
Leader,
Preparatory Study Team,
Japan International
Cooperation Agency (JICA)

I. INTRODUCTION

In response to the request of the Government of the Republic of the Philippines (hereinafter referred to as "GOP"), the Government of Japan (hereinafter referred to as "GOJ") has decided to conduct "The Study on the Master Plan for the Strategic Development of the National Port System in the Republic of the Philippines" (hereinafter referred to as "the Study"), and exchanged the Notes Verbales with GOP concerning the implementation of the Study.

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the technical cooperation programs of GOJ, will undertake the Study in accordance with the relevant laws and regulations in force in Japan.

On the part of GOP, the Department of Transportation and Communications (hereinafter referred to as "DOTC") shall act as the counterpart agency to the Japanese study team and also as the co-ordinating body in relation with other concerned governmental and non-governmental organizations for the smooth implementation of the Study.

The present document constitutes the implementing arrangement between JICA and the DOTC with regard to the Study under the above-mentioned Notes Verbales exchanged between the two governments.

II. OBJECTIVES OF THE STUDY

The objectives of the Study are:

- (1) to formulate the master plan for the strategic development of the national port system in the Philippines with the target year of 2024;
- (2) to formulate the initial five-year port development strategy for the identified priority ports with the target year of 2009; and
- (3) to pursue technology transfer to the DOTC counterpart personnel in the course of the Study.

III. STUDY AREA

The Study area shall cover the whole area of the Philippines.

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IV. SCOPE OF THE STUDY

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

1. Analysis of the present situation of sea-borne international and domestic trade and ports of the Philippines:
 - 1) Collection and analysis of existing data and information;
 - 2) Analysis of maritime cargo and passenger traffic;
 - 3) Review of related studies and development plans;
 - 4) Review of the relevant laws and regulations; and
 - 5) Identification of present problems and issues.
2. Formulation of the port development strategy up to the target year 2024
 - 1) Formulation of the basic frame work:
 - a) Formulation of the socio-economic framework up to the target year; and
 - b) Demand forecast of maritime cargo and passenger traffic.
 - 2) Formulation of the strategy for port infrastructure development:
 - a) Formulation of the appropriate hierarchy system for ports and shipping routes;
 - b) Allocation of functions and traffic among strategic ports;
 - c) Preliminary estimate of development scales and required investments; and
 - d) Preparation of the technical guideline for facility planning of small-scale ports.
 - 3) Formulation of the strategy for port management and operation:
 - a) Allocation of the roles among the central government, municipal governments, public enterprises and the private sector;
 - b) Identification of the possible areas for private sector participation;
 - c) Recommendation to improve port service efficiency; and
 - d) Recommendation on legislative and institutional reforms.
 - 4) Formulation of the strategy for port investment and financing schemes:
 - a) Preparation of the framework for port investment and financing; and
 - b) Preparation of the guideline for private sector participation.

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3. Formulation of the strategy for the initial five-year development up to the target year 2009:
 - 1) Identification of the priority projects;
 - 2) Preparation of implementation schedule of construction;
 - 3) Preliminary estimate of required investment;
 - 4) Preliminary economic analysis;
 - 5) Identification of environmental factors and possible preventive measures; and
 - 6) Recommendation on port management and operation.
4. Overall Conclusion and Recommendation

V. STUDY SCHEDULE

The Study will be carried out within a 16-month period in accordance with the attached tentative schedule shown in the Appendix.

VI. REPORTS

JICA shall prepare and submit the following reports in English to GOP.

1. Inception Report
Thirty (30) copies, at the commencement of the Study.
2. Progress Report 1
Thirty (30) copies, within four (4) months after the commencement of the Study
3. Interim Report
Thirty (30) copies, within eight (8) months after the commencement of the Study.
4. Progress Report 2
Thirty (30) copies, within eleven (11) months after the commencement of the Study.
5. Draft Final Report
Thirty (30) copies, within fourteen (14) months after the commencement of the Study.
6. Final Report
Sixty (60) copies, within one (1) month after the receipt of the written comments on the Draft Final Report from the GOP.

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VII. UNDERTAKINGS OF GOP

1. To facilitate the smooth conduct of the Study, the GOP shall take necessary measures:
 - (1) to permit the members of the Japanese study team to enter, leave and sojourn in the Philippines for the duration of their assignment therein;
 - (2) to exempt the members of the Japanese study team from taxes, duties, fees and other charges on equipment, machinery and other materials brought into the Philippines for the conduct of the Study;
 - (3) to exempt the members of the Japanese study team from income tax 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 the implementation of the Study; and
 - (4) to provide necessary facilities to the Japanese study team for remittance as well as utilization of the funds introduced into the Philippines from Japan in connection with the implementation of the Study.

2. GOP shall be responsible for dealing with claims which may be brought by third parties against the members of the Japanese study team and shall hold them harmless in receipt of claims and liabilities arising in the course of, or otherwise connected with the discharge of their duties in the implementation of the Study, except when such claims or liabilities arise from gross negligence or willful misconduct of the above mentioned members.

3. The DOTC shall, at its own expense, provide the Japanese study team with the following, if necessary, in cooperation with other agencies concerned:
 - (1) Security related information as well as measures to ensure the safety of the Japanese study team;
 - (2) Available data and information related to the Study;
 - (3) Counterpart personnel;
 - (4) Suitable office space with necessary equipment in Metro Manila;
 - (5) Credentials or identification cards for members of the Japanese study team; and
 - (6) Information on as well as support in obtaining medical services.

Appendix

TENTATIVE SCHEDULE

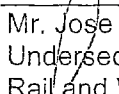
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MINUTES OF MEETINGS
FOR
THE IMPLEMENTING ARRANGEMENT
ON
THE STUDY ON THE MASTER PLAN
FOR
THE STRATEGIC DEVELOPMENT
OF
THE NATIONAL PORT SYSTEM
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Manila, 19th August 2002


Mr. Jose L. CORTES, Jr.
Undersecretary for Air,
Rail and Water Transportation,
Department of Transportation
and Communications (DOTC)


Mr. Yoshihisa FUJITA
Leader,
Preparatory Study Team,
Japan International
Cooperation Agency (JICA)

In response to the request of the Government of the Republic of the Philippines (hereinafter referred to as "GOP"), the Government of Japan (hereinafter referred to as "GOJ"), through the Japan International Cooperation Agency (hereinafter referred to as "JICA"), dispatched the preparatory study team headed by Mr. FUJITA (hereinafter referred to as "the Team") from August 12th to 21st 2002, to discuss the implementing arrangement on "The Study on the Master Plan for the Strategic Development of the National Port System in the Republic of the Philippines" (hereinafter referred to as "the Study").

The Team conducted site-visits and had a series of discussions with the Department of Transportation and Communications (hereinafter referred to as "DOTC") and other relevant authorities. The list of participants to the meetings is shown in the Appendix.

The following summarises the major points of discussions on the implementing arrangement on the Study.

1. Steering Committee

The DOTC has agreed to form a steering committee chaired by the Undersecretary for Air, Rail and Water Transportation of the DOTC, and composed of representatives from, but not limited to, the following entities:

- 1) National Economic and Development Authority
- 2) Philippine Ports Authority
- 3) Cebu Ports Authority
- 4) Maritime Industry Authority

Both sides agreed that the member list of the Steering Committee will be prepared by the DOTC and will be transmitted to JICA Headquarters before the commencement of the Study.

2. Counterpart Personnel

The DOTC agreed to provide an appropriate number of counterpart personnel for the Study. Both sides agreed that the list of counterpart personnel will be prepared by the DOTC and will be transmitted to JICA Headquarters before the commencement of the Study.

3. Counterpart Training

The DOTC requested that more than two Philippine counterpart personnel should take advantage of training in Japan in relation to the Study to promote effective technology transfer. The Team promised to convey the request to JICA Headquarters.

4. Seminars and Workshops

The DOTC requested that seminars and workshops should be held two times respectively in the course of the Study. The Team promised to convey the request to JICA Headquarters.

5. The Initial Five-Year Development Strategy

Both sides confirmed that the Initial Five-Year Development Strategy does not include a feasibility study of any particular port.

6. Final Report

Both sides agreed that the Final Report would also be submitted in CD-ROM format. In addition, both sides agreed that the Final Report should be open to the public.

8. Undertakings of the DOTC

The DOTC agreed to provide suitable office space with necessary equipment in Metro Manila for the smooth implementation of the Study. However, the DOTC explained the difficulty of providing vehicles with drivers. The Team promised to convey this matter to JICA Headquarters.

9. Donation of Equipment

The DOTC requested that if there would be office equipment to be procured for the Study, these would be donated to the DOTC after the conduct of the Study. The Team promised to convey this request to JICA Headquarters.

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Appendix

LIST OF PARTICIPANTS

1) List of attendance of the Philippine side

Department of Transportation and Communications

- | | |
|--------------------------------|---|
| (1) CORTES, Jose L. Jr. | Undersecretary for Air, Rail and Water Transportation |
| (2) ESGUERRA, George D. | Assistant Secretary for Planning |
| (3) CUSTODIO, Samuel C. | Director III, Transportation Planning Service |
| (4) PALOMIQUE, Benjamin L. Jr. | Technical Assistant |
| (5) BONDOC, Josephine R. | Chief, Water Transportation Planning Div. |
| (6) KOBUNE, Koji | JICA expert to DOTC |

Philippine Ports Authority

- | | |
|-----------------------------|--|
| (7) SANTOS, Raul T. | Assistant to the General Manager for Corporate Affairs & Special Projects |
| (8) CASTILLO, Carlito M. | Division Manager, Project Development Department |
| (9) CERENO, Carlos A. | Port Manager, Port Management Office of North Harbor |
| (10) PADUA, Virgilio | Division Manager, Port Service Division, Port Management Office of North Harbor |
| (11) FORONDA, Ric | Division Manager, Engineering Service Div., Port Management Office, North Harbor |
| (12) GARCIA, Roger G. | Manager, Port Service Division, Port Management Office of Surigao |
| (13) BUCTION, Rolando C. | Manager, Engineering Service Division, Port Management Office of Surigao |
| (14) ABITONA, Carmelito FC. | Terminal Supervisor, Port Terminal Office of Lipata, Port Management Office of Surigao |

Cebu Ports Authority

- | | |
|-----------------------|-------------|
| (15) JORDAN, Lorna T. | Chief, MISD |
|-----------------------|-------------|

Project Management Office for Ports

- | | |
|------------------------------|-------------------|
| (16) ACLAO, Celedonia B. | Officer-in-charge |
| (17) MANATAD, Ma. Lourdes M. | Project Manager |

National Economic and Development Authority

- | | |
|---------------------------|--|
| (18) ABELLERA, Pablito M. | Supvg. Economic Development Specialist, IS |
| (19) BENJAMIN, Amelita | Sr. Economic Development Specialist, PIS |
| (20) AFABLE, Francis C. | Economic Development Specialist, PIS |

Subic Bay Metropolitan Authority

- | | |
|-------------------------|---|
| (21) CANLAS, Augusto L. | General Manager, Seaport Department |
| (22) PASCUAL, Romeo F. | Asst. General Manager, Seaport Department |

2) List of attendance of the Japanese side

The Preparatory Study Team

- | | |
|-----------------------|--------|
| (1) FUJITA, Yoshihisa | Leader |
| (2) MOTONO, Ichio | Member |
| (3) INOUE, Gaku | Member |
| (4) JOGO, Rinko | Member |
| (5) SHIRATORI, Shingo | Member |

The Embassy of Japan

- | | |
|-------------------|-----------------|
| (6) MORI, Shin-ya | First Secretary |
|-------------------|-----------------|

JICA Philippine Office

- | | |
|------------------------|-----------------------------------|
| (7) TAKATA, Hirohiko | Deputy Resident Representative |
| (8) YASUMOTO, Takafumi | Assistant Resident Representative |

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REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS



TERMS OF REFERENCE

FOR

THE STUDY OF MASTER PLAN
FOR THE STRATEGIC DEVELOPMENT OF THE
NATIONAL PORT SYSTEM IN THE PHILIPPINES

PROJECT MANAGEMENT OFFICE - PORTS

July 06, 2001

Technical Assistance
For
The Study on the Master Plan for the Strategic
Development of the National Port System in the Philippines

TERMS OF REFERENCE

I. BACKGROUND OF THE STUDY

1. Port Infrastructure Development

The port infrastructure development, which has been done considerably, has been done individually or on a port by port basis to cope with the growing traffic demand rather than developed strategically into an integrated nationwide port system.

Since its establishment in 1974, the Philippine Ports Authority (PPA) has been playing a vital role in the development, upgrading and modernization of the port system in the Philippines. Considering its limited resources, however, the PPA cannot develop and maintain all ports nationwide. To maintain its corporate viability, the PPA limited its responsibility on the development of major ports which are determined to be viable and ensures reasonable return of investment., hence, the creation of the co-called PPA Port System.

Ports outside the PPA port system are being developed by the DOTC through its Project Management Service (PMS) and the Project Management Office for Ports (PMO-Ports) which handle the implementation of locally-funded and foreign- assisted projects, respectively.

The PMO-Ports is a project implementation office under the Office of the Secretary, responsible for the implementation of local port projects outside the jurisdiction of the PPA Port System. Previously, this office was under the Department of Public Works and Highways. It was only transferred to DOTC (lock, stock and barrel) in August 1991, upon the recommendation by the NEDA Infrastructure Committee and approval of the NEDA Board in a Resolution dated September 12, 1990, stating that all port- related activities shall be brought to the purview of the DOTC.

In 1994, the implementation of the locally-funded tertiary port projects, i.e., local or municipal ports not classified as feeder port, was transferred from the PMO-Ports to the Project Management Services (PMS) of the DOTC. Henceforth, the PMO-Ports' responsibility has therefore been limited to the implementation of all foreign-assisted feeder/municipal port projects.

Among the port projects completed by PMO-Ports are the five (5) German (Kfw)- assisted Feeder Ports Project, twenty seven (27) feeder ports project under Package I of the OECF-assisted National Feeder Ports Development Project, and various locally- funded municipal port projects. The two other financial institutions namely, the Asian Development Bank (ADB) and the U.S. Aid Rural Infrastructure Fund, had also financed the implementation of various municipal/feeder ports project.

To date, the PMO-Ports is implementing the Social Reform Related Feeder Ports Project under JBIC funding and the Trans-Visayas Intermodal Transport Network Development Project. These feeder ports, when completed, shall be turned over by the PPA to the Local Governments Units (LGUs) for operation and maintenance. The LGUs have been given the power to operate ports under the Local Government Code. Quite a number of port facilities have also been developed by the LGUs themselves and some, by the private sector.

Over the period of 1990's, the government has been making efforts to encourage the development and improvement of maritime transport particularly, port services. The privatization of the operation of some public ports is one of the key elements of the PPA's program. Under this privatization program, the Manila International Container Terminal (MICT) has been leased to the International Container Terminal Service Inc. (ICTSI). The Manila South Harbor has been also leased to Asian Terminals Incorporated (ATI). The operation, including the expansion and upgrading of these container terminals, are being carried out by these private operators.

Major base ports such as Manila, Cebu, Iloilo, Cagayan de Oro, etc. have been developed by the PPA with financial assistance from World Bank, Asian Development Bank and other foreign bilateral assistance including Japan, Germany, etc. and/or some local or PPA corporate funds. Phase I of the new Batangas Port which includes a new Ferry Terminal, has been completed with OECF (now JBIC) Loan and the Phase II Expansion Project that includes the construction of a new container terminal is on-going.

Apart from the expansion and development of the major base ports, the PPA, under its 25-year Master Plan, has been upgrading other terminal ports, i.e. the secondary ports, for the promotion of trade in the different regions.

These notwithstanding, the development of these ports has been done rather individually to cope with the growing traffic at respective ports without consideration of the nationwide cargo and passenger movements. The interconnection between and among the PPA ports and/or municipal ports, as well as the priorities among the proposed port development projects, have yet to be established.

Therefore, for the maximum use of available resources, it is extremely necessary to formulate an integrated master plan of the entire port system in the Philippines.

2. Diversification of Port Administration Bodies

Philippine port administrative bodies have been diversified and, thus, there is an urgent need to formulate an integrated policy of development, administration, regulation, and operation of the entire port system in the Philippines

The PPA under its charter (P.D. 857), has jurisdiction over all ports throughout the country. The PPA, therefore, is tasked to supervise, control, regulate, construct, maintain, operate and provide such facilities or services necessary in these ports.

The PPA was the sole port administrative body until the creation of the Cebu Port Authority, in 1992, to promote trade in the region. The Regional Port Authority of Autonomous Region of Muslim Mindanao (ARMM) was likewise created in 1999. In addition, other government agencies such as the Bases Conversion and Development Authority (BCDA), Subic Bay Metropolitan Authority (SBMA), Cagayan Economic Zone Authority (CEZA), and PHIVIDEC Industrial Authority have also been mandated to develop and

operate the commercial ports within their areas of jurisdiction. Thus, the PPA is no longer the single entity that administers the Philippine public ports.

While the port administration bodies have been diversified, Executive Order Nos. 125 and 125 - A mandate the DOTC to be the "primary policy, planning, programming, coordinating, implementing, regulating and administrative entity of the executive branch of the government responsible for the promotion, development and regulation of a dependable and coordinated transportation system as well as in the provision of fast, safe, efficient and reliable transportation services.

3 The Ro/Ro Concept and Changes in Domestic Shipping Services

Some inter-island shipping lines have introduced large scale Ro/Ro type ferries in major inter-island sea routes. However, because of the inappropriate regulations, unrationalized tariff system, tedious vehicle clearance procedures and cargo documentations, Ro/Ro service in real sense has not yet been established.

The Nationwide Roll-on/Roll-off Transport System Development Study was carried out by JICA in 1988 and was completed in 1992. To date, the Ro/Ro concept for the efficient movement especially of cargoes has not been fully implemented because the DOTC has left its implementation to the PPA and the private sectors. Thus, Ro/Ro port facilities were only developed in areas/routes with existing commercial traffic with actual or committed services by Ro/Ro vessels.

Although the major Ro/Ro lines have been developed by the PPA and the private sector, the development of secondary or feeder Ro/Ro lines has not been implemented/prioritized by the DOTC due to budgetary constraints. The secondary or feeder Ro/Ro lines/ports function in the same manner as the secondary roads or feeder roads do on land. Henceforth, considering the archipelagic nature of the Philippines, one of the revolutionary changes in improving the efficiency of moving inter-island traffic is the full implementation of the Ro/Ro concept. The Ro/Ro concept has the following advantages:

1. faster loading and discharging time of the vessel;

2. minimized shipment of break-bulk cargoes;
3. more efficient (without delays and multiple handling) transport of high value perishable agricultural or fish products which will redound to higher quality and market value of agricultural and fishery products; and
4. reduced cost of port development as areas devoted for storage or warehousing and movement of cargo handling equipment will be reduced, if not eliminated.

One of the big changes in the domestic shipping in the past decade is the introduction of large-scale Ro/Ro vessels into major domestic shipping routes, where conventional cargo and passenger vessels used to be employed: such as Manila-Cebu, Manila-Iloilo, Manila-Cebu-Zamboanga-General Santos, Manila-Davao, etc. These Ro/Ro type vessels are playing very important roles in the transportation of cargo as well as passengers. Containerized cargo is one of the major cargoes carried by these Ro/Ro vessels.

Even with these large size Ro/Ro vessel operation, so-called Roll-on/Roll-off service has not yet been realized because of some existing regulations and tariff system that are not favorable to the introduction of Ro/Ro services. It has also been observed that most of the container cargoes are still loaded and unloaded by forklifts rather than chassis, which bring down the efficiency of Ro/Ro services. In most cases, non-rolling or conventional cargoes are also being accommodated by these Ro/Ro vessels to increase revenue. Hence, 100% Ro/Ro operation is not realized.

Ports that are outside of the PPA port system are being developed by the DOTC/PMO-Ports.

4. Cargo and Passenger Information

<p>The establishment of an electronic data information system among shipping lines, ports, Coast Guard and other agencies concerned is needed for the purpose of safety, security and effective document processing.</p>
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For purposes of ensuring safety and expediting the processing of documents and clearances of cargoes and passengers, the establishment of an electronic data information system is necessary. This communication system should be accessible to and utilized by all the agencies concerned and port businesses.

In addition, to expedite vehicle/security inspections, the system should be interconnected with the information system on vehicle registration. Currently, almost all agencies concerned with maritime and land transport such as PPA, MARINA, PCG, LTO and LTFRB are developing their own database and information system. The integration of these information systems is very necessary.

5. Suitable Technical Standard for Small Scale Ports

Suitable technical standards for the planning and design of port facilities for small vessels such as motorized bancas/boats with outriggers are not available. The application of the technical standards for large-scale port facilities often result in problems in maintenance and operation. Thus, a technical standards for small scale ports is needed.

Port infrastructure development has been carried forward in the rural areas to provide isolated areas with access to population centers. Lack of a suitable technical standards for the planning and design of these small scale ports, makes the port facilities inconvenient for the users. Much of the facilities have been damaged or underutilized either because of poor layout plan or structural design that are not suitable for the environment at the sites.

Thus, it is very necessary to have a technical guidelines and standards for small-scale port facilities where the existing technical guidelines for large - scale ports are not applicable.

6. Interfacing with the National Development Plans

(1) Medium-Term Philippine Development Plan

The Medium-Term Philippine Development Plan (MTPDP) will be renewed in 2004. It is necessary that priority projects for the coming years be identified, especially for the period 2004-2009.

Before the end of the current MTPDP, the next MTPDP shall be prepared by the agencies concerned. The existing plans and programs should be reviewed and updated before 2004. Thus, the Master Plan for the Nationwide Port System should be completed by 2003, in time for the preparation of the next MTPDP.

(2) The Philippine Transport Strategy Study (PTSS)

The Philippine Transport Strategy Study conducted by the National Economic and Development Authority (NEDA) has task similar to those identified in this proposed study but those of the former are more tuned-in towards the development of a "Transport Agenda" for the next MTPDP which focused mainly on major commercial port of the PPA, for the maritime sector, and the identification of the roles of the private sector in the implementation of said Agenda as well as the accompanying institutional reforms needed for its effective implementation.

The PTSS was a study funded by the Asian Development Bank and conducted by the NEDA in coordination with Halcrow-Fox Consultants. It delved on the development of a "Transport Agenda" for the next 6 - year Medium - Term Philippine Development Plan (1999-2004). It was, however, explicitly tuned-in towards the identification of the role(s) of the private sector in the implementation of the said Transport Agenda, and touched inextensively on all modes of transportation. For the maritime sector, however, focus was largely on major PPA ports only. The accompanying institutional reforms essential for the effective implementation of the said agenda have been laid down as well.

This limited focus on the national port system, however, failed to draw up and establish the strategic plan that would make the entire water transport bureaucracy and efficiently workable system. This port master planning endeavor is, in part, an offshoot of the PTSS. It would specifically and extensively cover the entire national port system addressing, among others, the following issues and concerns:

- a) Clear-cut delineation of port ownership/responsibilities;
- b) Port conflicts as regards the following:
 - i. Port hierarchy/classification, e.g. - whether by size, by function, by location, by activity, by shipping route link, by ownership, etc.

- ii. Port operation, management, development/re-development, funding tariff collection, etc.
- c) Integrated port system planning (inter-modal or multi-modal approach); and
- d) Likelihood/desirability of the current government ports and the water transport system policy directions as fundamental elements towards the realization of a national port system master plan.

II. OBJECTIVE OF THE STUDY

To formulate a strategic master plan for the nationwide port system in the Philippines up to the year of 2024.

III. STUDY AREA

The whole country.

IV. SCOPE OF THE STUDY

1. Analysis of the present and future situations of Philippine sea-borne trade and ports

1.1 Setting up a data base and forecasting the maritime traffic demand nationwide for both cargo and passenger movement

The cargo and passenger movement should be analyzed in several levels:

- a. International trade linkage between North America, Europe and Intra-Asia
- b. Domestic trade Linkages
 - i) Between the major economic regions: North / Central and Southern Luzon, Western, Central and Eastern Visayas, North, Western and Southern Mindanao.
 - ii) Between the islands within the economic regions, and
 - iii) Between a main island and smaller islands nearby.

1.2 Analysis of the existing linkage among the ports;

1.3 Analysis of both the domestic and international container movements within the Philippine port system and discussion of the strategic locations of gateway ports of international container cargoes;

- 1.4 Analysis on the advantage of Ro/Ro inter-modal transport system, the bottle necks that prevent the full implementation of Ro/Ro service concept in the Philippines, and the impact assessment of the introduction of the Ro/Ro service on the existing cargo handling business.
- 1.5 Review of existing laws and regulations related to shipping, private participation in public service, tariff system, etc.
- 1.6 Review of the existing plans:
 - a. national and regional economic development plans: MTPDP, the socioeconomic framework plans of LGU's.
 - b. master plans of other sectors: Agriculture, Fishery, Industry, Tourism, Economic Zones
 - c. master plans of the different sub-sectors in transportation, highways, airports, ports, rail, urban transportation, etc.
- 1.7 Review and analysis of the information and communication system of the agencies concerned with cargo and passenger transport both for maritime and land.
- 1.8 The study will include the conduct of consultation/workshops on the following areas which will include concerned stakeholders, as follows:
 - a) Workshop with key officials of DOTC and other institutions/agencies in maritime sector for the establishment of institutional reforms.
 - b) Consultation/workshop with LGUs pertaining to data gathering, monitoring, O&M, capacity building, formulation of long term strategy on port devolution, etc.
 - c) Workshops with various multi-modal transport sectors (air, land, rail and maritime sector with representative from DOF & DTI) to improve/develop the maritime transport policy action plan.

- d) Consultation/workshop with the association of domestic shippers, ship owners and other concerned private sectors and maritime agencies of government for the establishment of a comprehensive rational tariff system, etc.
- e) Workshop with DENR, LTO, LTFRB, PPA, MARINA, PCG, etc. for the efficient processing of documentary requirements.

2. Formulation of the Port Development Strategy up to the Year 2024.

- 2.1 Establishment of socio-economic framework for the Study Area National, regional and provincial socio-economic frameworks shall be developed up to 2024;
- 2.2 Review of the existing port and highway network development strategy plans such as: the Philippine Transport Strategy Study, the PPA 25-year Development Plan, CPA Master Plan that is currently being undertaken by JICA, the Social Reform - Related Feeder Port Development Master Plan, the 1992 RO/RO Port Development Plan, Preliminary Study on Ro/Ro Implementation, Bohol Ferry Link and Terminal Feasibility Study, etc.
- 2.3 Formulation of the economic growth scenario up to 2024;
- 2.4 Establishment of the port development policy and strategy in the future;
- 2.5 Formulation of strategy for port infrastructure development;
 - (a) Establishment of the development concept for the north to south shipping routes on the western seaboard as well as east to west lateral routes for cargo and passenger transportation via conventional, container, fast ferry and Ro/Ro vessels.
 - (i) In due consideration of the existing north to south highway Ro/Ro route on the eastern seaboard of the archipelago, the development concept of the new national trunk routes and its role shall be established

- (ii) Environmental preservation concepts and technologies for the routes passing through environmentally critical area shall be established.
- (b) Formation of the hierarchy of the shipping routes, especially Ro/Ro ferries, in the Nationwide Water Transport System: primary, secondary and tertiary routes.
- (c) Preparation of criteria or guidelines for the levels of development of each levels of domestic shipping route: the criteria for primary, secondary and tertiary routes should include the criteria of service and operational aspects as well as engineering aspects such as planning and design.
- (d) Selection of priority routes for strategic development of port system.
- (e) Allocation of functions and traffic between priority ports for initial five-year term.
- (f) Technical guidelines for facility planning and basic design for small ships,
- (g) Preliminary estimate of required investment for the initial five-year term, and
- (h) Preparation of maintenance and investment policy for navigation channels, navigation aids and ports.

2.6 Formulation of strategy for management and operation;

- (a) Allocation of roles of central and municipal governments, public enterprise and private sector;
- (b) Identification of possible areas for private sector participation and;
- (c) Preparation of measures for improvement of port service efficiency. To this end, the proposal of the amendment of existing laws and regulations and organization of institutions related to port policy making, administration, operation and maintenance should be prepared. The conceptual system design of the information system for port-related businesses is also required.

2.7 Formulation of strategy for project finance;

- (a) Preparation of the framework for port financing,
- (b) Preparation of the guidance for private sector participation, and

(c) Preliminary identification of financing sources for projects in the initial 5-year term.

2.8 Identification of environmental factors and possible preventive measures; and

2.9 Preparation of staff training programs for the different stakeholders in the ports sector.

3. **Identification of priority projects and preparation of Project Implementation Program**

The list of the priority projects, together with necessary legislative and/or institutional reforms to be implemented over the period from 2004 to 2009 shall be prepared. Possible funding sources and potential project that may attract private participation shall also be identified. The implementing schedule of these projects shall also be made.

4. **Preliminary planning and cost estimates**

5. **Project Justification covering the following:**

5.1.1 Preliminary economic analysis

5.1.2 IEE of the projects

6. **Overall evaluation**

Overall evaluation of the Master Plan which shall include the examination of necessary institutional reforms, examination of funding sources and adaptability of JBIC's Regular/ Special Yen Loan Packages.

7. **Selection of priority ports for full-blown F/S**

8. **Conclusion and Recommendations**

V. **EXPECTED OUTPUT OF THE STUDY**

The study will be implemented over a period of eighteen (18) months. The expected output of the study with respect to the scope is as follows:

1. **Analysis of the present and future situations of the Philippine sea-borne trade and ports traffic.**

- (1) The output of the study will include the step by step documentation of the methodology in the gathering, processing/forecasting and preparation of data base of sea-borne trade and port traffic so that the same procedure can be adapted in updating the data base in the future.
- (2) The output will include the establishment of an electronic data information system among shipping lines, ports, coast guards and other agencies concerned for the purpose of safety, security and effective documents processing.

2. Formulation of the port development strategy up to the year 2024.

The output of the study will be the formulation of an integrated master plan, specifically, in the area of the development policy, administration, regulation and operation of the entire port system. The action plan will look into the following areas:

- (1) **Policy Reforms:** To achieve policy sustainability, greater commercialization and responsiveness to the needs of port users, the study will include: (a) the review of current policies and strategies of the agencies / institutions concerned with the coastal shipping in the Philippines, b) identify policies and strategies not implemented or adopted, c) identify policies and strategies appropriate for the full implementation of the Ro/Ro service concept in the Philippines. (d) recommend an action plan to attain desired reforms, (e) recommend the supporting legislative agenda.
- (2) **Institutional Reforms:** The study would consider the future roles of the DOTC and other institutions/agencies concerned with the improvement of the domestic shipping industry of the Philippines as well as the future provision of policy making, regulatory, strategic and project planning, and implementation functions. The institutional framework is required to consolidate the government's many initiatives, and to place them in a logical sequential framework. In particular, the institutional reform is also necessary for the full implementation of the Ro/Ro service concept in the Philippines. The study will include but will not be limited to the following: (a) review on the functions, effectiveness and efficiency, and performance of

existing maritime transport agencies and their respective component bureaus, offices and staff ; (b) establish the intended changes taking place and under consideration in the DOTC and other institutions/agencies concerned in the improvement of the domestic shipping industry of the Philippines; (c) identify further structural changes needed that will support the strategy; (d) develop the future institutional reforms through the conduct of consultations/workshops with various government agencies concerned; (e) identify capacity building needs to support the institutional reforms focusing on the DOTC and other administrative institutions/agencies concerned with maritime transport; (f) strengthening the capability of maritime transport agencies and sectoral planning; (g) recommend an action plan toward the operationalization of the institutional framework; and, (h) recommend the supporting legislative agenda.

- (3) **Attracting Greater Participation of LGUs:** The study will review the results of LGUs involved in financing port development projects, identify the problem/issues arising in their development, funding and implementation ; changes needed in the existing system to meet the identified problems will be recommended

In line with the policy thrust of the National Government on Devolution, the study will review the result of LGUs involved in the operation, management and maintenance of ports wherein the development costs are fully subsidized by the national government; identify the problems / issues arising their implementation; the changes/amendments needed in the existing port devolution arrangement; formulation of long term strategy for port devolution (to include possible refinement in the charter of PPA); formulation of training programs for LGUs especially on Ro/Ro port operation and maintenance to ensure port project sustainability; amendments of existing port transfer mechanism to LGUs (Via a Memorandum of Agreement) to include: (a) a sunset clause, say two (2) years after project completion, for the PPA to transfer the ports to LGUs; (b) possible NG-LGU investment cost sharing and, (c) upside revenue sharing to the National Government . The study will also conduct workshop with LGUs on their institutional

capacity and financial capacity to operate and maintain the port.

- (4) **Attracting Greater Private Sector Participation:** The results of involving private sector financing in port development projects shall be reviewed. Major port projects should be reviewed, and the problems/issues arising in their development, funding and implementation identified. The experiences in other countries will be presented in the light of the identified problems, so that changes to the existing system will be recommended that will meet the identified problems. Henceforth, the strategy for port project financing will be established. In particular, the joint undertaking of private sector and LGU in port development , operation and management will be explored.
- (5) **Consensus - Building:** The maritime transport policy action plan will also be established through consultation and workshops with various multi-modal transport players (Air, Land, Rail and Maritime Sector with representatives from DOF and DTT), to discuss trends, challenges, experiences in economic regulation of the transport sector, particularly in specific issues like entry/exit, rate-setting, rate adjustment, returns on investments, the possibility of giving tax incentives to initially non-profitable routes to help the maritime industry, among others, and recommend supporting legislative agenda.

The establishment of a comprehensive rational tariff system, transparent vehicle clearance procedures and cargo documentation as well as appropriate regulations, in support for the realization of the Real Ro/Ro service concept, will be made through consultations and workshops with the association of domestic shippers, ship owners and other concerned private sectors and agencies of the government.

- (6) **Technical Guidelines and Standards for Small-Scale Port Facilities :** The study will include the establishment of suitable technical guidelines and standards for small-scale port facilities where the existing technical guidelines for large scale ports are not applicable.

3. Identification of priority projects and preparation of Project Implementation Program

The study will include the establishment of the list of priority projects to be implemented in the next phase of development to complement the existing/on-going development plans. It will also include the preliminary planning and cost estimates as well as project justification covering the preliminary economic analysis and IEE of the project.

VI. DURATION OF THE STUDY AND REPORTS

It is expected that the study will be completed within eighteen (18) months from commencement of the study. The following reports shall be submitted to the Government of the Philippines.

1. Inception Report

This report shall include a program of the Study and survey schedule for ports in the country.

2. Progress Report (1)

This report shall be submitted and explain to the government of the Philippines within four (4) months after the commencement of the study. This report is to be prepared on the basis of the field survey in the Philippines, containing the results of the collected data and review of existing study reports.

3. Progress Report (2)

This report shall be submitted and explained to the government of the Philippines within eight (8) months after the commencement of the study. This report shall cover socio-economic framework of the nation, region and provincial levels, and the basic port development policy and strategy on the basis of the economic growth scenarios.

4. Interim Report

This report shall be submitted and explained to the Government of the Philippines within three (3) months after the submission of the Progress Report (2). The report shall cover the port infrastructure

development strategy, the priority shipping routes and ports, the investment plan for the initial 5 -year term.

5. Draft Final Report

This report shall be submitted and explained to the Government of the Philippines within five (5) months after the submission of the Interim Report. The report shall give full explanation of all task indicated in this TOR. The Government of the Philippines will provide its comments within one (1) month after the receipt of the Draft Final Report.

6. Final Report

The final report shall be submitted to the Government of the Philippines within about one (1) month after the receipt of comments on the Draft Final Report.

These reports shall be made in English and distributed as follows:

1. Inception Report, 30 copies
2. Progress Report (1) , 30 copies
3. Progress Report (2) , 30 copies
4. Interim Report, 30 copies
5. Draft Final Report, 30 copies
6. Final Report, 60 copies in print and 60 copies in CD-ROM form.

VII. UNDERTAKINGS OF THE GOVERNMENT OF THE PHILIPPINES

In order to facilitate the smooth and efficient conduct of the study, the Government of the Philippines shall take necessary measures:

1. To secure the safety of the Study Team;
2. To permit the members of the Study Team to enter, leave and sojourn in Philippines in connection with their assignment therein, and exempt them from foreign registration requirements and consular fees;
3. To exempt the Study Team from taxes, duties and any other charges on equipment, machinery and other materials brought into and out of Philippines for the conduct of the Study;
4. To exempt the Study Team from income tax and charges of any kind of imposed on or in connection with any emoluments or allowances paid

- to the members of the Study Team for their services in connection with the implementation of the Study;
5. To provide necessary facilities to the Study Team for remittance as well as utilization of the funds introduced in the Philippines from Japan in connection with the implementation of the Study;
 6. To secure permission for entry into private properties or restricted areas for the conduct of the Study;
 7. To secure permission for the Study Team to all data, documents and necessary materials related to the Study out of the Philippines to Japan, and;
 8. To provide medical services as needed, expenses for which shall be chargeable to concerned members of the Study Team.

The DOTC shall act as the counterpart agency to the JICA study team and also as coordinating body relative to DOTC's umbrella agencies such as PPA, MARINA, PCG, LTO and CPA, and other government agencies and non-government organizations concerned for the smooth implementation of the project study.

VIII. UNDERTAKINGS OF THE GOVERNMENT OF JAPAN

1. To dispatch, at its own expense, a study team to the Philippines; and
2. To effect technology transfer to the Philippines counterpart personnel in the course of study.

IX. INSTITUTIONAL SET-UP FOR THE IMPLEMENTATION OF THE STUDY AND STUDY TEAM COMPOSITION

See attachment

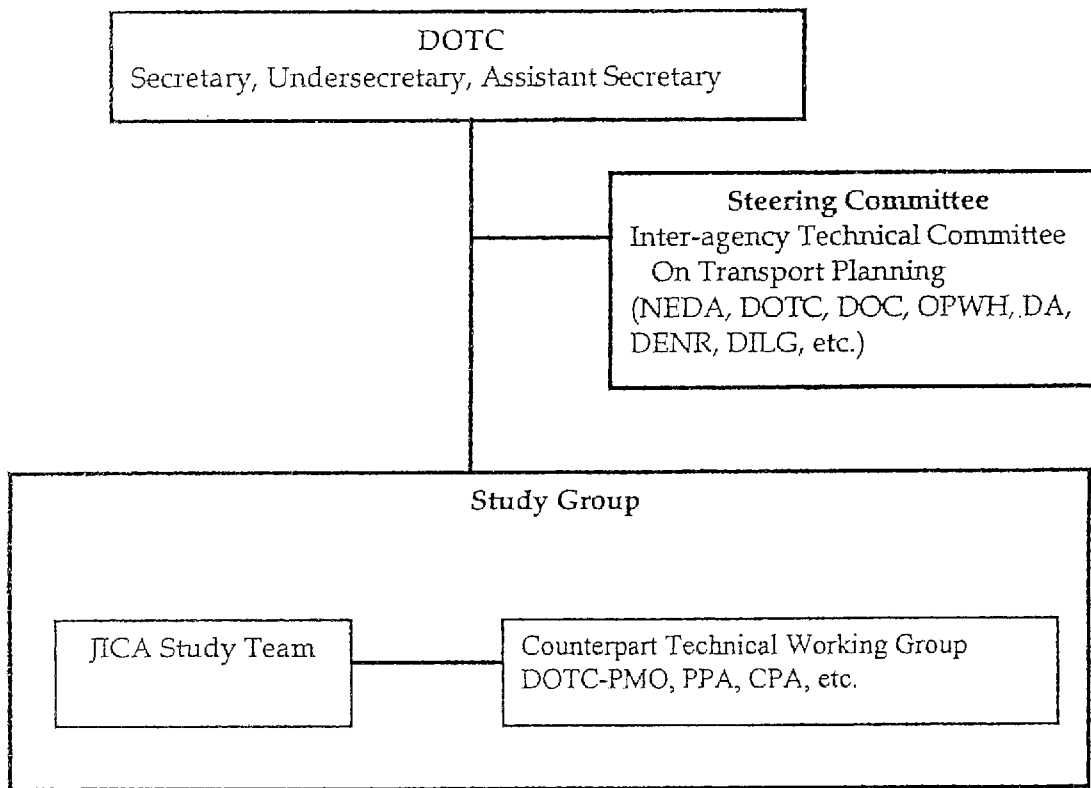
X. IMPLEMENTATION SCHEDULE

See attachment

XI. PROJECT COST ESTIMATES

See attachment

Institutional Set-up for the implementation of Study



Composition JICA Study Team

Assignment	Task
1. Team Leader	Overall Supervision
2. Port Development Plan (1)	Port Development Policy and Strategy
3. Port Development Plan (2)	Cargo & Passenger Movement Analysis
4. Port Development Plan (3)	Facility Planning, Planning Guidelines
5. Economist	Socio-Economic Data Analysis and Forecast
6. Port Administration (1)	Laws and Regulations, Tariff System
7. Port Administration (2)	Institutional Reorganization and Strengthening Program
8. Port Operation (1)	Arrastre and Stevedoring Service, Privatization
9. Port Operation (1)	Information and Communication System
10. Navigation Channel & Aids	Navigation Channel and Nav. Aids Planning

Master Plan for the Strategic Development of the National Port System in the Philippines

(Page 1)

	Tasks / Activities	Month																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	Mobilization	▬																	
	Inception Report	▬																	
1:	Analysis of Present and Future Situations of Philippine Seaborne trade and ports.	▬	▬	▬	▬	▬													
	1.1 Setting up a data base and forecasting the maritime traffic demand nationwide for cargo and passenger movement.	▬	▬	▬	▬	▬													
	1.2 Analysis of the existing linkages among the ports	▬	▬	▬															
	1.3 Analysis of Domestic and International container movement within the Philippine port system	▬	▬	▬															
	1.4 Analysis on the advantage of Ro-Ro inter-modal transport system, bottlenecks, etc.	▬	▬	▬	▬														
	1.5 Review of existing Laws and Regulations related to shipping, private sector participation, tariff system, etc.	▬	▬	▬	▬														
	1.6 Review of the existing ports	▬	▬	▬	▬	▬													
	1.7 Review and analysis of the Information and communication system of the agencies concerned	▬	▬	▬	▬	▬													
	1.8 Conduct of consultation/workshops with concerned stakeholders	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	
	Progress Report (1)	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	
	Formulation of the port development strategy up to 2024					▬	▬	▬	▬	▬									
	2.1 Establishment of Socioeconomic framework of National, Regional, and provincial levels						▬	▬	▬	▬									
	2.2 Evaluate and update the existing port and highway development plans						▬	▬	▬	▬									
	2.3 Formulation of economic growth scenario						▬	▬	▬	▬									
	2.4 Establishment of the development policy and strategy						▬	▬	▬	▬									
	Progress Report (2)						▬	▬	▬	▬									
	2.5 Formulation of strategy for port infrastructure development								▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	
	a. Formulation of Strategy for port development concept								▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	
	b. Formation of the hierarchy of the shipping routes								▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	
	c. Preparation of criteria or guidelines for the level of development of primary, secondary and tertiary routes								▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	

Master Plan for the Strategic Development of the National Port System in the Philippines

(Page 2)

	Tasks / Activities	Month																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	d. Selection of priority routes for the strategic development																		
	e. Functions and traffic allocation for the priority ports for the initial 5 year term																		
	f. Technical guidelines for facility planning																		
	g. Primary estimates of required investment for the initial 5 years																		
	h. Preparation of maintenance and investment policy for navigation aids and ports																		
	Interim Report																		
2.6	Formulation of strategy for management and operation																		
2.7	Formulation of strategy of finance Port Dev't. Planner																		
2.8	Environmental factors and prevention measures																		
2.9	Preparation of staff training program for the port sector																		
3	Identification of priority projects and project implementation Program																		
4	Preliminary Planning and cost estimates																		
5	Project justifications																		
6	Overall evaluation of the Master Plan																		
7	Selection priority ports for full-blown Feasibility Study Port Dev't. Planner																		
8	Conclusion and recommendations																		
	Draft Final Report																		
	Revision and Refinements																		
	Final Report																		

3-Nationwide Port System-TableAhd

DOTC - PMO PORTS
 BUDGETARY REQUIREMENTS FOR
 PERSONAL SERVICES AND MAINTENANCE & OTHER
 OPERATING EXPENSES
 FOR
 Master Plan for the Strategic Dev't. of the National Port
 System in the Philippines
 (OVERALL)

A. PERSONAL SERVICES

1. Salaries, Bonus, & Allowances	24,452,879.20
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B. MAINTENANCE AND OTHER OPERATING EXPENSES

1. Office Rental	630,000.00
2. Travelling Expenses	4,930,360.00
3. Communications	547,200.00
4. Fuel and Oil	500,000.00
5. Officer Equipment	489,000.00
6. Office Supplies	540,000.00
7. Repairs & Maintenance	90,000.00
8. Light & Water	360,000.00
9. Security Services	486,000.00
10. Extraordinary & Miscellaneous exp.	500,000.00
11. Sundries	600,000.00

Total for MOOE	P <u>9,672,560.00</u>
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GRAND TOTAL	P <u>34,125,439.20</u>
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COST ESTIMATE FOR JICA (CONSULTANT) STUDY TEAM

JICA Study Team

Unit US\$

Assignment	Assigned M/M	Renumeration US\$	Total	Overhead (1.6)	Total	Travel Times	Phil. Japan Air fare 1,700	Total
1. Team Leader	8.5	9,580	81,430	130,288	211,718	8	13,600	225,318
2. Port Development Plan (1)	16.5	9,160	151,140	241,824	392,964	4	6,800	399,764
3. Port Development Plan (2)	11.5	8,330	95,795	153,272	249,067	4	6,800	255,867
4. Port Development Plan (3)	10.5	7,920	83,160	133,056	216,216	4	6,800	223,016
5. Economist	13.5	8,330	112,455	179,928	292,383	4	6,800	299,183
6. Port Administration (1)	13	8,330	108,290	173,264	281,554	4	6,800	288,354
7. Port Administration (2)	7	7,920	55,440	88,704	144,144	4	6,800	150,944
8. Port Operation (1)	13	8,333	108,333	173,333	281,667	4	6,800	288,467
9. Port Operation (2)	6.5	7,920	51,480	82,368	133,848	4	6,800	140,648
10. Navigation Channel & Aids	3.5	8,330	29,155	46,648	75,803	2	3,400	79,203
TOTAL	103.5		876,678	1,402,685	2,279,364	42	71,400	2,350,764

Other Expenses

Report Printing		35,000
Equipment		10,000
Local Travel		4,000
Transportation		20,000
Communication		2,000
Stationery		5,000
Sub-total		76,000
Local Sub-Contract		US\$ 300,000
Grand Total		2,726,764

Masterplan - slhd

Questionnaire

Data / Item	Provision of Data/Item	Availability of Data/Item	Place of Data/Item	Name of Report & Files	Notes
(GENERAL INFORMATION)					
1. National economy					
1) Statistical Year Book of The Republic of The Philippines	⊙ (latest version)	⊙	NSB	2001 Philippine Statistical Yearbook	
2) Statistics for the last 10 years					
a) GDP by sector and by region	⊙	⊙	NSB	PSY	
b) Population by region	⊙	⊙	NSB	PSY	
c) Agricultural and marine products by main sort and by region	⊙	△	NSB	PSY (by region ×)	
d) Industrial products by main sort and by region	⊙	△	NSB	PSY (by region ×)	
e) Foreign trade (quantity and value) by main sort	⊙	⊙	NSB	PSY	
f) Transportation Statistics	⊙	⊙	NSB	PSY	
g) Price indices		⊙	NSB	PSY	
h) Exchange rate		⊙	NSB	PSY	
i) Unemployment rate		⊙	NSB	PSY	
3) National development plans		⊙(CDROM)	NEDA	Midterm Philippine National Development Plan	
a) Economic development plans	⊙	⊙(CDROM)	NEDA	MTPDP	
b) Transportation development plans	⊙	⊙(CDROM)	NEDA	MTPDP	
c) Agricultural and fishing development plans		⊙(CDROM)	NEDA	MTPDP	
d) Industrial development plans		⊙(CDROM)	NEDA	MTPDP	
e) Forecast of socio-economic indicators	⊙	⊙(CDROM)	NEDA	MTPDP	
f) Regional development plans		△	NEDA		
4) Annual budget of the Philippines government for the last 10 years		⊙	DBN	Fiscal Statistics Handbook 1981-2000	
5) Public investment for the last 10 years by sector		⊙	DBN	Fiscal Statistics Handbook 1981-2001	
2. Institutional aspects					
1) Organization chart of the Philippines Government	⊙	⊙		Paper	
2) Organization chart of Department of Transport and Communications (DOTC)	⊙	⊙	DOTC	Paper	
3) Organization chart of Philippine Ports Authority (PPA)		⊙	PPA	Paper	
4) Organization chart of Project Management Office (PMO-ports)		⊙	PMO-ports	Paper	
3. Organization related to the ports					
1) Organization chart of Cebu Ports Authority (CPA)	⊙	⊙	CPA	Paper	
2) Organization chart of Subic Bay Metropolitan Authority (SBMA)		⊙	SBMA	Country Report for Group Training Course, Philippines	
3) Organization chart of Bases Conversion Development Authority (BCDA)		△	BCDA		
4) Organization chart of PHIVIDEC Industrial Authority (PIA)		△	PIA		
5) Organization chart of RPA		△	RPA		
6) Organization chart of CEZA		△	CEZA		
7) Organization chart of other related authorities (if any)		△			

Data / Item	Provision of Data/Item	Availability of Data/Item	Place of Data/Item	Name of Report & Files	Notes
(Detailed Information)					
1. Nation-wide Transportation System					
1) Network maps (ports, roads, railways, etc.) within the international network	◎	○		フリピンハンドブック、Land Transportation Office,Roadmap of the Philippines, CD (海運Route-Map)	
2) Cargo and passenger traffic by mode	◎	◎	NSB	PSY	
3) Cargo and passenger forecast by mode	◎	△	NEDA		
4) Transportation cost by mode		△		Air mode (Floppy Disk)	
5) Transportation time or distance of each mode		○		CD (海運Route-Map),Air mode (Floppy Disk)	
6) Development policies / plans of each mode	◎	○	MTPDP		
2. Ports in Philippines					
1) Port statistics for the last 10 years	◎(latest version)				
a) Cargo throughput by port	◎	◎	PPA	PPA Annual Report	
b) Passengers through the port	◎	◎	PPA	PPA Annual Report	
c) Calling vessels by port	◎	◎	PPA	PPA Annual Report	
d) Origin and destination data of port cargoes	◎	△	NSO		
e) Port, Road and railway network for each port	◎	△	Each Organization		
2) Funding for port development					
a) Finance from the Philippines government	◎	◎	DBN	Fiscal Statistics Handbook 1981-2000	
b) Finance from international organizations	◎	◎	DBN	Fiscal Statistics Handbook 1981-2000	
c) Finance from the private sector	◎	◎	DBN	Fiscal Statistics Handbook 1981-2000	
d) Other source of funding	◎	◎	DBN	Fiscal Statistics Handbook 1981-2000	
3) Relevant Laws / Regulations and policies					
a) Port Act	◎	◎	PPA	Port rules and regulations	
b) Design criteria	◎	○	DOTC	Design Manual Port and Harbour Facilities in the Philippines (1995)	
c) Other acts and standards concerned	◎	△			
d) Port development policies	◎	◎	MPDP		
4) Port Management and Operation system					
a) Categories of port management bodies		△	Each Port Organization		
b) Organization charts of port management bodies		△	Each Port Organization		
c) Categories of port operation bodies		△	Each Port Organization		
d) Responsibilities of port management bodies		△	Each Port Organization		
e) Responsibilities of port operation bodies		△	Each Port Organization		
(Others)					
1. Consultants and surveyors					
1) List of consultants for logistic survey (Origin/destination survey, etc.)	◎	◎			
2.The Medium Philippine Development Plan(MTPDP)(1999-2004)	◎	◎	NEDA		
3.Draft of MTPDP(2004-2009)	◎	x			
4. Counterpart (List of the counterparts appointed by the Philippine side)	◎	◎	DOTC		

収集資料リスト一覧

No	Title	Source	Format
1	National Transportation Planning Project Final Report Aug. 1982 Part I-VII	DOTC	CDROM-6
2	Transport Infrastructure and Capacity Development Project	DOTC	CDROM
3	Philippine Transport Strategy Study (PTSS) Volume I-IV	DOTC	CDROM
4	Existing-Facility-Photo, Port List	DOTC	CDROM
5	DOTC Profile, Organization-chart, PPA-system, 運輸事情, 空, 海運Route-Map, Ferry Guide 2002, PPA Commodity (1999)	DOTC	CDROM
6	フィリピン・ハンドブック 2002版	フィリピン日本人商工会議所	Book
7	Commodity Flow Study	DTF	Paper
8	1999 Commodity Flow in the Philippines	NSO	Book
9	1995 Census-Based City/Municipal Population Projections	NSO	Book
10	Country Report for Group Training Course, Philippines	SMBA	Report
11	Results of PMP Ports Survey for The Updating of 1992 JICA Study (2000)	PMO-ports	Report
12	Philippines East Coast of Mindanao, Bitoagan Bay, Scale 1:30,000	NAMRIA	海図
13	Philippines East Coast of Mindanao, Lianga Bay, Scale 1:30,000	NAMRIA	海図
14	Mainit, Mindanao, Scale 1:50,000	NAMRIA	地形図
15	Loreto, Mindanao, Scale 1:50,000	NAMRIA	地形図
16	Esperanza, Mindanao, Scale 1:50,000	NAMRIA	地形図
17	Ayoki Island, Mindanao, Scale 1:50,000	NAMRIA	地形図
18	Wilson, Mindanao, Scale 1:50,000	NAMRIA	地形図
19	Carmen, Mindanao, Scale 1:50,000	NAMRIA	地形図
20	PPA Organization Chart	PPA	Paper
21	Cebu Port Authority DBM-Approved Organization Structure	CPA	Paper
22	PMO Port Organizational Chart	PMO-ports	Paper
23	フィリピン港湾庁(PPA) 地方港湾管轄組織図	PPA	Paper
24	PPA Port Sstem (115 Ports, January 2001)	PPA	Paper
25	EAGA-Bound Roll on Roll off Route Alternate to Pan Philippine Highway (ERAP) Ports Project	PMO-Ports	Paper
26	Feeder Ports Program (OECF) Location Map	DOTC	Paper
27	Sea Routes (Super Ferry, CEBU Ferries, Super Cat)	PPA, CPA	Paper
28	Subic Bay Freeport	SBMA	見取り図
29	2nd Mindanao Budget Summit	MINDANAO ECONOMIC DEVELOPMENT COUNCIL	Paper
30	PHILIPPINE PORTS AUTHORITY Rort Rules and regulations 2001	PHILIPPINE PORTS AUTHORITY	Report

収集資料リスト一覧

No	Title	Source	Format
31	FISCAL STATISTICS HANDBOOK 1981-2000	DEPARTMENT OF BUDGET AND MANAGEMENT	Report
32	DOMESTIC FLIGHT SCHEDULES AND FARE	?	3.5 inch FD
33	Seaport Development Port Statistics 1998-2002, Shipcall/No. of Vessels, Containerized Cargo, Main Commodities	SBMA (Seaport Dept.)	Paper
34	Final Report of Master Plan for Feeder Port Development Main Report (March 2000)	Nippon Koei, OCIDI BCEOM BASIC PKII and SCHEMA	CD-ROM
35	Roadmap if the Philippines scale 1:1,000,000	THE NATIONAL AUTO CLUB	道路図
36	ANNUAL STATISTICAL REPORT JANUARY-DECEMBER 2001 Volume 1	PHILIPPINE PORTS AUTHORITY	Book
37	ANNUAL STATISTICAL REPORT JANUARY-DECEMBER 2001 Volume 2	PHILIPPINE PORTS AUTHORITY	Book
38	Medium-Term Philippine Development Plan 1999-2004	NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY	CD-ROM
39	Medium-Term Philippine Development Plan 1999-2004	NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY	CD-ROM
40	Medium-Term Philippine Development Plan 1999-2004 FIGURES	NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY	CD-ROM
41	Medium-Term Philippine Development Plan 1999-2004 TABLES(1)	NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY	CD-ROM
42	Medium-Term Philippine Development Plan 1999-2004 TABLES(2)	NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY	CD-ROM
43	PHILIPPINE YEARBOOK 2001	Republic of the Philippines, National Statistics Office	CD-ROM
44	PHILIPPINE YEARBOOK 2001 FACTS & FIGURES	Republic of the Philippines, National Statistics Office	CD-ROM
45	2001 Philippine Statistical Yearbook	NATIONAL STATISTICAL COORDINATION BOARD	CD-ROM
46	Philippine Ports Authority Cargo & Passenger Statistics 1990-2001	PHILIPPINE PORTS AUTHORITY	CD-ROM
47	Philippine Ports Authority Volume II 25-Year Development Plan	PHILIPPINE PORTS AUTHORITY	CD-ROM
48	Port Management Office of Surigao	PHILIPPINE PORTS AUTHORITY	CD-ROM
49	Republic Act (Implementing Rules and Regulations)	?	3.5 inch FD
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5. 事前評価表

事前評価表	
1. 対象事業名	フィリピン国全国港湾網戦略的開発マスタープラン調査
2. 我が国が援助することの必要性・妥当性	<p>(1) 現状及び問題点 フィリピン国は大小さまざまな島々からなる島嶼国家であり、国内外の交通において海上交通が果たす役割は重要である。 同国では1974年にフィリピン港湾公社(PPA)が設立され、海外及び国内の資金により、全国の港湾整備が行われてきた。しかし、これまでの港湾整備は、個々の港湾がそれぞれの需要増加に対応するために個別に行ったものであり、フィリピン国全体として貨物・旅客輸送の効率化や、投資効果を考慮した優先順位に基づいて実施されていない。 1990年以降PPAが一元的に全国の港湾整備を行う体制が崩れ、セブ港湾公社等の開発公社や地方政府が独自に港湾開発を進めるようになった。このため、運輸通信省では、限られた資金を有効に活用するために、プロジェクトの優先順位付けや、投資計画を含む、港湾整備戦略を策定することが急務となっている。</p> <p>(2) 国家開発計画、地域開発計画、分野別計画などの計画と当該案件の整合性 現在同国では2004～2009年の中期開発計画／投資計画を準備中であり、JICAの協力にて作成されたルソン島広域道路網計画調査(1993年)、ビサヤ・ミンダナオ島広域道路網整備計画調査(1999年)、主要地方空港整備計画(1996年)等と整合性のとれた全国の港湾を対象とした港湾整備計画の作成が強く望まれている。</p> <p>(3) 他国機関の関連事業との整合性 同国における港湾セクターを含む交通分野における包括的な調査としては、1996年にADBが「Philippines Transport Strategy Study」を実施しているものの、調査対象が広範囲にわたるため、各サブセクターにおける課題を整理するにとどまっている。本調査では、上記Studyを受けて、具体的なプロジェクトの提案などを含む港湾分野における開発の方向性を示すことが求められている。</p> <p>(4) 我が国の当該プロジェクトへの基本的援助方策との整合性 経済インフラの整備は比国の重点課題となっており、都市部と地方部のバランスのとれた開発、産業拠点を支援するための基本的交通手段の整備の必要性は高い。特に港湾分野については、地方の幹線港湾関連施設整備及び安全対策に対する支援を行い、安全かつスムーズな物流システムの構築を図ることとされている。なお、本マスタープランで示される港湾整備戦略に基づき、優先度の高いプロジェクトから順次事業化されていくことが望まれる。</p>
3. 事業の目的	<p>2024年を目標とした全国港湾網整備に係るマスタープランの作成を通じて効率的な港湾運用及び公共投資を図る。 また、同国中期開発計画／投資計画(2004～2009年)に盛り込むべき優先的整備港湾の選定を行う。</p>
4. 事業の内容	<p>(1) 対象 (a) 調査対象：全国の港湾(450港程度を対象とする。) (b) 技術移転の対象： 運輸通信省(Department of Transportation and Communications, DOTC) そのほか関連機関；PPA(フィリピン港湾公社)、MARINA(海事産業庁)等</p> <p>(2) アウトプット (a) 計画策定： 2024年を目標とした全国港湾網整備に係るマスタープランを作成する。 (b) 技術移転： OJT及びセミナー・ワークショップ等により、開発戦略の策定、戦略港湾の選定、管理運営等、政策立案にかかる技術移転を行う。</p> <p>(3) 活動 (a) 現状分析 (b) 全国港湾網戦略的開発マスタープランの策定(①開発基本方針の策定、②港湾施設開発戦略の策定、③港湾管理計画の策定、④港湾投資戦略・財政スキームの策定) (c) 港湾開発5カ年計画の策定</p>

(4) インプット：以下の投入による調査および技術移転の実施。

(a) コンサルタント（分野/人数）

分野	人数	分野	人数
総括／港湾政策	1	港湾行政	1
港湾計画1（コンテナ）	1	管理運営1（制度）	1
港湾計画2（フェリー・在来貨物）	1	管理運営2（運営）	1
航行安全	1	海運動向分析	1
地域開発	1	港湾財政・経済分析	1
需要予測	1	環境配慮	1

(b) その他

(5) 総事業費

調査に要す費用：2.5億円

(6) 調査のスケジュール

2002年11月～2005年1月（1年3ヶ月）

(7) 実施体制

(a) 協力相手国実施機関名 運輸通信省（DOTC）

(b) 協力相手国実施機関の責任者：鉄道・航空・海上交通担当次官

5. 成果の目標

(1) 提案計画の活用目標

- (a) 策定された港湾網戦略的開発マスタープランが相手国政府の計画の一部に取り入れられる。
- (b) 優先プロジェクトが2004～2009年の中期開発計画／投資計画に位置づけられ、事業が実施される。

(2) 活用による達成目標

- (a) 既存港湾施設の効果的運用及び今後の港湾施設整備における効果的な公共投資を図る。
- (b) 道路、鉄道、空港等の運輸インフラ整備と協調した港湾施設整備を行う。
- (c) M/Pの策定により適切なプロジェクト選定が行われる。

6. 外部要因リスク

(1) 協力相手国内の事情

- (a) 政策的要因：政権交代による開発政策の変更及び提案事業の優先度の低下
- (b) 行政的要因：行政機関間の調整の不備
- (c) 経済的要因：資金不足による整備不良港湾の増加、経済成長の停滞による将来需要予測と実績値との乖離
- (d) 社会的要因：治安の急激な悪化

(2) 関連プロジェクトの遅れ：

他交通モード（道路など）整備の遅れ。

7. 今後の評価計画

(1) 事後評価に用いる指標

(a) 活用の進捗度

・選定された優先プロジェクトが2004～2009年の中期開発計画／投資計画の中に取り入れられ、実施されたか。

(b) 活用による達成目標の指標

- ・アクションプランに記載される事業の進捗率
- ・本調査の提言の次期海運開発戦略計画への反映率

(2) 上記(a)および(b)を評価する方法およびタイミング

事後評価：2009年（中期開発計画／投資計画の最終年次）