
添付資料 1:Terms of Reference



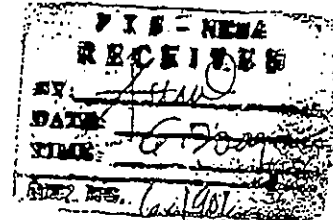
REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS

MARITIME INDUSTRY AUTHORITY
PPL Building U.N. Ave., Metro Manila, Philippines 1000

Phone: 5238651 to 60
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19 June 2002

MR. RUBEN S. REINOSO, JR.
Assistant Director-General
National Economic and Development Authority
NEDA sa Pasig
12 Blessed J. Escrivá Drive
Ortigas Center, Pasig City



Dear Director General Reinoso:

Thank you for the valuable comments you made on our Draft Terms of Reference on the Master Plan Study on Ship Financing Scheme. In this regard, we are submitting herewith the revised draft TOR incorporating your suggested revision, for your consideration.

Thank you.

Very truly yours,

ATTY. LAMBERTO V. PIA
Officer-in Charge
Deputy Administrator for Operations

cc: PIS
PPO

TERMS OF REFERENCE ON THE CONDUCT OF A MASTER PLAN STUDY ON
SHIP FINANCING SCHEME

1. Introduction

In an effort to modernize the domestic shipping fleet, numerous projects and programs have been initiated and conducted by the Maritime Industry Authority (MARINA) in conjunction with other private and public agencies. Studies made in the past are unanimous in recommending schemes that would be instrumental in realizing the objective to have younger and more modern fleet. Such schemes would include rationalization of government policies, introduction of standard ship design, establishment of concessional loans, and imposition of tax incentive privileges.

Conspicuously absent is any study with serious consideration for a financial scheme that would have a self-sustaining machinery for a continuous investment in fleet renewal. However, the absence of such studies does not necessarily mean indifference on the part of the shipowners for the establishment of a financial facility to assist them in acquiring newer vessels.

Currently, the Development Bank of the Philippines (DBP) has an existing lending window with funds intended for the modernization of the domestic shipping fleet under the Domestic Shipping Modernization Program (DSMP) under the 20th Yen Loan Package of the Japan Bank for International Cooperation (JBIC). Certain policy restrictions, such as real estate collateral and the imposition of perceived high interest rates, prevent the full utilization of the loan package. It might be the case that the commercial practice of providing funds to industry players defeats the purpose of helping an industry so vital to public interest yet restricted in maximizing profit to only 12% of its investment as dictated by jurisprudence. However, revitalizing the DSMP is one of the priority matters.

Other schemes may be ripe for consideration having in mind the developmental nature of financing that could alleviate the current predicament of the sector. The Medium-Term Philippine Development Plan (MTPDP) encourages private sector investment in shipping, and the study on the possible establishment of a special window at the DBP and other commercial banks to provide financial assistance for fleet expansion and modernization of the maritime sector. The equation might include the role of the National Development Company (NDC), the concept of equity financing and joint ownership system, a rational leasing program, or the repackaging of the DSMP concept. These factors must be deliberated upon with thorough diligence as its object is imbued with public interest implying that ship financing should be accorded with priority to avoid further delays deemed unwanted in the development effort to establish an innovative scheme that would truly promote the needed fleet renewal of the Philippine domestic shipping sector.

As a matter of emphasis, financing must be framed in such a manner as shipping policy may dictate. Thus, the conduct of this Master Plan is to be done in an integrated approach determinative of a rational policy guideline covering an effective and responsive implementation of a ship financing scheme that could promote the domestic shipping market.

2. Objectives

1. To facilitate the modernization of the domestic shipping fleet that would be conducive to a safe, efficient, and economical water transportation industry of the Philippines.
2. To establish an operational framework for financing, on a sustained basis, the acquisition of modern vessels for the domestic shipping fleet.
3. To foster quality service competition of domestic water-borne carriers that would rebound to the benefit of the passengers, shippers and shipowners.

3. Scope of the Study

The Study Team is expected to undertake the following:

1. Conduct a survey and assessment of:
 - a. the maritime industry of the Philippine that would include a detailed analysis of the domestic shipping sector,
 - b. government policies in modernizing the domestic shipping fleet, ship acquisition, operation, and retirement,
 - c. past and existing financing schemes and their effectivity in assisting the modernization of the fleet,
 - d. the roles being played by the different banks, financial, and investment house in fleet the modernization,
 - e. the financial and capital markets of the Philippine in terms of the efficiency of its system and sufficiency of its funds in fleet modernization, in comparison with the international capital and financial market, and
 - f. the accessibility of the international capital and financial market.
2. Conduct a detail study of alternative financing schemes such as direct financing, relending, and equity financing, that would continuously support the investment requirement of the domestic shipping sector in its effort to sustain the acquisition of newer and modern vessels.
3. Determine the feasibility of establishing a financing framework that will include the National Development corporation, the Development Bank of the Philippines, the Maritime Industry Authority, and other government agencies.
4. Recommend the optimal, i.e., most feasible and viable, financing scheme that would cater to the promotion of the domestic shipping sector and draft a framework for its development.
5. Conduct a simulation of the effectivity of the optimal ship-financing scheme given various changes.
6. Identify the requisites and draft legal issuances, as necessary, for the establishment of the identified financing scheme.

7. Prepare an implementation plan, with proposed milestone, responsible institutions and timetable, for the creation, organization, financing and management of the optimal financing scheme.
8. Identify possible constraints and potential problems in the implementation and recommend workable solutions.

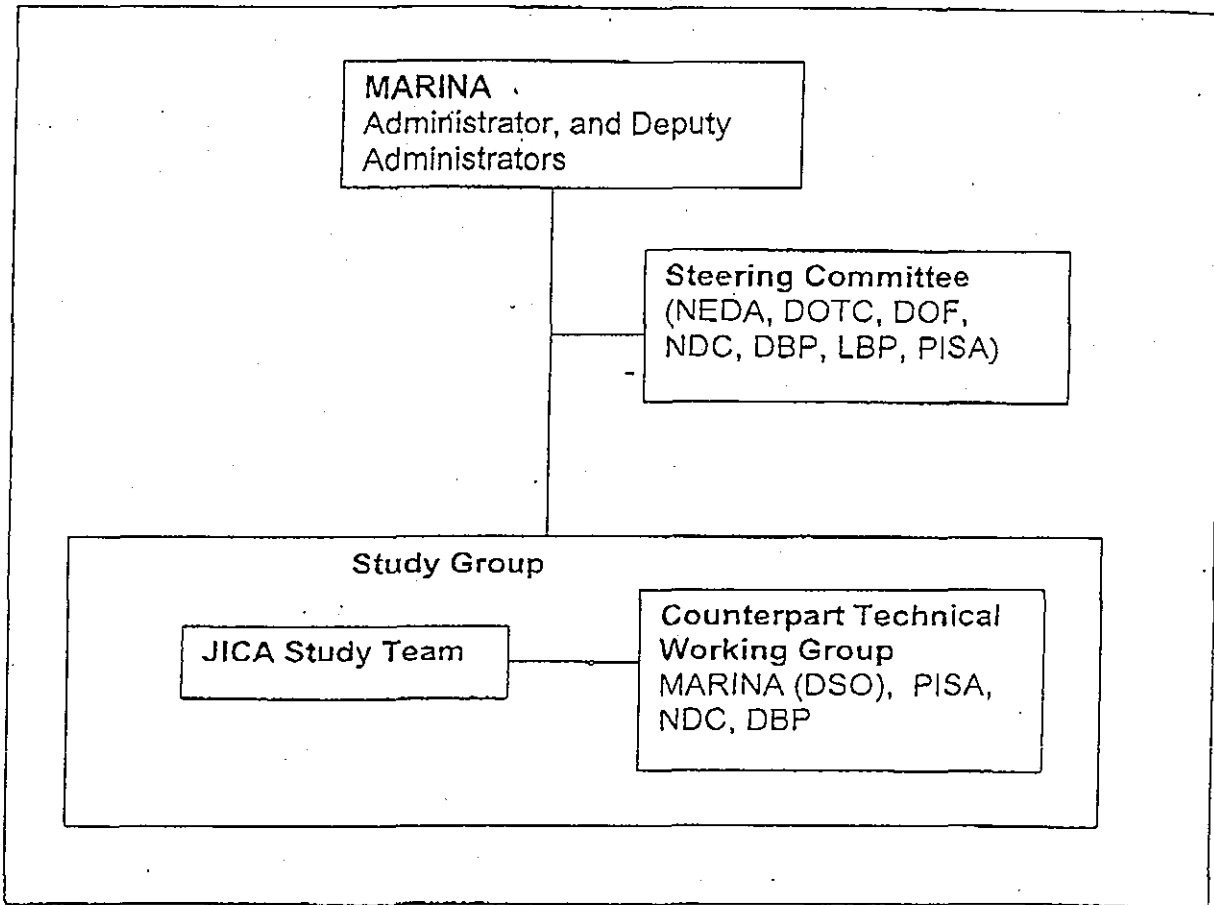
4. **Methodology**

1. Formulate a study group consisting of counterpart personnel from MARINA and to coordinate with PISA, NDC and DBP.
2. Conduct research and gather relevant data on domestic shipping, financing and capitalization, and ship financing, among others.
3. Analyze the relevant information needed in the preparation of the Report.
4. Coordinate the preparation of activities leading to the completion of the Report.

5. **Suggested Outline of the Report**

See Attachment A

6. Organizational Set-up for the implementation of Study



Composition of Study Group

	Assignment	Task
1	Team Leader	Overall Supervision
2	Maritime Economists (4)	Evaluate the demand and supply situation of the domestic shipping sector and assess shipping policies as they affect the tonnage balance
3	Financial Economists (4)	Evaluate the financial conditions of the shipping industry

- 4 Experts on Capital Markets Assess the capacity the Philippine and International Capital Markets in relation To the usual of the shipping Industry
- 5 Maritime Legal Experts (4) Scan the current legal environment surrounding the shipping industry
- 6 Maritime Policy Experts (4) Assess the impact of policy changes to the modernization effort of the shipping sector.
- 7 Business Management Experts (2) Analyze the growth potentials of the shipping sector
- 8 Maritime Operations Experts (2) Study the efficiency factors of the shipping sector
- 9 Systems Experts (2) Establish the proper operating system suitable for evaluation of suitable financing solution
- 10 Programmers (2) Assist the Systems Experts in the establishment of such system.

7. Experts Needed in the Study Group

	From	
	JICA	RP
1. Maritime Economists	✓ (2)	✓ (2)
2. Financial Economists	✓ (2)	✓ (2)
3. Experts on Capital Markets	✓ (1)	✓ (1)
4. Maritime Legal Experts	✓ (2)	✓ (2)
5. Maritime Policy Experts	✓ (2)	✓ (2)
6. Business Management Experts	✓ (1)	✓ (1)
7. Maritime Operations Experts	✓ (1)	✓ (1)
8. Systems Experts	✓ (1)	✓ (1)
9. Programmers	✓ (1)	✓ (1)

8. Cost Estimate

See Attachment B

9. Proposed Work Schedule/Program

See Attachment C

10. Location

Nationwide

11. Reports

Total duration of the conduct of the Master Plan is 18 months.

1. Inception Report (ICR) - to be submitted at the commencement of the Study.
2. Progress Report (PR) - to be submitted three (3) months after the commencement.
3. First Interim Report (IR1) - to be submitted eight (8) months after the commencement.
4. Second Interim Report (IR2) - to be submitted 12 months after the commencement.
5. Draft Final Report (DR) - to be submitted 16 months after the commencement.
6. Final Report (FR) - to be submitted on the 18th month with the understanding that the final comments from the Philippine side are considered and incorporated.

12. Seminars, Workshops and Trainings

1. Seminars - to be held on the occasion of the submission of inception reports and draft final report.
2. Workshops - to be held to discuss specific subjects.
3. Trainings - to be held in order to enhance the skills of the local counterparts.

13. Implementing Agency

The MARITIME INDUSTRY AUTHORITY

14. Undertaking of the Government of the Republic of the Philippines

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

1. To provide a set of policy that will guide the conduct of the Study;
2. To secure the safety of the Study Team;
3. To permit the members of the Study Team to enter, leave and sojourn in the Philippines in connection with their assignment therein, and exempt them from alien registration requirement/s and consular fees;
4. To exempt the Study Team from taxes, duties and any other charges on equipment, machinery and other materials brought into and out of the Philippines;
5. To exempt the 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 Study Team for their services in connection with the conduct of the Study;
6. To provide necessary facilities to the Study Team for remittances as well as utilization of the funds introduced in the Philippines from Japan in connection with the conduct of the Study;
7. To provide the necessary coordination with other government and private agencies in the gathering and analysis of data;
8. To provide a pool of counterpart personnel to actively participate in the activities of the Project Team in the conduct of the Study;
9. To provide medical services when needed. Its expenses shall be chargeable against the members of the Study Team.

The Government of the Philippines shall bear claims which may be charged against the members of the Japanese Study Team in the discharge of their duties, provided any such claim does not arise from gross negligence or willful misconduct on the part of the members of the Study Team. Otherwise, the Government of the Philippines is free from the assumption of such liability. The Maritime Industry Authority shall provide counterpart personnel to the Japanese Study Team and shall act as a coordinating body in relation with other governmental and non-governmental organizations concerned for the smooth conduct of the Study.

15. Undertaking of JICA

JICA shall provide technical assistance in the conduct of the Study not necessarily limited to the following:

1. Provision of technical experts identified in Major Item 7 of this Terms of Reference;
2. Provision of hardware and software equipment and facilities;
3. Provision of consultancy services for the Project; and
4. Provision of foreign and local trainings of local counterparts in accordance with Major Item 12 of this Terms of Reference.

Attachment A

Suggested Outline of the Report

1. Overview of the Maritime Industry
 - 1.1 Regulatory agencies
 - 1.2 Other government and private organizations related to shipping
 - 1.3 Profile of the players in the domestic shipping sector
 - 1.3.1 Fleet size
 - 1.3.2 Fleet age
 - 1.3.3 Composition of the fleet
 - 1.4 Issues and concerns (of the players) in the domestic shipping
 - 1.4.1 Safety
 - 1.4.2 Modernization
 - 1.4.3 Efficiency
 - 1.4.4 Profitability
 - 1.4.5 Laws, regulations and policies
 - 1.4.6 Other related issues which must be discussed
 - 1.5 Existing plans and programs for the domestic shipping sector

2. Survey of Related Studies on Ship Financing and/or Modernization or Replacement in the Philippines.

3. Detailed Survey of Industries
 - 3.1. The Domestic Shipping Industry
 - 3.1.1. Review of existing policies regulating the domestic shipping operation
 - 3.1.1.1. Identification of policy gaps
 - 3.1.1.2. Future policy directions
 - 3.1.2. Identification of the different shipping markets in the Philippines
 - 3.1.2.1. As to operational type
 - 3.1.2.2. As to links served
 - 3.1.2.3. As to capitalization
 - 3.1.2.4. As to vessel size
 - 3.1.2.5. As to vessel age
 - 3.1.2.6. Identification and validation of problems and concerns of the different shipping markets
 - 3.1.3. Analyze the operational parameters in the domestic shipping sector including, but not limited to, the following:
 - 3.1.3.1. Modes of acquisition of vessels
 - 3.1.3.2. Forms of investment in shipping
 - 3.1.3.3. Vessel deployment schemes
 - 3.1.3.4. Management of operation expenses
 - 3.1.3.5. Hiring and training of crew and personnel
 - 3.1.3.6. Vessel maintenance

 - 3.2. The Financing Industry
 - 3.2.1. General
 - 3.2.1.1. Survey of the financial system of the Philippines
 - 3.2.1.1.1. Flows of funds
 - 3.2.1.1.2. The Banking System
 - 3.2.1.1.3. Investment Banking

- 3.2.1.1.4. Foreign Exchange Regime
 - 3.2.1.1.5. Central Bank Regulations
 - 3.2.1.2. Survey of the capital market of the Philippines
 - 3.2.1.2.1. The Stock Exchange
 - 3.2.1.2.2. The PSE: Powers and regulations
 - 3.2.1.2.3. The SEC: Powers and regulations
 - 3.2.1.3. The International Financial System
 - 3.2.2. Short-term Financing
 - 3.2.3.1. Types/instruments
 - 3.2.3.2. Risks
 - 3.2.3.3. Availability of funds to the shipping industry
 - 3.2.3. Long-term Financing
 - 3.2.3.1. Types/instruments
 - 3.2.3.2. Risks
 - 3.2.3.3. Availability of funds to the shipping industry
 - 3.2.4. Sources and uses of funds of shipping companies
 - 3.2.5. Comparative Risk Rating of the Shipping Industry
 - 3.2.5.1. Long-haul liner shipping operation
 - 3.2.5.1.1. Primary routes
 - 3.2.5.1.2. Secondary routes
 - 3.2.5.2. Short-haul ferry shipping operation
 - 3.2.5.2.1. Primary routes
 - 3.2.5.2.2. Secondary routes
 - 3.2.5.2.3. Tertiary routes
 - 3.2.5.3. Tramp shipping operation
- 4. Different Ship Financing Schemes
 - 4.1. Leasing with or without option to purchase
 - 4.2. Debt financing
 - 4.3. Equity financing
 - 4.4. Debt and equity financing
 - 4.5. Hedging
 - 4.6. Assessment of the DSMP Phases I and II
 - 4.7. Consideration of DBP function
- 5. Risk Modeling for the Domestic Shipping Sector
 - 5.1. Parameters
 - 5.1.1. Capital Structure
 - 5.1.2. Assets composition
 - 5.1.3. Link portfolio
 - 5.1.4. Sources of revenue
 - 5.1.5. Profitability
 - 5.1.6. Accounting ratios
 - 5.1.7. Other factors
 - Social
 - Political
 - Economic
 - Technological
 - 5.2. Model Design Generation
 - 5.2.1. Guidelines in the formulation of sets of criteria for financing a particular shipping operation.

Attachment A

6. Sensitivity Analysis of the Different Ship Financing Schemes
 - 6.1. Factors
 - 6.1.1. Stability
 - 6.1.2. Sustainability
 - 6.1.3. Effectivity
 - 6.1.4. Adequacy of financing policies
 - 6.2. Impact Assessment
 - 6.2.1. Social
 - 6.2.2. Political
 - 6.2.3. Economic
 - 6.2.4. Organizational
 - 6.2.5. Legal
 - 6.3. Proposed Safety Nets
 - 6.3.1. Scenario Building
 - 6.3.2. Discussion of Alternatives
 - 6.4. Presentation of the Ranking of the different Ship Financing Schemes.
7. Stakeholders' Analysis for the different Ship Financing Schemes.
 - 7.1. The Public
 - 7.2. The Government
 - 7.3. The Ship owner
 - 7.4. The Financial Sector
 - 7.5. The Shippers
 - 7.6. Other related industries
8. Creation, Organization, Financing and Management of an Optimum Ship Financing Scheme
 - 8.1. Impact Assessment on Changes to
 - 8.1.1. Social
 - 8.1.2. Political
 - 8.1.3. Economic and Financial
 - 8.1.4. International
 - 8.1.5. Technological
 - 8.1.6. Legal Regimes
 - 8.2. Impact assessment on
 - 8.2.1. Shock variables
 - 8.2.1.1. Natural calamities
 - 8.2.1.2. Violence and upheavals
 - 8.2.1.3. War and near-war situations
 - 8.2.1.4. Other
9. Needed Policy Environment
10. Other Considerations
11. Conclusions and Recommendations

COST ESTIMATE FOR LOCAL SUB - CONTRACT

Personnel	Man-Month Assign		Renumeration	Total	Overhead	Per Diem 8 days for every travel	Travel Expense		Misc. Travel Expenses		Total
	Survey	Route					Mindanao	Visayas	Mindanao	Visayas	
	Economic	Survey					P 17,000/ Travel	P 15,000/ Travel	P 5,000/ Travel	P 5,000/ Travel	
1. Economist	4		44,000.00	176,000.00	281,600.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	531,600.00
2. Economist	4		44,000.00	176,000.00	281,600.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	531,600.00
3. Economist	4		44,000.00	176,000.00	281,600.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	531,600.00
4. Economist	2		44,000.00	80,000.00	140,800.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	302,800.00
5. Accountant	2		35,000.00	70,000.00	140,800.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	284,800.00
6. Researcher	4	4	30,000.00	240,000.00	384,000.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	698,000.00
7. Researcher	4	4	30,000.00	240,000.00	384,000.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	698,000.00
8. Researcher	4	4	30,000.00	240,000.00	384,000.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	698,000.00
9. Researcher	2	2	30,000.00	120,000.00	192,000.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	386,000.00
10. Researcher	2	2	30,000.00	120,000.00	192,000.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	386,000.00
11. Researcher	2	2	30,000.00	120,000.00	192,000.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	386,000.00
12. Systems Analyst	3	3	44,000.00	264,000.00	422,400.00	32,000.00	17,000.00	15,000.00	5,000.00	5,000.00	760,400.00
13. Programmer	3	3	35,000.00	210,000.00	336,000.00						546,000.00
14. Encoder	3	3	25,000.00	150,000.00	240,000.00						390,000.00
15. Encoder	3	3	25,000.00	150,000.00	240,000.00						390,000.00
16. Duplicating Mach. Operator	4	4	17,000.00	136,000.00	217,600.00						353,600.00
17. Driver	4	4	17,000.00	136,000.00	217,600.00						353,600.00
18. Driver	4	4	17,000.00	136,000.00	217,600.00						353,600.00
Total M/M	60	60	571,000.00	2,948,000.00	4,745,600.00	384,000.00	204,000.00	180,000.00	60,000.00	60,000.00	8,581,600.00
Grand Total		120									

1. Two trips per personnel - one for Mindanao and one for Visayas
2. Travel duration is eight (8 days) per travel or a total of 16 days

Proposed Work Program in the Conduit of the Study on alternative Ship Financing Scheme

Activities	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Mobilization	█																	
Inception Report	█																	
1 Conduct a survey and assessment of																		
a. the maritime industry of the Philippines that would include a detailed analysis of the domestic shipping sector;	█	█																
b. government policies in modernizing the domestic shipping fleet, ship acquisition, operation, and retirement;	█	█																
c. past and existing financing schemes and their effectivity in assisting the modernization of the fleet;	█	█																
d. the roles being played by the different banks, financial and investment houses in fleet modernization;		█	█															
e. the financial capital markets of the Philippines in terms of the efficiency of its system and sufficiency of its funds in fleet modernization, in comparison with the international capital and financial market; and		█	█															
f. the accessibility of the international capital and financial market.		█	█															
Progress Report				█														
2 Conduct a detailed study of alternative financing schemes such as direct financing, relending and equity financing that would continuously support the investment requirement of the domestic shipping sector in its effort to sustain the acquisition of newer and modern vessels					█	█												
3 Determine the feasibility of establishing a financing framework that will include the National Development Corporation, the Development Bank of the Philippines, the Maritime Industry Authority, and other government agencies.							█	█										

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添付資料 2: Implementing Arrangement



IMPLEMENTING ARRANGEMENT
ON
THE STUDY ON DOMESTIC SHIPPING DEVELOPMENT PLAN
IN
THE REPUBLIC OF THE PHILIPPINES

AGREED UPON BETWEEN
THE MARITIME INDUSTRY AUTHORITY
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

MANILA, 13th July, 2004

A large, stylized handwritten signature in black ink, written over a horizontal line. The signature is highly cursive and elongated.

ATTY. OSCAR M. SEVILLA

Administrator

Maritime Industry Authority

A handwritten signature in black ink, written over a horizontal line. The signature is more compact and includes some Japanese characters.

MR. YUTAKA MIYAJI

Leader

Preparatory Study Team,

Japan International Cooperation Agency

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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 Domestic Shipping Development Plan in the Republic of the Philippines (hereinafter referred to as "the Study") , and exchanged Notes Verbales with GOP concerning implementation of the study.

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

On the part of GOP, the Maritime Industry Authority (hereinafter referred to as "MARINA") shall act as the counterpart agency to the Japanese study team and also as the coordinating body in relation with other concerned governmental and non-governmental organizations for the smooth implementation of the Study.

The herein document constitutes the implementing arrangement between JICA and MARINA under the above mentioned Note Verbales exchanged between the two governments, and will be valid after authorization by JICA Headquarters.

II. OBJECTIVES OF THE STUDY

The objectives of the Study are:

1. To formulate a Domestic Shipping Development Plan.
2. To conduct a feasibility study on a Sustainable Ship Modernization Scheme that would continuously support the investment requirement of the domestic shipping sector, and
3. To carry out relevant technology transfer to Philippine counterpart personnel in the course of the Study.

III. STUDY AREA

The study shall cover all Philippine waters.

IV. SCOPE OF THE STUDY

To achieve the objectives mentioned above, the Study shall cover the following items.

1. Review and Analysis of the present condition

The review and analysis shall include the following items:

- (1) Socio-economic conditions and the regional structure;
- (2) Past studies, development plans and projects related to the maritime sector;
- (3) Policies, laws and regulation of maritime sector;
- (4) Relevance and impact of the Sustainable Logistic Development Program, SLDP, in terms of physical distribution;
- (5) Cargo/ passenger flow and transport network of sea transportation;
- (6) Fleet condition, ship operation and ship management;
- (7) Present condition and future development plans of the ports;
- (8) Present condition of maritime safety and environment;
- (9) Financial condition of shipping companies;
- (10) Current practice of ship procurement;
- (11) Performance of the Domestic Shipping Modernization Program;
- (12) Creditworthiness of the shipping business, particularly that of small and medium enterprises in the industry ;
- (13) Governmental assistance schemes for ship finance in other countries including the co-owner system in Japan;
- (14) Other existing data and information related to the study

2. Formulation of a Domestic Shipping Development Plan

A Domestic Shipping Development Plan shall be formulated to enhance reliability and sustainability of the domestic shipping business. The plan shall include the following items:

- (1) Set of socio-economic framework
- (2) Forecast of the transport demand (volume of cargo and number of passengers by route and commodity) and the fleet demand (size and capacity of vessels by route and ship type)
- (3) Proposal of Domestic Shipping Development Strategy: The strategy shall include the following items;
 - 1) Efficient national maritime physical distributions from the view point of total logistics;
 - 2) Efficient national sea passenger transportation network,;
- (4) Proposal of Sustainable Ship Modernization Scheme: The scheme shall include the following items;
 - 1) Proposal of appropriate financing arrangements for ship procurement;
 - 2) Establishment of an organization that owns, leases and/or manages ships, such as Maritime Equity Corporation;

- 3) Proposal of policies and regulations to support the scheme;
 - 4) Identification of suitable business models in the domestic shipping industry;
3. Implementation of a feasibility study on the Sustainable Ship Modernization Scheme.
The feasibility study shall include the following items:
- (1) Cash flow analysis of the selected business models of the scheme;
 - (2) Preparation of an organizational and management capacity building program;
 - (3) Cost Estimation of the implementation of the scheme.
 - (4) Preparation of a safety net program of the scheme;
 - (5) An economic and financial analysis on the scheme;
 - (6) Preparation of business proposals for the domestic shipping industry;
4. Overall Evaluation and Recommendations

V. STUDY SCHEDULE

The Study shall be carried out within thirteen (13) months period in accordance with the attached tentative schedule. (refer to Appendix)

VI. REPORTS

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

1. Inception Report, which covers the methodology of the Study
Thirty (30) copies, at the time of commencement of the Study.
2. Interim Report, which covers the formulation of a domestic shipping development plan.
Thirty (30) copies, within nine (9) months after commencement of the study.
3. Draft Final Report, which covers all the results of the Study
Thirty (30) copies within twelve (12) months after commencement of the Study.
The written comments on the Draft Final Report from GOP shall be delivered within one (1) month after the receipt of the Draft Final Report.
4. Final Report
Thirty (30) copies, same number of copies of summary and three (3) sets of CD-ROM.
Within one (1) month after the receipt of the comments on the Draft Final Report.

VII. UNDERTAKINGS OF GOP

1. To facilitate smooth conduct of the Study, GOP shall take the following measures:

- (1) To permit the members of the Japanese study team (hereinafter referred to as "the Team") to enter, leave and sojourn in the Republic of the Philippines for the duration of their assignment therein, and exempt them from foreign registration requirements and consular fees;
 - (2) To exempt the members of the Team from taxes, duties and any other charges on equipment, machinery and other materials brought into the Republic of the Philippines for the implementation of the Study;
 - (3) To exempt the members of the 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 Team for their services in connection with the implementation of the Study; and
 - (4) To provide necessary facilities to the Team for remittance as well as utilization of the funds introduced into the Republic of the Philippines from Japan in connection with the implementation of the Study.
2. GOP shall bear claims, if any arises, against the members of the 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 the Team.
 3. The Maritime Industry Authority (hereinafter referred to as "MARINA") shall act as counterpart agency to the Team and also as coordinating body in relation with other government and non-governmental organization concerned for the smooth implementation of the Study.
 4. MARINA shall, at its own expense, provide the Team with the following, in cooperation with other organizations concerned:
 - (1) Security-related information as well as measures to ensure the safety of the Team;
 - (2) Available data and information related to the Study;
 - (3) Counterpart personnel;
 - (4) Credentials or identification cards; and
 - (5) Information on as well as support in obtaining medical service.

VIII . OTHERS

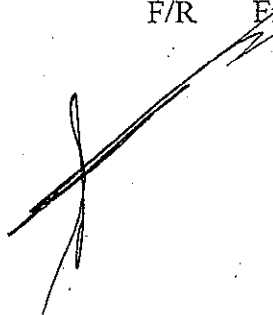
JICA and GOP shall consult with each other in respect of any matter that may arise from or in connection with the Study.

Tentative Schedule

Month	1	2	3	4	5	6	7	8	9	10	11	12	13
Work in Philippines	■								■			■	
Work in Japan	■							■			■		■
Report	△ IC/R								△ IT/R			△ DF/R	△ F/R

Legend

- IC/R Inception Report
- IT/R Interim Report
- DF/R Draft Final Report
- F/R Final Report




添付資料 3: Minutes of Meeting



MINUTES OF MEETINGS
FOR
THE IMPLEMENTING ARRANGEMENT
ON
THE STUDY ON DOMESTIC SHIPPING DEVELOPMENT PLAN
IN
THE REPUBLIC OF THE PHILIPPINES

AGREED UPON BETWEEN
THE MARITIME INDUSTRY AUTHORITY
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

MANILA, 13th JULY, 2004

ATTY. OSCAR M. SEVILLA
Administrator
Maritime Industry Authority

MR. YUTAKA MIYAJI
Leader
Preparatory Study Team,
Japan International Cooperation Agency

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"), dispatched the preparatory study team headed by Mr. Yutaka MIYAJI (hereinafter referred to as "the team"), from 5th June to 15th June, 2004, through the Japan International Cooperation Agency (hereinafter referred to as "JICA"), to discuss the implementing arrangement "The Study on Domestic Shipping Development Plan in the Republic of the Philippines" (hereinafter referred to as "the Study").

During the stay of the team in Philippines, a series of meetings were held with Maritime Industry Authority (hereinafter referred to as "MARINA") and the team. The list of participants of the meetings is shown in Appendix.

This document summarizes major items discussed between both sides and is meant to supplement the *Implementing Arrangement for smooth conduct of the Study*.

1. The Implementing Arrangement was agreed upon by both sides.

2. The Title of the Study

Both sides agreed that the title of the study be "**The Study on Domestic Shipping Development Plan in the Republic of the Philippines**"

3. Commencement of the Study

MARINA requested that the Study should commence in October 2004.

4. Report

The final report should be open to the public.

5. Steering Committee

A steering committee will be set up before the commencement of the Study. All the reports will be presented and discussed in the steering committee meetings at each stage of the Study. Membership in the steering committee may come from agencies, including the National Economic and Development Authority (NEDA), the Department of Transportation and Communications (DOTC), Department of Public Works and Highways (DPWH), Department of Agriculture (DA), Department of Trade and Industry (DTI)/Philippine Shippers' Bureau (PSB), Philippine Ports Authority (PPA) and the Development Bank of the Philippines (DBP). It will be the Administrator or the Deputy Administrator for Planning of MARINA who will chair the steering committee.

The list of Committee members will be submitted by MARINA to JICA by the end of September 2004.

6. Counterpart Personnel

Counterpart personnel will be assigned to the full-scale study team by MARINA and other organization concerned before the commencement of the study.

7. Technology Transfer

MARINA requested that the Philippine counterpart officials take part in the related training courses in Japan.

8. Workshop/Seminars

Both sides agreed that a workshop will be held after the completion of the Inception Report and one seminar each after completion of the Interim Report and the Draft Final Report. Invitations will be sent to all relevant stakeholders.

9. Utilization of the Results of the Study

Both sides agreed that MARINA would be responsible for dissemination of the results of the Study to relevant authorities and organizations in the Philippines and the results would be incorporated to the maximum extent possible in the formulation of maritime plans, programs and policies. The MARINA also expressed that it would make sincere efforts to implement the results of the Study.

10. Other Projects/Undertakings to be Incorporated in the Study

Considering that the Study is part of concerted efforts of JICA and other agencies to modernize and upgrade the national logistics system in the country, the Study shall be consistent and inter-dependent with related projects such as: The Study on the Master Plan for the Strategic Development of the National Port System in the Republic of the Philippines; Impact Study of Ship Replacement on the Domestic Shipping Industry in the Philippines; Study on Roll-On Roll-Off Vessels to Promote the Strong Republic Nautical Highway.

11. Study Approach

Both sides agreed that the Study shall assess existing conditions of the domestic shipping industry, its strengths and weaknesses, especially requirements of the industry that have been recently identified.

MARINA requested that the Study shall consider/incorporate the outline of the Master Plan Study on Ship Financing Scheme which had been proposed by MARINA in year

12. Implementation of Feasibility Study

Feasibility study shall be carried out to fully assess the commercial viability of business models of different size in the industry and also to identify their financial requirements, of which results may lead to additional assistance.

13. Domestic Shipping Development Plan Period

MARINA and the team had agreed that the Study shall come up with a ten-year Domestic Shipping Development Plan.

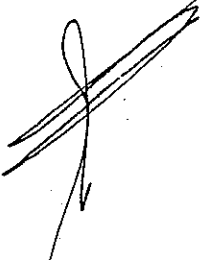
14. Safety Consideration

Both sides confirmed that the full-scale study team would conduct the Study in accordance with the JICA safety standard.

15. Undertaking of GOP

MARINA will coordinate for the provision of a suitable office space with basic office equipment (desks, chairs, meeting table and telephone lines, etc). Due to budgetary constraints, MARINA, however, cannot shoulder the rental of the said office space and cannot provide the office equipment/furniture and the vehicles.

In the conduct of workshops/seminars, the MARINA shall provide the secretarial service.



List of Attendees on Philippine Side

Maritime Industry Authority

Attorney Oscar M. Sevilla, Administrator
Attorney Gloria Victoria-Bañas, Deputy Administrator for Planning
Ms. Lilian T. Javier, Director, Domestic Shipping Office
Ms. Criselda D. Toledo, Supervising Specialist, Domestic Shipping Office
Nobutaka Kimura, JICA Expert

Department of Transportation and Communications

Ms. Josephine R. Bondoc, Chief, Water Transport Planning Division

National Economic and Development Authority

Mr. Pablito Abellera, Supervising Economic Development Specialist
Joseph Capistrano, Public Investment Staff

Development Bank of the Philippines

Mr. Simplicio B. Apolinar, Assistant Vice President, Domestic Shipping Modernization Program

Philippine Ports Authority

Mr. Benjamin B. Cecilio, Assistant General Manager for Operations

Department of Trade and Industry

Attorney Pedro V. C. Mendoza, Director, Philippine Shippers' Bureau

Department of Agriculture

Mr. Rodrigo V. Macatangay, Jr., Head, Logistic Committee Technical Support Group

Department of Public Works and Highways

Ms. Linda M. Templo, Director, Planning Service

List of Attendees on Japanese Side

The Preparatory Study Team, JICA

Mr. Yutaka MIYAJI	Leader
Mr. Takanori NAKAGAWA	Member
Mr. Tomoyuki FUKUHARA	Member
Mr. Hirotugu MORI	Member
Mr. Kazuyuki NAGAO	Member

JICA Phillipine Office

Mr. Hideaki KOMIYAMA	Project Formulation Advisor
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添付資料 4: Questionnaire

Data / Item	Provision of Data/Item	Availability of Data/Item	Place of Data/Item	Name of Report & Files	Notes
I . GENERAL INFORMATION					
I.National economy					
1) Statistical Year Book of the Republic of the Philippines (Latest Version)	⊙		NSCB	Philippine Statistical Yearbook 2003	
2) Economic statistics for the last 10 years					
a) GDP by sector and by region	⊙		NSCB	Philippine Statistical Yearbook 2003	
b) Agriculture and marine production by major products and by region	⊙		NSCB	Philippine Statistical Yearbook 2003 & Gross Regional Domestic Product (3 years)	
c) Industrial production by major products and by region	⊙		NSCB	Philippine Statistical Yearbook 2003	
d) Transpiration Statistics	⊙		NSCB & NSO	Philippine Statistical Yearbook 2003 & 1998 Annual Survey of Establishments - Transport, Storage & Communications	
e) Price indices	⊙		NSCB	Philippine Statistical Yearbook 2003	
3) External accounts					
a) Gross & Net International Reserves	⊙		Central Bank of the Philippines	Website	
b) External Debt, Debt Service Ratio	⊙		Central Bank	Website	
c) Balance of Payments (Overall, Current and Trade)	⊙		Central Bank	Website	
d) Exports & Imports by Major Commodity	⊙		Central Bank	Website	
e) Major Commodity Prices	⊙		Central Bank	Website	
f) Foreign Direct Investments (FDI)	⊙		Central Bank	Website	
g) Exchange rates	⊙		Central Bank	Website	
4) Money & Banking					
a) Money Supply (M1, M3)	⊙		Central Bank	Website	
b) Domestic Interest Rates	⊙		Central Bank	Website	
c) Loans Outstanding of Commercial Banks by Industry	⊙		Central Bank	Website	
5) d) Total Loans, Loan Loss Provisions and NPL	⊙		Central Bank	Website	
e) Stock Market Composite Indices	⊙		Central Bank	Website	
6) Public finance					
Annual budget of the Philippines government for the last 10 years	⊙		NSCB	Philippine Statistical Yearbook 2003 (Year 2002)	
Public investments	⊙		NSCB	Philippine Statistical Yearbook 2003	
7) National Development Plans					
a) Economic Development Plans	⊙		NEDA	Medium-Term-Philippine Development Plan 2001-2004	
b) Transportation Development Plans	⊙		DOTC	DOTC Strategic Plans	
c) Agriculture and Marine Products by main sort and by region			DA		
d) Industrial Development Plans			DTI		
e) Forecast of socio-economic indicators		X			
f) Regional Development Plans	⊙		NEDA	Medium-Term-Philippine Development Plan 2001-2004	

Data / Item	Provision of Data/Item	Availability of Data/Item	Place of Data/Item	Name of Report & Files	Notes
2. Institutional aspects					
1) Organization chart of the Philippines Government	⊙		GOP	Website (descriptive)	
2) Organization chart of Department of Transport and Communication	⊙		DOTC	Website	
3) Organization chart of Maritime Industry Authority	⊙		MARINA	Website	
4) Organization chart of Development Bank of Philippines	⊙		DBP	DBP Annual Report	
5) Any Other Organization					
II. Technical Information					
I. Nation-Wide Transport System					
1) Network maps and national transportation system (ports, roads, railway, and commercials flight)			DOTC		
2) Traffic flow data of the last 10 years of cargo and passengers by each mode		X			
3) Traffic flow data of forecast of cargo and passengers by each mode		X			
4) Transport Cost of each mode				Each carrier	
5) Transport of time of each mode				Each carrier	
6) Development policies / Plans for each mode	⊙		DOTC	DOTC Strategic Plans	
2. Shipping					
1) Existing and historical Policies, Laws and Regulations on Domestic Shipping			MARINA		
2) Future Image on Developing the Domestic Shipping		X			
3) Information on the Domestic Shipping Companies					
a) Routes				Each shipping company	
b) Size of Ships, Type of Ships				Each shipping company	
c) Finance, Property, Profit-Loss Position				Each shipping company	
4) Actual Transportation of Cargo, Passengers of each route, of the last 10 years					
a) Cargo Volume (by commodity , container/ RORO/ Bulk)	⊙		NSCB & MARINA	Philippine Statistical Yearbook 2003 & Data Book 2003, Maritime Industry in the Philippines (only by commodity, for Yr2000)	
b) Number of Passenger	⊙		NSCB & MARINA	Philippine Statistical Yearbook 2003 & Data Book 2003, Maritime Industry in the Philippines	
c) Number and Tonnage of Vessel (by Type of Ships, by Ship size)	⊙		NSCB & MARINA	Philippine Statistical Yearbook 2003 & Data Book 2003, Maritime Industry in the Philippines	
5) Operation Company and Frequency of each shipping routes				Each shipping company	
6) Revenue and Expenditures of Each Shipping route of the Last 5 years				Each shipping company	
7) Annual Financial Report of Major Domestic Shipping Enterprise of the last 5 years				Each shipping company	
8) Utilization Rate, Carriage versus the total capacity of the vessels, of each shipping route of the last 5 years		X			

Data / Item	Provision of Data/Item	Availability of Data/Item	Place of Data/Item	Name of Report & Files	Notes
9) Present Situation of Overseas Shipping	⊙		MARINA	Data Book 2003, Maritime Industry in the Philippines	
10) Existing and historical Policies, Laws and Regulations on Foreign Investment to Domestic Shipping Industry			MARINA		
3.Fleet Condition					
1) Number and tonnage of the Filipino Fleet (by Ship Type, by Ship-age) of the last 10 years	⊙		MARINA	Data Book 2003, Maritime Industry in the Philippines	
2) Number and tonnage of the Filipino Fleet (by Ship Type, by Ship-age) of the forecast		X			
3) Existing and historical policies, and scheme for procurement of the Filipino Fleet		X			
4.Shipping Industry					
1) Existing and historical policies, laws and regulations on shipping industry			MARINA		
2) Information on shipyard describing their building/repairing capabilities in terms of facilities, technologies and man-po	⊙		MARINA	Data Book 2003, Maritime Industry in the Philippines	
3) Demand forecast for ship building/repairing of the ships for the domestic shipping		X			
4) Actual record on ship building/repairing of the last 10 years		X			
5) Existing and historical policies, laws and regulations on foreign investment to shipping industry		X			
6) Actual and planning regulation in order to strengthen ship in safety			MARINA		
5.Seamen					
1) Actual number of seamen	⊙		MARINA	Data Book 2003, Maritime Industry in the Philippines	
2) Actual system of seamen's education			MARINA		
3) System of seamen's qualification			MARINA		
IV. Maritime Policy					
1) DSMP					
a) Interest rate to Borrowers	⊙		DBP		
b) Equity requirement (%)	⊙		DBP		
c) Monthly approval (million peso)		X	DBP		
d) Monthly disbursement (million peso)		X	DBP		
e) Loans outstanding (million peso)		X	DBP		
f) Loans to be disbursed (million peso)		X	DBP		
g) Number of borrowers		X	DBP		
h) Loans in pipeline (million peso)		X	DBP		
i) Loans in area (million peso)		X	DBP		

添付資料 5: 収集資料リスト

資料リスト (■収集資料/□専門家作成資料)

主管部長	文書管理課長	主管課長	情報管理課長	技術情報課長	図書館受入日

地域	アジア	プロジェクトID 調査団名又は専門家 氏名	内航海運振興計画事前調査 (I/A協議)	調査団番号 調査の種類又は指導科 目	開発調査(事前調査)	担当部課 担当者氏 名	社会開発部運輸 交通第1チーム 森 弘継
国名	フィリピン	所属機関名		現地調査期間又は派遣 期間	16年7月5日～16年7月15日		

番号	資料の名称	形態(図書、ビデオ、地図、写真等)	収集資料	専門家作成資料	JICA作成資料	注	発行機関	取扱区分	図書館記入欄
1	Medium-Term-Philippine Development Plan 2001-2004	電子データ	*				National Economic and Development Authority (NEDA)	JR-CR()・SC	
2	Accomplishment Report 2002	電子データ	*				Maritime Industry Authority (MARINA)	JR-CR()・SC	
3	Accomplishment Report 2003 1st Semester	電子データ	*				Maritime Industry Authority (MARINA)	JR-CR()・SC	
4	DATABOOK 2003, Maritime Industry in the Philippines	図書	*				Maritime Industry Authority (MARINA)	JR-CR()・SC	
5	NEW MANDATE FOR MARINA PURSUANT TO REPUBLIC ACT 9294	電子データ	*				Maritime Industry Authority (MARINA)	JR-CR()・SC	
6	Statistical Update 2000	電子データ	*				Maritime Industry Authority (MARINA)	JR-CR()・SC	
7	Statistical Update 2001 1st Semester	電子データ	*				Maritime Industry Authority (MARINA)	JR-CR()・SC	
8	The Supporting Role of the Marina in the SRNH-RTS	電子データ	*				Maritime Industry Authority (MARINA)	JR-CR()・SC	
9	DOTC Department Order 2003-1f	電子データ	*				Department of Transportation and Communications (DOTC)	JR-CR()・SC	
10	DOTC Strategic Plans	電子データ	*				Department of Transportation and Communications (DOTC)	JR-CR()・SC	
11	Strong Republic National Highway Director	電子データ	*				Department of Transportation and Communications (DOTC)	JR-CR()・SC	
12	DBP Annual Report 2002	電子データ	*				Development Bank of the Philippines (DBP)	JR-CR()・SC	
13	DBP available program (Presentation Material)	電子データ (パワーポイント)	*				Development Bank of the Philippines (DBP)	JR-CR()・SC	
14	DBP SLDP introduction (Presentation Material)	電子データ (パワーポイント)	*				Development Bank of the Philippines (DBP)	JR-CR()・SC	
15	STATEMENT OF CONDITION, As of March 23, 2000	電子データ	*				Development Bank of the Philippines (DBP)	JR-CR()・SC	
16	2000 Quinquennial Inventory of Ports	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
17	Compendium of Philippine Social Statistics 1993-2000	コピー	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
18	Economic and Social Indicators 2001-2000 Gross Regional Domestic Product by Industry 2000 - 2002	コピー	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
19	Monthly Economic Indicators, May 2000	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
20	National Accounts of the Philippines, 1st Quarter 2002 to 1st Quarter 2004	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
21	Philippine Provincial Poverty Statistics 2000	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
22	Philippine Statistical Yearbook 2000	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
23	Quarterly Economic Indices, 1st Quarter 2000 to 1st Quarter 2003	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
24	Quarterly Foreign Direct Investments, Q1 2000	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
25	Report on the 2000 Philippine Human Development Index	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
26	The Philippine Countryside in Figures, 2002 ed.	図書	*				National Statistical Coordination Board (NSCB)	JR-CR()・SC	
27	1998 Annual Survey of Establishments - Transport, Storage & Communications	図書	*				National Statistics Office (NSO)	JR-CR()・SC	
28	Census Facts and Figures	図書	*				National Statistics Office (NSO)	JR-CR()・SC	
29	The Philippines in Figures, 2000	図書	*				National Statistics Office (NSO)	JR-CR()・SC	
30	1 Balance Of Payments	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
31	1.1a Exports by Major Commodity Groups	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
32	1.1b Imports by Major Commodity Group	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	

資料リスト (■収集資料/□専門家作成資料)

主管部長	文書管理課長	主管課長	情報管理課長	技術情報課長	図書館受入日

地域	アジア	プロジェクトID 調査団名又は専門家 氏名	内航海運振興計画事前調査 (JICA協議)	調査団番号 調査の種類又は指導科 目	開発調査 (事前調査)	担当部課	社会開発部運輸 交通第1チーム
国名	フィリピン	配属機関名		現地調査期間又は派遣 期間	16年7月5日～16年7月15日	担当者氏 名	森 弘継

番号	資料の名称	形態(図書、ビデオ、地図、写真等)	収集資料	専門家作成資料	JICA作成資料	特記	発行機関	取扱区分	図書館記入欄
34	1.6 Direct Investment	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
35	1.7 Portfolio Investment	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
36	1.8 Other Investment	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
37	12 Exchange Rate	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
34	18 Monetary Survey	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
35	19 Selected Domestic Interest Rates	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
36	24 Loans Outstanding of Commercial Banks	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
37	25 Total Loans (Gross), Loan Loss Provisions and Non-Performing Loans by Type of Commercial Banks	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
38	44 Stock Market Transactions	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
39	5 Gross International Reserves of the Bangko Sentral Ng Pilipinas	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
40	6 Total External Debt	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
41	7 Selected External Debt Ratios	電子データ	*				Central Bank of the Philippines (BSP)	JR-CR()・SC	
42	RRP on a Proposed Loan & Technical Assistance Grant to the Development Bank of the Philippines for Development of Poor Urban Communities Sector Project	電子データ	*				Asian Development Bank (ADB)	JR-CR()・SC	
43	内航海運近代化事業I事後評価報告書	電子データ	*				Japan Bank for International Cooperation (JBIC)	JR-CR()・SC	
44	Study on Roll-on Roll-off Vessels to Promote the Strong Republic Nautical Highway	電子データ	*				Japan External Trade Organization (JETRO)	JR-CR()・SC	
45	A Pre-Study on the Establishment Of Maritime Equity Corporation In the Philippines	電子データ	*				JICA	JR-CR()・SC	
46	The Study on the Master Plan for the Strategic Development of The National Port System in the Republic of the Philippines	電子データ	*				JICA & DOTC	JR-CR()・SC	
47	A Primer for the Maritime Industry Development Actor Strategy, 2003	図書	*				Maritime Industry Cluster	JR-CR()・SC	
48	Executive Order No170	電子データ	*				Office of the President	JR-CR()・SC	
49	Executive Order No170-A	電子データ	*				Office of the President	JR-CR()・SC	
50	Annual Statistical Report 2002 Vol 1	図書	*				Philipiine Ports Authority (PPA)	JR-CR()・SC	
51	Annual Statistical Report 2002 Vol 2	図書	*				Philipiine Ports Authority (PPA)	JR-CR()・SC	

添付資料 6: 現地議事録

JICA マニラ事務所ミーティング(1)

日時: 2004年7月5日(月) 14:30~15:30

場所: JICA マニラ事務所

出席: JICA マニラ: 松浦所長、小宮山社会経済開発担当
木村専門家、笹島専門家
事前調査団

内容:

1. 官地調査団団長より、今回調査方針の概要を説明

ー 今回は、RRTSも含めた海運物流全体という観点から、プログラム化の流れのなかで、スコープをある程度拡大していく。具体的には、物流関係の基礎データを積み上げて検討し、Output としては船舶調達と考えている。MARINA (Maritime Industry Authority)、DOTC (Department of Transportation & Communications)、DBP (Development Bank of the Philippines)等関連機関の最近の動きをとらえた上で、NEDA (National Economic and Development Authority)、DBP、MARINAと協議し、スコープを固めていくこととする。

2. 松浦所長との間の質疑応答

所長 ー DBPが中心となるのか？

調査団 ー 担保関係の問題があるので、民間金融機関の参加についても考える必要がある。また、DBPがI/A にサインするかどうか不明。

所長 ー 対象船舶は中古でも良いか？

調査団 ー 国際基準に合致していれば、中古でも良い。

所長 ー 船舶公団設置も視野に入れるのか？

調査団 ー 全体の流れの中で、船舶公団の必要性と実現可能性を考えることになる。

所長 ー 途上国における船舶調達手段のひとつとして公団設置を検討する意義はあるか？

調査団 ー フィリピンで船舶公団が成功すれば、途上国適用の好例となるであろう。

所長 ー 補助金制度の導入が必要か？

調査団 ー 個々の事業者が一般的な条件で借り入れするのが本来ではあるが、DBPと民間の貸付条件を確認して上で、公的制度融資の導入についても検討する可能性はある。

所長 ー JBICで出来ても、世銀資金等とブレンドされてしまう例もあるが、どのように円借款資金を活用していくのか？

調査団 ー JBICのDSMPが来年期限到来するが、延長の可能性もある。ただ、現行ツーステップ・ローンの利率が 10 数パーセントで、JBIC資金の有難さが、最終ユーザーに認知されていない。

所長 ー 全体の中で、機能するかどうかが肝心ではないか？

調査団 ー そのとおりであり、補助金を出せばOKと言うわけではない。個々の事業者が一

一般的な条件で借り入れするのが本来ではあるが、DBPと民間の貸付条件を確認して上で、公的制度融資の導入についても検討する可能性はある。

3. 松浦所長からのその他のコメント

- － 長期的な視点とマクロ的な観点から考えると良い。
- － 地方への投資がなかなか進まないの、留意して欲しい。
- － JICA が Good Report を作ったら、それが活用されなければならない。

4. その後、調査団の日程を説明し、VA 署名日を7月14日と確認。

JICA マニラ事務所ミーティング(2)

日時：2004年7月5日(月) 15:30～16:15

場所：JICA マニラ事務所

出席：JICA マニラ：高田次長、小宮山社会経済開発担当
木村専門家、笹島専門家
事前調査団

内容：

調査団 － 本調査の背景として、フィリピン国内の船舶不足があるので、MARINA、DBP、JBIC の意見を聞き、ひとつの可能性として日本における船舶共有システムを検討する予定である。

次長 － MARINA との関連で DBP をどのようにインボルブするかが問題となり、TSL の件と MEC (Maritime Equity Corporation) との関連が中心となるであろう。

海運の効率の悪さが SRNH (Strong Republic Nautical Highway) の考え方をもたらしただのであるが、大統領としては、その実施を DBP に任せたい意向の様様である。

調査団 － 最初から金融プロジェクトとしては考えずに、内国海運全体の問題として分析する予定である。

次長 － ひとつのアプローチは、船舶をどのように所有するかであろう。

調査団 － 船会社の事業を見る場合には、海運業単独ではなく、物が上手く流れるという観点から取り組んでいく必要がある。MEC は、ひとつの解決策であろう。

次長 － 民間部門に対して、指示を与えるような性格ではないであろう。

調査団 － 役所が、ある政策を実施したら、それに対して予想される民間部門の対応と言う構図を描くこととなる。

MARINA は全体の物流が余り理解できていないようなので、本年10月から開始される本格調査の成果は MARINA 自身の計画策定に役立つであろう。

次長 － フィリピン政府は財政難が続いていることを今後とも留意する必要がある。

国際協力銀行(JBIC)マニラ・ミーティング

日時: 2004年7月5日(月) 16:30~17:00

場所: JBIC マニラ駐在員事務所

出席: JBIC:マニラ駐在員 遠藤 真由美 氏

Development Finance Study Team 西尾 なほみ 氏

JICA マニラ小宮山社会経済開発担当

木村専門家

事前調査団

内容: 調査団より、今回の事前調査の趣旨について説明。JBIC側から特にコメントはなかった。

海事産業庁 MARINA セブ市セミナー

日時: 2004年7月6日(火) 14:00~18:00

場所: Sacred Heart Center, セブ市

出席: フィリピン海事産業庁 Maritime Industry Authority (MARINA): Sevilla 長官、Banas 副長官、

Javier 局長、Lorenzo 局長、Cabanez セブ事務所長他、合計 8 名

セブ地域の船主および関連業界責任者 30 名余り

JICA マニラ小宮山社会経済開発担当

木村専門家

事前調査団

内容: “Implementation of Rules and Regulations: Consultation Seminar of Republic Act 9295” と銘打って、MARINA が全国主要都市で開催したもので、新たに制定された Domestic Shipping Act の施行規則・規定についての説明会に参加した。すでにマニラで実施済みであり、セブ市での説明会は第 2 回目。船主などの関連業者が 30 人余り参加し、質問も活発に出て、盛会であった。この後、ダバオ市でも同様の説明会が開催された。

海事産業庁 MARINA ミーティング(1)

日時: 2004年7月6日(火) 19:00~21:00

場所: セブ市

出席: 海事産業庁 Maritime Industry Authority (MARINA): Sevilla 長官、Banas 副長官、Javier

局長、Lorenzo 局長、Cabanez セブ地域局長他、合計 8 名

JICA マニラ小宮山社会経済開発担当

木村専門家

事前調査団

内容: 本件調査の Implement Agreement に関する第 1 回目の協議会であり、MARINA 側から以下のコメントが提示された。

- MEC については、どのように実現するかが問題である。
- 中小船主に関して、事業モデルを設定する必要がある。
- 安全のために老朽船舶を退役させる必要があるが、順次新しい船に置き換えていくことである。しかし、政府が直接タッチは出来ない。
- 船舶の近代化とは、質の改善であるが、そのためには金融が不可欠である。現在の DBP の制度融資は小規模業者向けとなっておらず、資産に関する条件も厳しすぎる。今後も同様の条件を適用するのであれば、内航海運向け制度融資は余り利用されないかもしれない。
- スコープを拡大する必要がある。
- 大統領は任期中に6~10百万人の雇用創出を目標として掲げており、1年あたりでは百万人となる。MARINA としても、当然この目標達成に寄与していく所存である。

内航海運業者とのミーティング

日時: 2004年7月7日(水) 9:00~12:00

場所: 旧 MARINA セブ地域局

出席: 海事産業庁 MARINA Cebu 地域局 Duenas 開発担当官

セブ地域の中小 RORO 船会社代表 16名

Mr. Jeffrey Simpolios, Manager, Simpolio Shipping

Mr. Nelson Tan, Manager, Tanjuan Shipping

Mr. Oliver Pulanco, Operations, Lite Shipping

Mr. Mauel Ang Gobonseung, Liaison officer, DIMC Shipping, Inc.

Ms. Maria C Tubigan, Liaison officer, DIMC Shipping, Inc.

Mr. Eduardo D Cantillep, Liaison, Island Shipping Corp.

Ms. Melody O. Uy Matiao, Assistant Operation, Maayo Shipping Inc.

Mr. Lowel M Elim, Business Dev. Manger, Agion Maritime Company

Mr. Florentio Palacio, Chairman, Palacio Shiping

Mr. Ranier Duenas, Supervising Manager, MARINA-7

Mr. Rafael Mayol, Operations Manager, E. B. Aznar Shipping

Mr. Steve Dakay, Operartions, ATS

Mr. Gerry O Enjambre, Port Captain, GP Lines, Inc.

Mr. Nestor Ponteres, Port Captain, Sulpicio Lines

Mr. Ben Gothong, Carlos Gothong

Mr. Maristel E Letigio, SSOS, MARINA-7

JICA マニラ小宮山社会経済開発担当

木村専門家

事前調査団(中川、福原、長尾)

内容: セブ島と近隣諸島を結ぶ比較的近距離の航路で運行している中小 RORO 船主との代表者 10 名余りと面談し、次のような意見を聴取した。

- 中小 RORO 船主にとっての当面の問題点は、港湾施設の不備と使用料金の不合理さである。前者は、利用している多くの港の施設が不十分で、潮の加減次第でフォークリフトを使用しなければならないことがある。また、後者について具体的には、港湾庁が、RORO 船の場合でも船側と岸壁側の両方で荷役料金を徴収しており、不合理とのこと。
- フィリピンには造船技術と造船技術者が揃っているので、機器類さえあれば、船舶を低コストで生産できる可能性がある。
- 現行の内航海運近代化金融制度については、利子率引下げと担保条件緩和の要望があった。利子については、民間銀行経由の仕組みを使うと低利(8~10%)となるので、今後はこの仕組みとするよう希望している。

なお、参加者のうちで DBP よりの借入実績があるのは 1 名のみである。200 百万ペソの新造船購入のために、自己資金 40 百万ペソを準備し、160 百万ペソの借入を申し込んだが、半額の 80 百万ペソしか認められず、残額については高利の資金を調達せざるを得なかったとのこと。

フィリピン開発銀行(DBP)とのミーティング

日時: 2004 年 7 月 8 日(木) 14:00~17:00

場所: Development Bank of the Philippines (DBP)本部

出席: DBP: Mr. Marietto A. Enecio, Senior Vice President

Mr. Simplicio B. Apolinar, Asst. Vice President

Mr. Fausto V. Aragonés, Jr., Asst. Vice President

JICA マニラ小宮山社会経済開発担当

木村専門家

事前調査団

内容: JBIC の内航海運近代化事業プロジェクト(DSMP)の実施機関であるフィリピン開発銀行

Development Bank of the Philippines (DBP)の責任者と面談。先方発言の要旨は以下のとおり。

- DBP は 2002 年 9 月に Sustainable Logistics Development Program (SLDP)を大統領に提案し、承認を得た。SLDP は陸地部分もカバーしているため広範囲であるが、DSMP 以外の JBIC ローンも活用して SLDP の普及を図っている。
- DBP が実行した SLDP 向けの第 1 号融資は、セメント用のバラ積み船であった。DBP からの融資の機能としては「呼び水効果」ととらえており、DBP の融資をきっかけとして民間部門や地方自治体 (LGU) が SLDP に積極的に参加することを期待している。
- SLDP は長期的なプログラムであり、その運営方針は透明かつ弾力的である。
- SLDP の更なる推進のために、DBP は新規ローンを NEDA へ申請した。
- DSMP の融資額限度は1社あたり資金総額の10%であり、この制限がなければ資金の利用速度は上がるはず。
- RORO 航路については、情報や統計が限られているので、DBP 独自の現地調査を実施し、これに基づいて優先順位を決めている。Executive Order 170 が RORO 航路網推進の背景である。
- 融資条件に満たないことと関係書類準備に時間がかかることから、中小業者向けの融資はなかなか捗らない。例えば、50百万ペソの船舶購入のためには、自己資金が10百万ペソ必要であるが、船舶の担保価値は5割と評価する(土地ならば6割)ため、別途15百万ペソを準備するか、別の担保が必要となる。
- このような条件が中小船主にとって厳しいものであることを承知しているので、DBP では Maritime Equity Corporation (MEC)を設置して、リース方式などによる対応を考えている。
- 大統領選挙などの影響もあって、DSMP II の進捗ははかばかしくなかったが、今後加速化するつもりである。

国家経済開発庁 (NEDA) とのミーティング

日時: 2004 年 7 月 8 日 (木) 18:00~19:00

場所: National Economic and Development Authority (NEDA)

出席: DBP: Ms. Ameta B. Benjamin, Supervising Economic Development Specialist

Mr. Joseph N. Capistarano, Japan desk

JICA マニラ小宮山社会経済開発担当

木村専門家

事前調査団

内容: NEDA では本調査がリストに載っていないとのことなので、その説明もかねて訪問。先方

の発言要旨は以下のとおり。

- － 本調査が2002年に承認されたことは理解したので、ネリ NEDA 長官に報告する。長官の承認については問題がない。NEDA はスティアリング・コミッティーに参加するし、7月12日の署名式にも参加する予定である。
- － NEDA としては、SLDP に高い優先順位を与えている。

運輸通信省 (DOTC) とのミーティング

日時: 2004年7月9日(金) 10:00~12:00

場所: Department of Transportation & Telecommunications (DOTC)

出席: 運輸通信省 DOTC: Mr. Agustin R. Bengzon, Undersecretary

JICA マニラ小宮山社会経済開発担当

木村専門家、笹島専門家

事前調査団

内容: Bengzon 副大臣より、本件 I/A および本格調査に関して以下のとおりのコメントがあった。

- － 日本の海運業の発展過程はフィリピンにとっても大いに参考になる。副大臣自身も長らく船舶公団のアイデア (MEC) をフィリピンへ導入することを提唱してきた。内航海運では400隻の船舶近代化が必要であるが、これについては実施可能性 (Affordability) の観点から考えなければならない。MEC は有望な解決策と確信している。
- － フィリピンの内航海運業は利益水準が低いので、例えば制度融資を設置する場合には貸出金利を十分に検討しなければならない。金利水準が8%くらいであれば、プログラムはうまく進むことになろう。また、担保条件についても再検討の余地がある。
- － 海運業関連では、国内の造船業をもっと発展させる必要がある。国内ではすでに技術も発展しているので、業界への支援は未だ必要ながら、国内での新船舶建造が十分可能である。この方式をとれば、経済全体の効率が高まり、外貨借入が減少し、雇用も増加することになる。造船業界では100%外資を認めており、非常にオープンな状態なので、フィリピンの造船業界発展のためにも、この方向で検討して欲しい。
- － 内航海運業向けの制度金融については、Innovative and Creative なアプローチが欠かせないであろう。内航海運業界の収入はペソであり、借入は外貨であることも考慮しなければならないが、例えば MEC が外貨リスクを吸収することも考えられる。
- － また、過疎地域、遠隔地域の開発という社会開発的な観点も不可欠である。富裕層だけのプログラムであってはならない。116の RORO 港開発が計画されているが、例えば50百万ペソでなく、5百万ペソの港を開発することも考えるべきであろう。開発のために必要な金額を正しく算定すべきである。

- MEC は外資の参加を呼びかけることになろう。この方式をとれば、政府資金の投入は不要となる。
- 内航海運業界はいろいろなサブ・セクターに分かれているので、本格調査では各サブセクターについて詳細に検討する必要がある。

I/A、M/M 協議会

日時: 2004年7月12日(月) 9:00~11:00

場所: Maritime Industry Authority (MARINA)本部

出席: Maritime Industry Authority (MARINA)

Attorney Oscar M. Sevilla, Administrator

Attorney Gloria Victoria-Banas, Deputy Administrator for Planning

Ms. Lilian T. Javier, Director, Domestic Shipping Office

Ms. Criselda D. Toledo, Supervising Specialist, Domestic Shipping Office

Department of Transport and Communication (DOTC)

Ms. Josephine R. Bondoc, Chief, Water Transport Planning Division

National Economic and Development Agency (NEDA)

Mr. Pablito Abellera, Supervising Economic Development Specialist

Mr. Joseph Capistrano, Public Investment Staff

Development Bank of the Philippines (DBP)

Mr. Simplicio B. Apolinar, Assistant Vice President, Domestic Shipping Modernization Program

Philippine Ports Authority (PPA)

Mr. Benjamin B. Cecilio, Assistant General Manager for Operations

Department of Trade and Industry (DTI)

Attorney Pedro V. C. Mendoza, Director, Philippine Shippers' Bureau

Department of Agriculture (DA)

Mr. Rodrigo V. Macatangay, Jr., Head, Logistic Committee Technical Support Group

Department of Public Works and Highways (DPWH)

Ms. Linda M. Templo, Director, Planning Service

JICA マニラ小宮山社会経済開発担当

木村専門家

事前調査団

内容: I/A および M/M について、関係各機関代表が出席し、以下のようなコメントが述べられ、コメントの一部を反映して M/M が修正された。

DTI - 本格調査団のコスト見積もりはどのくらいか？本格調査団用の施設費用はフィリピン政府が負担するのか？

NEDA - 本格調査にセミナーやワークショップを含めて欲しい。
過去および現在の内航船舶近代化スキームのスタディーが必要。

Cabotaje 問題は本格調査で取り上げられるか？

DA - 内航船舶近代化を歓迎する。本格調査では検疫関係について考慮して欲しい。

Philippine Interisland Shipping Association (PISA)とのミーティング

日時: 2004年7月13日(火) 14:00~16:00

場所: Philippine Interisland Shipping Association (PISA)本部

出席: Philippine Interisland Shipping Association 会員

Ms. Doris M. Ho, President, PISA

Mr. Leonardo O. Odoño, Executive Director, PISA

Mr. Quirimon A. Tan, Jr., General Manager, Solid Shipping Lines Corp.

Mr. Roberto A. Umali, President, Philippine Petroleum Sea Transport
Association (PHILPESTA)

Mr. James M. Go, Vice-President, Sulpicio Lines, Inc.

Mr. Jeffrey Solon, President, Visayan Association of Ferryboat and Coastwise
Service Operators (VAFSCO)

Mr. Lawrence Leonio, Petrolift

Mr. Wendell Enocida, NMC - Batangas Bay Carriers Inc.

Mr. Felicisimo H. Saldaña, Jr., Operations Manager, Lorenzo Shipping
Corporation

Mr. Ricky Gonzalez, Island Integrated Offshore Services

Mr. Jonathan Gochioco, Tacoma Integrated Port Services Inc

Mr. Josephine G. Uranza, President, Philippine Liner Shipping Association

木村専門家

事前調査団

内容: 内航海運業者団体である Philippine Interisland Shipping Association (PISA)の会員との意見交換会を PISA 本部で開催し、会員の意見を聴取した。会員からのコメントは次のとおり。(PISA 会員は、セブー市の RORO 船業者より規模が大きく、外航船舶を保有するものもいる)

- 現在、主要な農産物、例えばトウモロコシは国内輸送過程で、2~4割のロスが発生しており、改善は急務である。

- SRNH は比較的短距離のルートに適しているが、マニラ、セブー、カガヤンデオロ等を結ぶ長距離ルートについても検討する必要がある。
- 内航海運ファンドをあらゆる業者が利用できるようにすべきであり、特に船舶の担保価値を引き上げる必要がある。
- DBP(DSMP)資金の貸出金利は、民間銀行と大差がないので、引き下げて欲しい。
- DBP からの資金は開発のために供与されるはずであり、借り手に有利な条件であっても良いはず。
- 内航船舶の7割は木造船と推定される。

マニラ日本大使館ミーティング

日時: 2004年7月14日(水) 12:30~14:00

場所: マニラ市内レストラン

出席: 森 信哉 一等書記官

木村 専門家

事前調査団

内容: 事前調査の結果を報告した。森書記官より、北部ルソン4県で計画されている MECP 事業構想に関して、「十分な交通量が期待されるか? また、選挙後なので、北部4県の方針に変わりはないか?」との質問があり、調査団より、「予想交通量および関連業界の期待については、DBP が調査済みであり、4県の対応についても変更はないと考えている」旨を回答した。

JICA マニラ事務所ミーティング(3)

日時: 2004年7月14日(水) 14:30~15:30

場所: JICA マニラ事務所

出席: JICA マニラ: 高田次長、小宮山社会経済開発担当

木村 専門家

事前調査団

内容: 調査団より調査結果を報告し、高田次長から、「本件調査に関する要点は、SRNH や SLD P を通じて、物流コストを引下げ、地方開発を進め、雇用を増やすことであり、今後本格調査結果をどのように具体化していくかが重要」とのコメントがあった。

国際協力銀行(JBIC)マニラ・ミーティング (2)

日時: 2004年7月14日(水) 16:30~17:00

場所: JBIC マニラ駐在員事務所

出席: JBIC: Development Finance Study Team Expert 西尾 なほみ 氏
事前調査団

内容: 調査団より、今回の事前調査の結果について趣旨を説明。西尾氏より、以下のコメントがあった。

- DSMPIは150億円を利用できたが、IIについては利用速度が遅く、間もなく期限が到来するが、DBPは2年間の期間延長を申請している。DBPの国内船舶金融のシェアは然程大きくないものと考えられる。また、全体としては98年の金融危機以来、日本の中古船の国内での販売状況がかなり悪化した。
- 担保掛目は、中央銀行が規定しており、DBP単独では変更できない。船舶リースはひとつの解決策であろう。ただ、現在進んでいる北部ルソンのMECPプロジェクトはフィジブルかどうか確認できていない。
- 内航海運業界は収益性を上げるためにリフォームが必要であろう。

国際協力銀行(JBIC)マニラ・ミーティング (3)

日時: 2004年7月15日(木) 13:30~17:30

場所: JBIC マニラ駐在員事務所

出席: JBIC: Development Finance Study Team Expert 西尾 なほみ 氏
事前調査団(長尾)

内容: 前日に引き続き、DSMPIIの現状や延長の可能性、DBPが主唱するSLDPに係るローンに関し更に詳しい情報を入手。

フィリピン開発銀行(DBP)とのミーティング (2)

日時: 2004年7月16日(金) 14:30~17:00

場所: Development Bank of the Philippines (DBP)本部

出席: DBP: Mr. Marietto A. Enecio, Senior Vice President
事前調査団(長尾)

内容: 別紙のとおり。

Transnational Group とのミーティング

日時: 2004年7月19日(月) 10:00~11:00

場所: Transnational Group 本社

出席: Ms. Jen Santamaria-Tablante, Deputy President, Logistics Division

事前調査団(長尾)

内容: 最近、内航海運の調査を手がけている Transnational Group 社のロジスティック部門責任者より情報を収集したもの。

- 同社はビジネスコンサル業務の経験が多く、開発コンサル業務は余り経験がなかったが、2001年にJICA委託でMECの調査(Pre-Study On The Establishment Of Maritime Equity Corporation In The Philippines)を、また2003年にはRORO船の調査(最終報告書2004年3月付け)をJETRO向けに実施した。
- 現在、次の3件の調査を準備中である。
 - (1) RORO船第2次調査 (Cooperative Association of Japan Shippersの委託調査で、48の新規ルートを対象としている。)
 - (2) RORO船第3次調査 (JICA委託調査であり、5ルートを対象として委託調査、技術的および財務的なフィージビリティ調査である。)
 - (3) 木造船のF/S (MARINA-JICAよりの委託であり、15年以上の木造船を引退させるための資金調達の検討と検査システム、規定、訓練等に関する調査)
- これら3件の調査はいずれも準備中であり、質問票はまだできていない。

以上

At DBP Headquarter
14:30 to 17:00 July 16, 2004
Senior VP Enecio

1. Terms and conditions of DBP under DSMP

- Interest rates

Wholesale - Borrowing rate 5.5 to 6.5%, average 5%
Margin 2% (for developmental) to 3% (for regular)
- to PFI, Margin max 5%, average 3%

Retail – Borrowing rate 5.5 to 6.5%, Average margin 5%

Rates for end-users are the same

Rates can be variable, but generally fixed

Ex. A new vessel on a Manila-Cebu route - commercial rates from DSMP
A new or used boat on a pioneer route - maybe concessional
Terms and conditions are market-based

Long-term funds in financial markets are maximum 3 years. The bulk of funds in the markets are short-term funds with rates adjusted quarterly.

- Collateral requirement

It is legal requirements regulated by BSP (Central Bank of the Philippines)

Collateral value - 50% of market value for ships (chattel mortgage),
60% for real estate (70% before)

- Project financing by DBP

Cash-flow based in which repayment comes from revenue stream and collateral is of secondary importance. But collateral may be required to mitigate credit risk. DBP is mandated to compete with private banks on equal footing with flexible operating guidelines to reflect policy changes and market conditions.

Although HQ staff members are ready to be flexible in applying a concept of project finance, borrowers are not quite sophisticated and knowledge is not enough at branch level of DBP.

HQ trains its branch staff members and PFI staff members as well.

2. Maritime Equity Corporation of the Philippines (MECP)

(1) Background

The policy of DBP in early 1990s is to have 70% of wholesale banking and 30% of retail banking. Demand for ship was high until 1997. However, there remained inability of SMEs to come up with other collateral and they could not avail DSMP funds.

The idea of MEC was emanated from DSMP with two objectives; as a measure to mitigate SME problems and to spin off DBP portfolio since DBP did not feel it necessary to build up expertise and experience required under DSMP. DBP staff visited Japan to study MEC in Japan.

Its objective is to invite private sector investment in domestic shipping sector.

(2) Establishment of MECP

MECP under consideration will be established by National Development Corporation (NDC) with the capital infusion of Peso 100 million. DBP is to provide Peso 900 million either in capital or loan. MECP will be incorporated within 90 days to start business by the end of 3rd quarter.

IFC has shown interest in MECP and may invest to own up to 35% of MECP share, provided that the private sector joins and owns its majority share. KfW is also interested. Private businessmen have shown interest too.

MECP, if established, will be staffed with 25 newly recruited members and it will outsource operational functions to a private ship management company and its appraisal function to a private bank.

(3) Set-up of ship owning company

A ship owning company, North Eastern Luzon Pacific Coastal Service, Inc. (NELPCSI) was set up by 4 provinces in North Luzon; Cagayan, Isabella, Aurora and Quezon. The first three provinces have already paid in capital of Peso 10 million each while Quezon province has subscribed, but not paid in yet.

To test the water, DBP has approved a loan of Peso 24 million for the purchase of the first vessel of 40-meter long, which can accommodate 4 trucks on board. DBP has also granted other loan package to LGUs (municipalities) for the construction and repair of 5 ports in 4 provinces. Each LGU is to come up with 10 % equity.

NELPCSI will recruit a business manager who will be on the board with governors of 4 provinces, and will outsource ship management function. The company will lease ships to operators who will be required to deposit 10% of the vessel value.

Under this scheme, if found successful, RORO vessels and related ports will be financed to carry corn, rice, lumber, fish as well as passengers. It proposed an option for freight in 4 provinces with lower transportation costs, but without lowering freight charges. Farmers will be able to send more of their products to consumption centers with secured transportation. It will provide farmers with more

access to services and markets. Key is to make a service available.

Co-ownership system will not be employed, as the system would likely create legal problems when an operator becomes default.

3. Sustainable Logistics Development Program (SLDP) and Strong Republic Nautical Highway (SRNH)

(1) Strong Republic Nautical Highway (SRNH)

SRNH comprises a Western Seaboard from Luzon to Mindanao whereas the eastern side is basically covered with Japan-Philippine friendship roads. SRNH finances RORO vessels and related facilities – ramps, terminals and parking space under DSMP II. Mr. Enecio has been involved in DSMP since 1989.

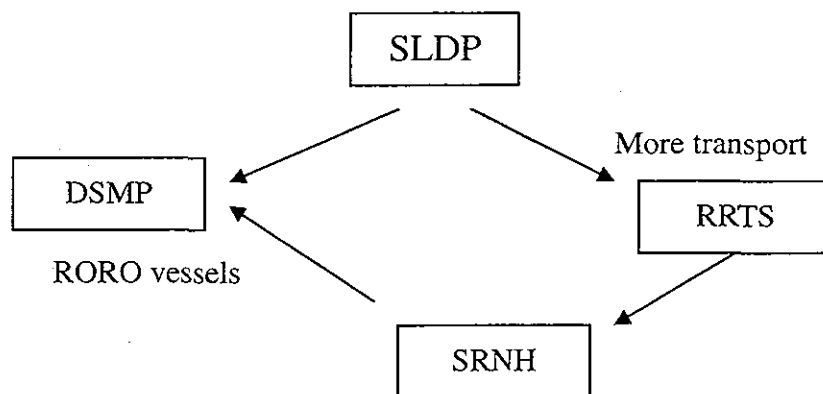
(2) Sustainable Logistics Development Program (SLDP)

SLDP concerns total logistics with a wider coverage in provision. Corn imported from Argentina is cheaper, compared with domestic products (Mindanao). It is because of difference in freight costs; Argentine products can be unloaded within 48 hours whereas ships have to wait about 2 weeks to load in domestic ports.

SLDP focuses on food chains, one of which is a grains highway. It would reduce transportation times substantially with the strategic location of silos, and would cut down existing spoilage and loss significantly. Another component is a cold chain meant for perishables like fruits and vegetables.

(3) SLDP and SRNH

The following shows a schematic relationship between the two concepts.



添付資料 7: 事前評価表

事業評価G長	評価企画T長	係	担当G長	担当T長	担当者

事業事前評価表（開発調査）

作成日：平成16年 8月 30日

担当グループ・チーム：運輸交通1チーム

1. 案件名
フィリピン国 内航海運振興計画調査
2. 協力概要
<p>(1) 事業の目的</p> <p>フィリピン国の内航海運振興計画の策定及び内航海運整備のための資金需要を支える持続可能な船舶近代化スキームに関するフィージビリティスタディーを実施する。</p> <p>(2) 調査期間</p> <p>平成16年10月～平成17年10月</p> <p>(3) 総調査費用 約2.2億円</p> <p>(4) 協力相手先機関</p> <p>フィリピン国 海事産業庁</p> <p>(5) 計画の対象（対象分野、対象規模等）</p> <p>フィリピン国の内航海運業・物流業者</p>
3. 協力の必要性・位置付け
<p>(1) 現状及び問題点</p> <p>フィリピンは、7000を越える島嶼国家であることから、国内の人や物の流れを支える海上輸送が同国の社会経済の発展に果たす役割は重要である。しかし、同国の海運は、船舶の老朽化等が原因と考えられる海難事故が多発しており、安全面の改善が内航海運の発展に不可欠な状況となっている。また、船体の安全対策、運航スケジュールの遵守（船隊エンジン等の老朽化によるスピード不足）、海洋環境の保全等取り組むべき課題は多い。</p> <p>これらの課題を改善するためには、内航海運振興策に基づき、非効率な老朽船舶の更新を促進するための船舶調達制度等を充実させ船舶の近代化を図ることが必要であり、フィリピン政府は2001年から2004年中期開発計画の中の「海上輸送」項目の中に、海運セクターにおける船隊拡充及び近代化のための財政支援方策の検討を含めるとともに、内航海運振興計画の策定に関する本調査を日本政府に要請した。一方、調査の要請後、フィリピン国の内航海運振興や物流に関する複数の政策や法律が策定され、政府全体で上記課題に取り組んでいる。</p> <p>(2) 相手国政府国家政策上の位置づけ</p> <p>フィリピン政府の中期開発計画において、海運セクターにおける船隊拡充及び近代化のための財政支援方策の検討が位置づけられている。また、船舶を活用した海陸輸送一貫輸送により、各島嶼間を結ぶ効率的な輸送ネットワークの構想が「Strong Republic Nautical Highway 構想」として、フィリピン政府により提案され、関係省庁が同構想の実現に向けた取り組みを行っている。</p>

(3) 他国機関の関連事業との整合性

本件においては、特に重複はない。

(4) 我が国援助政策との関連、JICA 国別事業実施計画上の位置づけ

都市部と地方部のバランスのとれた開発や産業拠点を支援するための基本的交通手段の整備に資することから、重点分野「持続的成長のための経済体質の強化及び成長制約要因の克服」として位置づけられる。

4. 協力の枠組み

(1) 調査項目

(a) 現状把握・分析

1) 社会経済・地域構造の分析、2) 海運関連調査・計画／海運政策の分析、3) フィリピン物流システム／物流政策の分析、4) フィリピン金融市場とフィリピン開発銀行 (DBP) の分析、5) 貨物及び人流の流動把握、6) 港湾施設・海上安全・海洋汚染に関する現状の把握・分析、7) 内航海運関連企業の現状把握、8) 内航海運船社の信用力に関する分析、9) 船舶調達制度・船舶金融制度の分析、10) ワークショップの開催

(b) 内航海運振興計画の作成

1) 社会経済フレームワークの設定、2) 需要予測 (物流量・人流、船隊需要量、船舶投資量)、3) 内航海運開発戦略の策定、4) 持続可能な船舶近代化スキームの検討 (①船舶調達制度等の提案、②船舶調達機関設立・運営に関する提案、③海運近代化のための法制度の提案、④内航海運に関するビジネス戦略・ビジネスモデルの提案

(c) 持続可能な船舶近代化スキームに関する F/S の実施

1) 海運ビジネスモデル成立のための検討、2) 海運ビジネスモデルに関するキャッシュフローの分析、3) 船舶調達機関の設立・運営プランの作成とキャパシティービルディングに関するプログラムの作成、4) 船舶近代化スキームを実施するための投資額の算定、5) 船舶近代化スキームに関するセーフティーネットの確立、6) 船舶近代化スキームに関する経済・財務分析、7) 実行計画の策定

(2) アウトプット (成果)

(a) 内航海運振興計画の作成

(b) 持続可能な船舶近代化スキームのフィージビリティスタディーの実施

(c) 海運制度、物流計画に関する技術が移転される。

(3) インプット (投入) : 以下の投入による調査の実施

(a) コンサルタント (分野／人数)

1) 総括、2) 総合物流計画／物流経営、3) 物流・交通調査／需要予測、4) 海運政策、5) 海上輸送計画、6) 中小海運経営近代化計画、7) 船隊整備計画、8) 航路計画／適合船型、9) 融資審査能力分析／リスク分析、10) 船舶管理、11) 船舶金融制度、12) 組織運営計画、13) 経済・財務分析

(b) その他 研修員受入れ

国内支援委員会の設置

C/P 研修の実施

5. 協力終了後に達成が期待される目標 (上位目標)

(1) 提案計画の活用目標

1) 策定された内航海運振興計画が、協力相手国政府の次期海運開発戦略計画の一部に取り入れられる。

2) 策定された持続可能な船舶近代化スキームが、順次実施される。

(2) 活用による達成目標

1) 提案された船舶調達制度により内航船舶の更新が促進される。

2) フィリピンの内航船舶の平均船齢が下がる。

3) 内航船舶の事故率が減少する。

6. 外部要因
<p>(a) 協力相手国内の事情</p> <p>1) 行政的要因： 政権交代等に伴う政策変更により、海運産業セクターの政策上の優先順位が低下する。</p> <p>2) 経済的要因：対外債務の増大、失業率の上昇等</p> <p>3) 社会的要因；対象地域における治安が悪化</p> <p>(b) 関連プロジェクトの遅れ 該当なし</p>
7. 貧困・ジェンダー・環境等への配慮（注）
特になし。
8. 過去の類似案件からの教訓の活用（注）
特になし。
9. 今後の評価計画
<p>(1) 事後評価に用いる指標</p> <p>(a) 活用の進捗度</p> <ul style="list-style-type: none"> ・ 内航海運振興計画で提案されている計画がフィリピン政府の次期海運開発戦略に反映されているかどうか ・ 提案されている手順・スケジュールのとおり施策が実施されているか ・ 提案された船舶調達制度により、船舶更新がされているか ・ 内航船舶の平均船齢が下がったか <p>(b) 活用による達成目標の指標</p> <ul style="list-style-type: none"> ・ 本調査提言の次期海運開発戦略計画の反映率 ・ 船舶近代化スキームで提案された施策の進捗率 ・ 船舶調達制度により更新された船舶数 ・ 内航船舶の船種別平均年齢 <p>(2) 上記 (a) および (b) を評価する方法および時期 必要に応じて、2011 年以降にフォローアップ調査によるモニタリングを実施する。</p>

(注) 調査にあたっての配慮事項

