LEASING CONTRACT

ON MANAGEMENT AND OPERATION OF INFRASTRUCTURE OF CAI LAN PORT

VINAMARINE **QUANG NINH PORT**

Hanoi, July 13, 2004

Socialist Republic of Vietnam
Independence - Freedom - Happiness

No. /HDT

- Pursuant to Economic Contract Ordinance dated September 25, 1989 of the State Committee of the Socialist Republic of Vietnam;
- Pursuant to Decree No. 17-HDBT dated January 16, 1990 of the Ministerial Committee detailing the implementation of Economic Contract Ordinance;
- Pursuant to the Decision No.228/2003-/QD-TTg dated November 6, 2003 of the Prime Minister on leasing of infrastructure of Cai Lan Port in pilot scheme

Today, dated.....2004, at the Office of VINAMARINE, 8 Pham Hung Street, Cau Giay District, Hanoi, we are consisting of:

LEASER VIETNAM MARINE ADMINISTRATION (VINAMARINE)

Add. : 8 Pham Hung Str., Cau Giay Dist., Hanoi
Tel : (04) 7683197/7683065 Fax: (04) 7683058
Email : csht@vinamarine.gov.vn
Account: VND: 030.01.01.0006102
Bank : Marine Joint Stock Bank - Hanoi Branch
Represented by: Mr. Chu Quang Thu, Acting Chairman of VINAMARINE

Hereinafter referred to as "Party A".

LEASEE QUANG NINH PORT

Add. : 1 Cai Lan Str., Bai Chay Dist., Ha Long City, Quang Ninh Prv.
Tel : (033) 625889/ 628777 Fax: (033) 826118
Email : quangninhport@hotmail.com
Account: VND: 05001010001080; USD: 05001370001083
Bank : Marine Trade Joint Stock Bank - Quang Ninh Branch
Tax Code: 5700100237
Represented by: Mr. Vu Khac Tu, Director

Hereinafter referred to as "Party **B**".

Both parties reached an agreement on leasing of infrastructure of Cai Lan port with following conditions:

Article 1: Leasing property

Party B shall lease the infrastructure of Party A's Cai Lan port for its management, operation and exploitation. The port infrastructure includes: berths No.5, No.6 and No.7, basins, office, yard, warehouses, electric and water supply systems and the port inner road under Cai Lan port Project, of which the investment was decided in the Decision No.483/TTg dated July 25, 1996 by the Prime Minister. The details are shown in the attached Appendix I.

Article 2: Lease Period

1. The Lease Period shall be 25 years commencing from the delivering of the Leased Property by Party A to Party B.

2. Upon termination of the Lease Period as mentioned in Clause 1 of this Article, the Lease Period can be extended by reporting to concerned authorities for decision if there is a mutual consent of both parties.

Article 3: Obligations and rights of Party A

1. To complete procedures on making public the berths as mentioned in Article 1 prior to delivering the Leased Property to Party B for management and operation.

2. To hand-over all as-built drawings on Leased Property to Party B.

3. To collect full rent fee in due course paid by Party B and pay back to the State budget as regulated.

4. To maintain the designed safe depth of navigation channel and basin

5. To conduct irregular repairing of Lease Property due to the force majeure.

6. To inspect, monitor security and safety measures, explosion and fire prevention, environment protection implemented by Party B.

7. To conduct repairing of damages of Leased Property provided that the damages are not caused by Party B during the maintenance period.

8. Party A reserves the right to further invest for the construction and improvement of the Leased Property with an aim to increase the port capacity to meet the growing development demand of the region and the whole country as approved in the master plan. In this case, Party A shall inform Party B in

details at least 180 days prior to the implementation so that Party B can actively arrange its business plan.

Party A shall ensure the port operation are uninterrupted by the construction and improvement activities of the Leased Property. In case the interruption occurs and affects the port operation, the detailed estimate of loss shall be determined by both parties for exemption/decrease of the Rent.

9. To inspect, monitor the operation, exploitation, repairing and maintenance of the Leased Property to ensure the it is operated with proper purpose and meeting technical specifications.

10. To implement other obligations and rights of the owner as regulated by the Law.

Article 4: Obligations and rights of Party B

1. To organize the management and operation of the Leased Property in accordance with technical standards to ensure that it is used for the right objectives and in accordance with its technical specifications.

2. To be responsible for any losses, damages of the Leased Property caused by itself or the third party, and, inform Party B of this.

3. The Leased Property shall not be transferable nor assignable.

4. To make full payment in due course to Party A as per Article 5 of this Contract. In case of late payment, the interest fee of the total amount shall be charged to Party B based on the published interest rate of the State Bank of Vietnam, for the late period counting from the due date to the payment date, except the case Party B can present reasonable explanation on its late payment.

5. To prepare plan, carry out and inform in writing to Party A of the periodical repairing and maintenance of the Leased Property for its proper operation. The repairing and maintenance of the Leased Property shall be carried out as regulated by the Law. Prior to the implementation of the periodical repairing and maintenance of the Leased Property, Party A shall be kept informed by Party B for arranging supervision by Party A if necessary.

6. To record the documents on Leased Property delivered by Party A.

7. To maintain separate account of leasing business of the Leased Property and deliver the financial report to Party A.

8. To conduct the dredging and maintenance of the basin of the berth No.5, No.6 and No.7 by its own cost to maintain the required depth for vessel activities as declared by authorities.

9. To implement security and safety measures; explosion, fire and environment pollution prevention during the operation process according to the Law and conventions signed between Vietnam and other countries. In case of defects, Party B shall inform Party A to immediately coordinate with relevant agencies for effective solution.

10. To re-lease a part of the of fice, yard, workshop mentioned in Article 1 of this Leasing Contract to other leasees.

11. To further invest into equipment, machinery, facilities for business and operation. In case such equipment/ machinery/facility is attached to Cai Lan port infrastructure or its installation shall change the infrastructure, Party B should shall have to obtain the prior written consent of Party A. Upon termination of Leasing Contract, Party A can purchase such equipment from Party B.

12. To collect charges for the services it provides as provisions of the Law.

13. To register and make public its trade mark in exploiting the Leased Property.

14. To implement other rights and obligations as they may be provided for by the laws.

Article 5: Rent Fee, Lease Period and Payment

1. Rent Fee

a. Net value of the Leased Property is tentatively estimated based on the tender price and modified price approved by MOT in the Decision No. 3247/QD-BGTVT dated November 3, 2003 on the approval of the total cost estimate of Cai Lan Port Construction Project. Upon accounting the Lease Property, net value will be redetermined according to the Decision on approval of the accounting the Leased Property by a competent authority.

   The interest charged to the loan amount funded by JBIC for investment of the Leased Property will not be included in the net value of the Leased Property. It will be paid by collecting fee for the State budget from the income of the operation.

b. Usage Period of the Leased Property will be determined based on the Ministry of Finance's Decision No.206/2003/QD-BTC on the management, usage and depreciation of the fixed assets. For wharf and yard, usage period will be 50 years.

c. Rent Fee consists of 2 portions: fixed portion and changeable portion, which can be changed according to the actual annual income of Party B on the Leased

Property. These portions are approved by the competent authorities. The details are as follows:

For the Years of 2004 and 2005: No Rent Fee is charged to Party B.

From 2006:

Fixed Portion: For 2006,..... of the annual average depreciation of the Leased Property, for the following years: ..... % per year; For the Year of 2016: .....% of the annual average depreciation of the Leased Property; for the next 2 years: .....%/year. From 2019 onward: fully 100% of the annual average depreciation of the Leased Property.

Changeable portion: ....% of the turnover in 5 years (2006-2010). For the next 5 years: .....%: Next following 5 years:.... %/ 5 years; for the last 3 years from 2026 to 2028: .....%.

Rent Fee of each year is concretely determined in Appendix II of the Leasing Contract.

i. Time of Payment

Payment will be made annually by Party B to Party A in 2 times:

- 1st Time: In the last week of August

- 2nd Time: In the last week of February of the following year

3. Method of Payment

Rent Payment will be made by wire transfer to Party A's account as beneficiary as regulated in Clause 2 of this Article.

Article 6: Amendment of Rent Fee

Rent Fee will be amended in following cases:

1) Every 5 years

2) There is a price increase of services or increase of cargo throughput in the port or annual turnover more than 10% compared with the Time of Entry into Force of Rent Fee.

3) There is price index increase of more than 10% compared with the Time of Entry into Force of Rent Fee.

4) There is an investment of the Leased Property with more advanced specifications by Party A, or the Leased Property is still exploited after the specified depreciation period.

5) Occurrence of defaults due to events of Force Majeure.

6) Upon changing of State laws, regulations, policies related to the port operation and management, for the sake of Party B's benefits, ensure its business is profitable.

Article 7: Force Majeure

1. Force Majeure means an event beyond the control, not foreseeable and out of the remedies although all possible necessary measures have been applied.

2. Party A shall be responsible for repairing of damages of the Leased Property caused by Force Majeure. Party A shall not be responsible for any related costs that Party B shall bear as a consequences of losses/damages resulted from Force Majeure or remedies of such damages.

3. In case of the limitation or interruption of the operation of the Leased Property, a partial exemption of the Rent Fee can be made with the mutual consents.

4. In case of interruption of the operation of the Leased Property for at least 6 months, Party B can terminate the Leasing Contract by written notice addressed to Party A.

5. If Party B fails to perform or not fully fulfill all necessary measures for limitation of damages/losses as a result of Force Majeure, Party B shall entirely be responsible for remedies of damages/losses.

Article 8: Leasing Contract Amendments

Any modifications, supplementations to this Contract shall be in compliance with the Decision No.228/2003/TTg dated 6/11/2003 and with mutual written consents.

Article 9: Contract Termination

1. Party A reserves the right to terminate the Contract for the reasons of the national security and any other reasons that the State requests the termination of the port operation before the expiry date of the Leasing Contract. In such cases, Party B shall be compensated for the investment for equipment, machinery, other costs occurred as a result of the contract termination. Rent Fee shall be collected until the termination of the port operation.
2. Party A may terminate the Contract, by reporting to the Ministry of Transport and Ministry of Finance, without any compensations to Party B, in following cases:

(a) Party B shifts its business functions into others;

(b) No Rent Fee payment has been made by Party B to Party A 6 months after the due date;
(c) Party B dismisses, shifts to joint stock company, incorporates into other establishment or shifts to other ownership manner;
(d) Any violations of this Contract made by Party B, which result to the direct consequences of the Contract implementation.
(e) Party B becomes bankrupt.

Article 10: Handing Over the Leased Property

1. Upon termination of the Leasing Contract, all the Leased Property in its existing status, as-built drawings; improvement, rehabilitation and maintenance documents of the Leased Property shall be handed over by Party B to Party A at the time determined by Party A.
2. If the Leased Property is not handed over by Party B to Party A at the determined time, the compensation should be paid by Party B to Party A as following formula:

$$\text{Compensation Amount} = \frac{\text{1.5 x Rent Fee Amount/1 year}}{\text{365 days}} \text{x number of extended days}$$

Article 11: General

1. Both parties make commitment to fully cooperate and create favorable conditions for each other in the implementation of the Contract.
2. Party A shall create favorable condition for Party B in taking over, management, operation of the Leased Property at the soonest time after handing over.
3. Party A shall be responsible, in conjunction with Party B, for reporting to competent authorities for construction of road system served for the port to ensure the smoothness of the cargo circulation.
4. Appendixes I and II are integral parts of this Contract.

Article 12: Resolution of Disputes

1. Both parties shall make every effort to resolve any disputes occurred in the implementation process of this Contract. Priority shall be taken in resolving by direct negotiation.
2. If both parties are unable to resolve amicable a Contract dispute, it will be judged by commercial arbitration or Economic Court of Quang Ninh Province.

Article 13: Contract Implementation

This Contract shall be valid since the signing date and approving by the Ministry of Finance.

This Contract is made in 6 copies with the same content and legal value. Party A keeps 2 copies, Party B keeps 2 copies, Ministry of Finance keeps 1 copy, Ministry of Transport keeps 1 copy.

FOR PARTY A	**FOR PARTY B**
(Signed)	*(Signed)*
Chu Quang Thu Acting Chairman	Vu Khac Tu Director

APPENDIX I

List of items with technical specifications of the Leased Property

#	*Items*	*Technical Specifications*
1	Berths No.5,6,7	Berth No.5: 220m-long, hydropower: -13mCD Berth No.6: 200m-long, hydropower: -13mCD Berth No.7: 200m-long, hydropower: -13mCD
2	Container Management Office B130 (for container)	Dimension: 39.6m-long x 23m-wide = 910m2, 6 story-building: 26.7m-high. - Catering Area: 230m2; Office: 640m2, plus other service rooms. - 2 stairs, 1 lift (Weight Capacity: 600kg – 9 prs) (excluding 3 adjacent rooms in the same floor with the total area: 70-80m2 to be used for marine State management).
3	Port Service Center B050	Dimension: 94.8m-long x 21.6m –wide
4	General Cargo Yard Management Office (for general cargo)	Dimension: 32.4m-long x 11.4m-wide = 370m2 (2-story-building)
5	Gate for container B140	Dimension: 60.8m-long x 22m-wide = 1338m2, 6.5m-high, 8 entries & exits, 2 weight station (65ton)
6	Main gate	Dimension: 50.8m-long x 11m-wide = 558.8m2, 6.5m-high, 8 entries & exits (1 entry for super-weight cargo)
7	Warehouse B090 (for general cargo)	Dimension: 144.42m-long x 32m-wide = 4621m2, 15.7m-high, 1 warehouse: 4416m2, office: 192m2
8	Container Packaging Station B180	Dimension: 144.42m-long x 32m-wide = 4621m2, 15.7m-high, 1 warehouse: 4416m2, office: 192m2
9	Yard, pavement	Asphalt pavement (including port access) 42,000m2 Yard: - Macadam: 131,700m2 - ICB: 103,788.52m2 - Container layers & 2 inspection areas: 3,038m2 - Pavements & dividing line: 809m - Fence: 1,451m
10	Container parking B160 (for container)	Dimension: 36m-long x 21.6m-wide = 778m2, 10m-high

11	Maintenance & Repairing Workshop B110 (for container)	Dimension: 54m-long x 32m-wide = 1728m2, 16.55m-high, maintenance area: 1344m2, office: 256m2, cleaning service area: 128m2)
12	Electric Substation No.1 B070 (mainly for general cargo)	Dimension: 21m-long x 12.6m-wide = 265m2, 8m-high, 4 compartment: 1 high-voltage compartment, 1-low-voltage compartment, 1 generator compartment
13	Electric Substation No.2 B120 (for container)	Dimension: 21m-long x 12.6m-wide = 265m2, 8m-high, 4 compartment: 1 high-voltage compartment, 1-low-voltage compartment, 1 generator compartment
14	Lighting Pole	24 poles, 30m-high
15	Electric System (including power source, lighting, fire extinguisher and telephone systems)	- Electric system: 2 substations with 2 1000KVA-transformers of each, 1 diesel generator (400KVA) - 72 lighting poles (for roads), 15m-high - Telephone system: PABX with 50 external lines and 400 internal lines - Fire extinguisher system: Fire alarm, smoke alarm, heat alarm systems. 2 fire pumps: 120m3/h x 80m x45kw
16	Water Supply Station B060	Dimension: 16.4m-long x 16.4m-wide = 269m2, 36m-high 1 reservoir: 1000m3 1 hanging tank: 120m3
17	Pump station B65	Dimension: 13.2m-long x 4.55m-wide = 60.06m2, 3m-high
18	Mechanical System (including pump & power source)	5-ton Crane in B110 building
19	Waste Water Treatment System	Dimension: 14.5m-long x 10.375m-wide = 150.4m2, 4.5m-high - 4 pumps of waste water: 50m3/day x20mx 5kw - 1 waste water treatment equipment: 400m3/day
20	Weight Station at the main gate B080 (for general cargo)	Dimension: 15.82m-long x 4.22m-wide = 68m2, 1.82m-deep - Equipment: computer, screen
21	Fuel Station B170 (mainly for container)	Office dimension: 10m x 8m = 80m2, 4.1m-high Fuel tanks: 2 tanks 3000l

Appendix for the Decision No. 202/1999-TTg dated 12 October 1999
List of Sea Ports in the Viet Nam Sea Port Development Master Plan to 2010

No.	Name of Port	Present Conditions		Development Plan						PMB	Operator	Remarks
				Classification		To 2003		To 2010				
		Operating	Ship Size DWT	General Cargo	Specialized	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT			
I	**Port Group in North**											
1	Mui Chua Port	x		x		0.1-0.2	1000	0.2	2-3000	Quang Ninh Transport Dep.	Quang Ninh Handling and Transport Co.	
2	Cua Ong Port	x			Coal	4.0-4.1	30000	5.0-5.2	50000	Viet Nam Coal Inc.	Port and Coal Bussiness Co.	
3	Cam Pha Port			x	Steel			4.0-5.0	30-50000	Viet Nam Coal Inc.	Port and Coal Bussiness Co.	
4	Hon Gai Coal Port	x	15,000		Coal	1.0-1.2	15000	1.8-2.0	5000	Viet Nam Coal Inc.	Quang Ninh Transport Department	Coal Port will be moved to Cau Trang, Hon Gai Port will be a Pasenger Port
5	Hoanh Bo Port				Cement	1.2-1.4	20000	3.5-3.8	20000			
6	Cai lan Port			x		1.8-2.8	40000	16.0-17.0	50000	VINALINES	Quang Ninh Port	
7	Petrol Port B 12	x	30000		Petrol	1.5-2.0	30000	3.0-3.5	30000	Vietnam Petrol Inc.	Petrol Co. B 12	Moved to new place
8	Dien Cong Port	x	5000		Coal	0.3	5000	0.3-0.4	5000	Vietnam Coal Inc.	Dien Cong Port	
9	Hai Phong Port (Hoang Dieu, Vat Cach, Chua Ve)	x		x		6.2	1000	8.0-8.5	10000	VINALINES	Hai Phong Port	
10	Cua Cam Port	x	5000			0.4	5000	0.8	5000	Hai Phong Transport Dep.	Cua Cam Port	
11	Container Cty port			x		0.5-0.6	10000	1	10000			
12	Hai Phong Port (Dinh Vu)			x				2.5-6.0	10000	VINALINES	Hai Phong Port	
13	Dinh Vu IZ Port				IZ			2.0-6.5	10000			
14	Dinh Vu JV Oil Port			Oil Products				-	10000		Dinh Vu Development Co. Ltd.,	be specific in the detail master
15	Thuong Ly Port	x	3000		Oil	0.3	3000	0.3	3000	Vietnam Petrol Inc.	Petrol Co. in Region 3	
16	Gas Ports and JV Petrol Ports	x	5000		Gas, Petrol	0.3	5-10000	0.4-0.5	5-10000	Dai Hai JV Co., Total JV, Than	Dai Hai JV Co., Total JV, Thang long JV	
17	Caltex JV Port - Vietnam	x	1000		Asphast		5000	-	5000	Caltex JV Co.	Caltex JV Co.	
18	Bach Dang Port			x				2.5	10000			be specific in the detail master
19	Cement Port (Chinfon and Hai Phong)	x	5000		Cement	2.2-2.4	5000	2.4-2.6	5000	Chinfon JV Co.	Chinfon JV Co.	
20	Transvina JV Port			x		0.3-0.4	10000	0.3-0.4	10000	Transvina JV Co.	Transvina JV Co.	
21	Hai Doan Port 128	x	3000	x		For defence	3-5000	for defence	3-5000	Army Commader Dep.	Army Commader Dep.	
22	Dong Hai IZ Port			x			10000		10000			be specific in the detail master
23	Diem Dien Port	x	600	x		0.1-0.2	600	0.2-0.3	600	Thai Binh Transport Dep.	Diem Dien Port Management Unit	

No.	Name of Port	Present Conditions		Development Plan						PMB	Operator	Remarks
		Operating	Ship Size DWT	Classification		To 2003		To 2010				
				General Cargo	Specialized	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT			
24	Hai Thinh Port	x	1000	x		0.3-0.4	1000	0.5-0.6	2000	Nam Dinh Transport Dep.	Hai Thinh Port Company	
	Potential Ports											
	Ports along Bach Dang River			x								
	Ports along Chanh River			x	Oil							
II	**Port Gourp in Nothern Central**											
25	Le Mon port	x	1000	x		0.3-0.4	1000	0.6	1000	Thanh Hoa Transport Dep.	Le Mon Port	
26	Nghi Son port				Cement	1.2-1.5	30000	0.7	30000	Vietnam Petrol Transport Co.	Thanh Hoa Branch	
27	Nghe Tinh Port	x	10000	x		1.4-2.0	10000	2.5	10000	VINAMARINES	Nghe Tinh Port	
28	Nghi Huong Petrol Port	x	3-5000		Oil	0.2-0.3	10000	2.9-3.5	10000	Nghe Tinh petrol Co.	Nghe Tinh petrol Co.	
29	Hung Hoa Petrol Port	x	1000		Oil	,,	1200	0.4	1200	Nghe Tinh petrol Co.	Nghe Tinh petrol Co.	
30	Xuan hai Port	x	2000	x		0.1-0.2	1000	0.5	1000	Ha Tinh Transport Dep.	Ha Tinh sea transport and trading Co.	
31	Vung Ang port					0.6-1.1	15000	0.3-0.5	30000		Ha Tinh Port Authority	
	Potential Ports							2.6-3.9				
	Nghi Son Port				oil							
	Thach Khe Port				Iron							
	Hon La Port				G.C							
III	**Port Group in Central Central**											
32	Quang Binh Port	x	1000	x		0.2-0.3	1000	0.3-0.4	1000	Quang Binh Transport Dep.	Quang Binh Port	
33	Gianh River Petrol Port	x	400-600		Oil	0.1	1000	0.1-0.2	1000	Vietnam Petrol Inc.	Quang Binh Petrol Co.	
34	Cua Viet Port	x	400-600	x		0.1-0.2	1000	0.1-0.2	1000	Quang Tri Transport Dep.	Cua Viet Port	
35	Thuan An Port	x	600	x		0.2	1000	0.2	2000	Thua Thien Hue Tran. Dep.	Thuan An Port	
36	Thuan An Petrol Port	x	400-600		Oil	0.1-0.2	1000	0.2-0.3	2000	Vietnam Petrol Inc.	Thua Thien Hue Petrol Co.	
37	Chan May Port					0.4-0.5	30000	2.2-2.3	50000			
38	Da Nang Port									VINALINES	Da Nang Port	
	Tien Sa - Han River	x	15000			2.2-2.4	10-30000	3.6-3.9	30000		Da nang Commercial Co.	
	Lien Chieu Area							8.0-8.5	50000		Chan May Port PMU	
39	Port 234	x	2-3000	x		0.2-0.3	3000	0.3-0.4	2-3000	234 Military Zone No. 5	Military Zone No. 5	
40	Da nang sea transport	x	30000	x			3000		3000			
41	Da Nang Petrol Port											moved to new place
	My Khe	x	30000		Oil	0.5	30000	0.8-1.0	30000	Vietnam Petrol Inc.	Petrol Co. No 5	
	Nai Hien	x	1-3000		Oil	0.1-0.2	3000	0.1-0.2	30000	Vietnam Petrol Inc.	Petrol Co. No 5	

No.	Name of Port	Present Conditions		Development Plan						PMB	Operator	Remarks
				Classification		To 2003		To 2010				
		Operating	Ship Size DWT	General Cargo	Specialized	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT			
	Lien Chieu	x	7000		Oil	0.1	7000	0.1	7000	Army Ordnance Inc.	Petrol Store No. 182	
42	Hai Van Port	x			Cement	0.5-0.6	5000	0.5-0.6	10000	Hai Van Cement JV Co.		
43	Ky Ha Port	x		x		0.2-0.3	3-5000	0.4-0.5	3-10000	Dai Loan JV Co.	Ky Ha port	General Cargo Port
44	Sa Ky Port			x		13.0-13.5	80000	25.0-26.0	200000	Quang Ngai Transport Co.	Sa Ky port PMU	
45	Dung Quat Port					0.2-0.3	10000	2.0-2.5	30000	Vietnam Petrol Inc.	PMU of Dung Quat Petrol Co	
	Oil Chemical Area				Oil				50000			
	G.C Area								10000			
	Bulk Cargo Area											
	Petrol Sevice											
	Potential Ports											
	Nam O Port											
IV	**Port Group in Southern Central**											
46	Quy Nhon port									VINAMARINES	Quy Nhon Port	
	Present Quy Nhon Port	x	10000			1.1-1.3	10000	1.3	10000			
	Nhon Hoi Area			x				2.0	30000			
47	Quy nhon Petrol Port	x	3000		Oil	0.2	10000	0.5-0.8	10000	Vietnam Petrol Inc.	Nghia Binh Petrol Co.	
48	Thi Nai Port	x	5000	x		0.2	5000	0.4-0.6	5000	Binh Dinh Transport Dep.	Thi Nai port	Petrol and GC
49	Vung Ro Port	x		x	Petrol	0.1	5000	0.4-0.6	10000	Phu Yen General Equi. Co.	Phu Yen General Equi. Co.	
50	Hon Khoi Port	x	600		Salt	0.1	600	0.1-0.2	600	Khanh Hoa Salt Co	Khanh Hoa Salt Co	
51	Nha Trang port	x	10000			0.6-0.7	20000	0.8-1.0	20000	VINAMARINES	Nha Trang Port	
52	Ba Ngoi Port	x		x		0.1-0.2	15000	0.3-0.4	20000	Khanh Hoa Trans. Dep.	Ba Ngoi port	
53	Mui Chut Port	x	5000		Oil	0.2-0.3	10000	0.7-0.8	10000	Phu Khanh Petrol Co.	Mui Chut Port	
54	Phu Qui Port	x		x			1000		1-2000	Binh Thuan Transport Dep.	Phu Quy Port	in the Detail Master Plan
55	Dam Mon Port	x	30000		Sand	0.1-0.2	30000	0.2	30000	Khanh Hoa Mineral EX-IM Co.	Dam Mon Port	
	Potential Ports											
	Van Phong Port											
	Mui Ne port				Iron ore							
V	**HCM-Dong nai-Baria - Vung Tau**											
56	Sai Gon Port (Nha Rong, Khanh Hoi, Tan	x	15-20000			8.5-9.5	20-25000	9.0-10.0	25-30000	VINALINES	Sai Gon Port	
57	Nha Be Port			x				2.5-3.5	25-30000			

No.	Name of Port	Present Conditions		Development Plan						PMB	Operator	Remarks
				Classification		To 2003		To 2010				
		Operating	Ship Size DWT	General Cargo	Specialized	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT			
58	Vietxo Lighter port	x	10000	x		0.3-0.4	10000	0.3-0.4	10000	Sai Gon Sea Transport Co.	Sai Gon Sea Transport Co.	
59	Ben nghe Port	x	15000			1.5-1.6	20000	2.1-2.3	20000	Hochiminh Transport Department	Ben Nghe Port	
60	Southern Waterway Inc. Port			x			10000		10000			in the Detail Master Plan
61	Dev. JV Port	x		x		0.6-0.8	20000	1.4-1.5	20000			
62	Gas ELF Port	x	5000		Gas	0.05-0.1	5000	0.1	10000	Sai Gon Gas JV Co.	Sai Gon Gas JV Co.	
63	Tan Thuan Port				IZ	1.0	20000	2.0	20000	VINALINES	Saigon Port	in the Detail Master Plan
64	Tan Thuan Dong port	x	10000	x		0.4-0.5	15000	0.4-0.5	15000	Viet nam Vegetable Inc	Vegetable Store Co.	
65	Lotus Port	x		x		0.2-0.3	10000	0.2-0.3	10000	Lotus JV Co.		
66	Tan Cang port	x	10000			3.6-4.3	10-15000	3.0-3.5	10-15000	Ministry of Defence	Tan Cang Sai Gon Co.	
67	Vegetable Oil Port	x	10000	x	Vegetable oi	0.5-0.6	15000	1.0-1.2	20000	Vegetable oil Co.	Vietnam vegetable Co.	
68	Nha Be Petrol Port	x	25000		Oil	3.0	25000	4.5	25000	Vietnam Petrol Co.	Petrol Co. in region 2	
69	Petechim Petrol Port				Oil	0.5-0.6	25000	4.5	25000	Minitry of Commercial	Cai lai Petrol Co.	
70	Petec Petrol Port	x	25000		Oil	0.6	25000	1.0	25000	Vietnam Petrol Co.	Cai lai Petrol Co.	
71	Sai Gon Petrol Port	x	25000		Oil	0.6	25000	1.0	25000	HCM Petrol Co.	HCM Petrol Co.	
72	VITAICO port	x	20000		Tiny wood	0.2	25000	0.2-0.3	25000	VITAICO JC Co.	VITAICO JC Co.	
73	Phu Dong JV Port	x			Tiny wood	0.2	25000	0.2-0.4	25000	Phu Dong JV Co.	Phu Dong JV Co.	
74	Phuoc Khanh Port	x			Tiny wood	0.1-0.2	25000	0.2-0.3	25000		Dong Thap Petrol Service Co.	
75	Sao Mai (Cat Lai) port	x	10000		Cement	0.5-1.0	15000	2.2	15000	Sao Mai Cement JV Co.	Sao Mai Cement JV Co.	
76	Hiep Phuoc Area Ports				IZ	2.0-2.5	20000	6.0-7.0	25000			
	Oil Port for electricity fac.				Oil							
	Nghi Son Cement port				Cement							
	Hiep Phuoc IZ Port											
	Can Gio Port											
	Potential Ports											
	Hiep Phuoc GC port											
	Phuoc Lai, Cat Lai Port											
	Can Gio Port											
	Ba Ria - Vung Tau, Dong Nai											
77	Dong Nai Port	x	1000	x			1-2000		1-2000	Dong nai transport Co.	Dong Nai Port	
78	Dong Nai Gas Port											
79	Phuoc Thai port (vedar	x	5000			0.4	5-10000	1.0-1.5	10-15000	Vedan Co.	Vedan Co.	
80	Go Dau A port	x	2000	x		0.2-0.3	5-10000	0.8-1.0	15000	Dong Nai Transport Co.	Dong Nai Port	
81	Long Thanh port	x	2000		Fertilize	0.2-0.3	3-5000	0.3	3-5000	Long Thanh Superphophat Co.	Long Thanh Superphophat Co.	

No.	Name of Port	Present Conditions		Development Plan						PMB	Operator	Remarks
				Classification		To 2003		To 2010				
		Operating	Ship Size DWT	General Cargo	Specialized	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT			
82	PVC Gas Port	x	5000		Gas	0.1	5000	0.1-0.2	5000	Southern Tra. Engineering Ins.	Mobil Gas Unique Co. Ltd.,	
83	Go Dau B port	x					5-10000	3.0-4.0	15000	Dong Nai Transport Co.	Dong Nai Port	
84	Go Dau C Port			x				0.8-1.0	15000			
85	Phu My Thermo-electr	x			Oil	0.4-0.6	10000	1.0-1.2	10000	Thermol Electric Phu My Fac.	Thermol Electric Phu My Fac.	
86	JV Port											
	General port			x				6.0-6.5	30000			1300m long
	Thi Vai JV Port			x		0.5-0.6	30000	3.0	30000			JV of Ship-Vinakoei-VSC (660m long)
87	Ba Ria Screce Port	x	30000	x		0.3-0.4	30000	2.0-3.0	30000	Ba Ria Screce JV Port	Ba Ria Screce JV Port	
88	Chemical Port											
	Feterlize Port			x				1.0-1.5	30000			
	Methanol Port			x				1.0-1.5	30000			
89	Chinfon Cement port				Cement	1.0-1.2	20000	3.5-4.0	20000			in the Detail Master Plan
90	Thi Vai GC Port					0.5-0.6	30000	6.5-10	30000			2000m long
91	Vinafood port			x	Food	0.3-0.3	30000	1.5-2.5	30000			
92	Cai mep Container port			x			30-50000	3.5-4.0	30-50000			
93	PVC Port			Liquid products			30-50000		30-50000			
94	Cai mep Petrol port											
	LPG Port											
	Sai Gon Petrol Port				Oil	0.8-1.0	30-50000	3.5-4.5	50000			
	PETEC port											
95	Long Son port				Petrolium			10.0-11.0	30000			
96	Cat Lo port	x	5000	x		0.2-0.3	5000	0.8-1.0	10000	Ba Ria - VT Ge. Trading Co.	Ba Ria - VT Ge. Trading Co.	
97	PTSC port	x	10000	Petrolium Ser.			10000		10000	PTSC Co.	Material and Equipment Sevice Co.	
98	Vietso Petrol Port	x	5-10000	Petrolium Ser.			10000		10000	Vietso Petrol JV Co.	Vietso Petrol JV Co.	
99	Petrol Port K 2	x	30000		Oil	0.2	3000	0.3-0.4	7000	Vietnam Petrol Inc.	BR-VT Petrol Co.	
	Potential Ports								15-55000			
	Cai Mep estuary ports			x								
	Container port											
	Hoan Nguyen Steel Port											
	Phuoc An port			x								
	Vung Tau General Cargo port											Ben Dinh - Sao Mai

No.	Name of Port	Present Conditions		Development Plan						PMB	Operator	Remarks
				Classification		To 2003		To 2010				
		Operating	Ship Size DWT	General Cargo	Specialized	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT	Proposed Port capacity mil. Ton	Proposed Port Sizes DWT			
VI	**Cuu Long Delta**											
100	Can Tho Port	x	5000			2.0-2.5	5-10000	3.5-4.5	10000	VINALINES	Sai Gon Port	in the Detail Master Plan
101	Can Tho Petrol Port						5000	0.5-1.0	5000	Can Tho Petrol Co.	Can Tho Petrol Co.	Mekong Gas - Petrolimex
102	Cao Lanh - Sa Dec Por	x	2000	x		0.3	3000	0.3-0.4	5000	Dong Thap transport Dep.	Dong Thap Port	
103	Vinh Thai Port	x	2500	x		0.2-0.3	2000	0.4-0.5	2000	Vinh Long Transport Dep.	Vinh Thai Port	
104	Mi Thoi Port	x	3000	x		0.3	5000	0.5-0.6	5000	An Giang Transport Dep.	Mi Thoi Port	
105	Mi Tho Port	x	2500	x		0.3-0.4	3000	0.6-0.7	5000	Tien Giang Transport Dep.	Mi Tho Port	
106	Viet Nguyen Port						5000		5000			
107	Hon Chong port	x	1000	x		0.1-0.2	10000	0.3	2000	Kien Giang Transport Dep.	Hon Chong Port	
108	Nam Can port	x	<2000	x		0.1	1000	0.2-0.3	2000	Ca mau Transport Dep.	Nam Can Port	
109	Long An Port					0.3	5-10000	0.4-0.5	5-2000			
110	Dai Ngai port			x		0.2	5000	0.4-0.5	5000			
111	Tra Cu port			x				0.2-0.3	5000			
112	Binh Tri Port	x	10000		Cement	1.7	10000	1.8-2.0	10000	Viet NamHolcim Cement JV Co.	Viet NamHolcim Cement JV Co.	
VII	**Western South**											
113	An Thoi and Duong Dong Port					2 berths	60000	2 beths	60000			
	Potential Ports											
	Hon Thom Port											
VIII	**Con Dao Island**											
114	Ben Dam Port	x		x			20000		20000			
	Potential Ports											
	Con Dao port											

日本語	英語
カントリー・リスク	country risks
法的リスク	legal risk
金融リスク	monetary risk
経済リスク	economic risk
不可抗力	force majeure
政府の干渉リスク	interference/"restraints of princes" risk
政治リスク	political risk
プロジェクトリスク	project risks (construction risks, hand-over risks, operating risks, procurement risks, social risks)
自然リスク	natural risks (climatic phenomena, earthquakes, tidal waves, volcanic eruptions etc.)
工業リスク	industrial risks (fire, nuclear accident etc.)
国内の社会政治的リスク	internal socio-political risks (strike, riot, civil war, guerilla or terrorist activity etc.)
戦争、武力抗争リスク	risks of war or armed conflict
利子率変動リスク	interest rate fluctuation risk
判例集	jurisprudence
慣行	common practice
…に委任されている	be delegated to
(サービス料を)請求する	invoice
通貨移転リスク	transferability risk
海外口座	offshore account
外貨交換規制	exchange controls
外貨交換保証	convertibility guarantee
送金保証	transferability guarantee
ヘッジ商品	hedge products
外貨交換率スワップ	exchange rate swap
一方的決定	unilateral decisions
免責	indemnification
合法的に	legitimately
契約条項違反	non-compliance with the terms of contract
強制収用	expropriation
契約上の明記事項	contractual commitments
国際商業会議所	International Chamber of Commerce
施設の事前検査	prior inspection of the facilities
入札プロポーザル	bid proposal
離職手当	severance payment
再教育	retaining
早期退職	early retirement
配置転換	relocation
公益の擁護者	custodian of the public interest
契約変更条項	revision clauses
契約解除・更新条項	termination or renewal clauses
紛争調停条項	arbitration clause

日本語	英語
使用制限	Limitation of Usage
違反金	Penalties
違反の通告	Notice of Violation
解除	Termination
貸付者による引取り	Takeover by the Lessor
貸付者への通報義務	Notification to Lessor
貸付料	Rent Fee
貸付料支払い遅延	Default of Payment
監査	Auditing
監査	Auditing-Visitorial Power
関税	Customs Duties
契約相手方保護規則	Hold Harmless Clause
契約権利	Assignment of Contract
契約の移転	Transfer of Contract
契約の改定	Contract Amendments
契約用語	Contract Language
契約履行保証金	Performance Guarantee
原状回復	Restoring to the Original Condition
権利否放棄条項	Non-Relinquishment
公共サービス費用	Public Utilities Charges
効力停止	Suspension
雇用	Manpower-Employment
下請け	Subcontracting
支払い	Payment Schedule
借受者の規則遵守	Compliance with Lessor's Rules and Regulations
収入印紙	Stamp Duties
相互信頼	Mutual Trust
訴訟	Litigation
ターミナル・サービス・料金	Terminal Tariff
第三者による損傷	Damage by Third Party
タグボート	Towing Service
仲裁	Arbitration
転貸	Subleasing
パイロット	Pilot Service
破棄	Cancellation
補助的サービス	Ancillary Services
無効規定の分離条項	Separability Clause

Appendix 4. Condensed translation of Port Tariff in Viet Nam

GENERAL PROVISIONS
SCOPE OF APPLICATION

- Sea-going vessels transporting cargoes (including containers), passengers to and from Vietnam, in transit, for transshipment, and out of or into industrial processing zones (commonly referred to as international transport), entering, leaving, navigating through or anchoraging in maritime areas or in waters belonging Vietnamse seaports;
- Cargoes (including containers) being exported/imported, in transit, for transshipment, out of or into industrial processing zones that the marine dues, fees and seaport services charges paid by the carriers (or the authorized of the carriers);
- Passengers (including passenger vessels' officers and sailors) by-sea coming in Vietnam from abroad or vice-versa;
-

CURRENCIES FOR DUES, FEES, TARIFFS

Unit prices in United States dollars (USD/$). Conversion: State Bank exchange rates at the time of payment.

UNITS AND ROUNDING

Tonnage: Gross Tonnage (GT), engine horse power (HP) or KW of vessels, time (Hour), quantity/volume of cargo (Metric Ton / Cubic Meter – MT / M3), distance (Nautical Mile).
For dry cargo vessels (including container vessels): Maximum GT entered on the certificate of registration
For tankers: 85% of the maximum GT entered on the certificate of registration
For pasenger vessels and vessels calling for repairs or breakage: 50% of the maximum GT entered on the certificate of registration
For vessels without GT:
- Cargo carriers: 1.5 registered tons ~ 1 GT.
- Towing, pushing tugboats: 1 HP ~ 0.5 GT.
- Barges: 1 registered ton ~ 1 GT.
- Barge convoy: total equivalent GT of the whole towing/pushing convoy.

Engine Horse Power (HP) or KW; decimals less than 1 HP shall be rounded to 1 HP.
Time:
- Day of 24 hrs; £ 12 hours: ½ day, >12 hrs: 1 day.
- Hour of 60 minutes; £ 30 minutes: ½ Hr, > 30 minutes: 1 hour.

Quantity: MT/M3 for cargoes: < 0.5MT or 0.5m3: ignored, 0.5T or 0.5m3 to <1T: 1T or 1 m3. min 1T or 1 m3 per B/L. For 1T occupying ³ 2 m3: 2 m3 is taken as 1T.
Distance: nautical mile, decimals less than 1 mile shall be taken as 1 mile.
PORT AREAS

Area 1: Ports located upper North of 20th Latitude.
Area 2: Ports located from Parallel 11.5 to Latitude 20th.
Area 3: Ports located lower South of Latitude 11,5

DETAILED PROVISIONS

I. MARITIME SERVICE CHARGES:
1. TONNAGE DUES:

1.1 Vessel shall have to pay tonnage dues for each entry, departure to/from seaports, crude oil exporting port sections (sans-wharf oil pumping stations), petroleum-dedicated ports at the following rates:

Type of vessel	Rates
Vessel (except LASH):	
- Entry	0.058 USD/GT
- Departure	0.058 USD/GT
LASH (Mother vessel)	
- Entry	0.030 USD/GT

- Departure	0.030 USD/GT
Barges (when barges leave the mother vessel call at for other port)	
- Entry	0.030 USD/GT
- Departure	0.030 USD/GT

1.2 In case of multiple entries/departures in one voyage to/from seaport within one maritime area under the management of the same port authority, the tonnage dues shall apply one time to such vessels as apecified at 1.1

1.3 70% of the rate in 1.1 shall apply for vessel vessels calling at seaport with the purpose of getting fuel, foods, fresh water, change of screw; without handling cargo or receiving/releasing passengers.

1.4 Vessels transporting cargo, passengers call at seaport in the same maritime area under the management of the same port authority at more than 4 voyages each month, 50% of the rate for the same case shall apply for such vessels from the 5th call onward within such a month.

1.5 50% of the rate in 1.1 shall apply for vessels in transit to Cambodia.

1.6 Exemption of tonnage dues shall apply for the following cases:

- Vessels entering/leaving for taking shelter from the storms, for emergency health treatment.
- Crafts carrying passengers from the mother vessel anchoring at the maritime area to go on shore or back the vessel.
- Barges of LASH vessel are in operations at the same port as the mother vessel calling at.

1.7 Passenger vessels owned by organizations or individuals calling at ports with fixed schedules shall apply the rates of tonnage dues as follows:

- Vessels having the Gross Tonnage less than 300GT, calling at ports with the minimum stable schedule of 10 voyages each month, shall apply 60% of the rate as specified.
- Vessels having the Gross Tonnage between 300GT and 1,500GT, calling at ports with the minimum stable schedule of 7 voyages each month, shall apply 50% of the rate as specified.
- Vessels having the Gross Tonnage from 1,500GT and over, calling at ports with the minimum stable schedule of 4 voyages each month, shall apply 40% of the rate as specified.

1.8 Vessels entering/leaving ports in one voyage with different rates of tonnage dues shall be entitled to apply one lowest rate.

2. MARITIME SAFETY DUES:

2.1 Vessel shall have to pay maritime safety dues for each entry/departure to/from seaports, petroleum-dedicated ports at the following rates:

Type of vessel	Areas 1 and 3	Rates
Vessel (except LASH):		
- Entry	0.184 USD/GT	0.138 USD/GT
- Departure	0.184 USD/GT	0.138 USD/GT
LASH (Mother vessel)		
- Entry	0.068 USD/GT	0.054 USD/GT
- Departure	0.068 USD/GT	0.054 USD/GT
Barges (when barges leave the mother vessel call at for other port)		
- Entry	0.10 USD/GT	0.054 USD/GT
- Departure	0.10 USD/GT	0.054 USD/GT

2.2 Vessels entering/leaving seaports in the same maritime area under the management of the same port authority, the maritime safety dues shall apply one time to such vessels as apecified at 2.1

2.3 Vessels transporting cargo, passengers call at seaports in the same maritime area under the management of the same port authority at more than 4 voyages each month, 70% of the rate for the same case shall apply for such vessels from the 5th call onward within such a month.

2.4 50% of the rate in 2.1 shall apply to the following cases:

- Vessels allowed to come in the maritime area for fuel, fresh water, foods, to change crew, for emergency health treatment
- Vessels entering/leaving to/from crude oil exporting port sections (sans-wharf oil puping stations)

2.5 120% of the rate in 2.1 shall apply for vessels in transit to Cambodia.

2.6 The maritime safety dues shall not apply to the following cases:

- Crafts or canoes from passenger vessel allowed to anchor in the maritime area carry/receive passengers to/from the port.

2.7 Passenger vessels owned by organizations or individuals calling at ports with fixed schedules shall apply the rates of maritime safety dues as follows:

- Vessels having the Gross Tonnage less than 300GT, calling at ports with the minimum stable schedule of 10 voyages each month, shall apply 60% of the rate as specified.
- Vessels having the Gross Tonnage between 300GT and 1,500GT, calling at ports with the minimum stable schedule of 7 voyages each month, shall apply 50% of the rate as specified.
- Vessels having the Gross Tonnage from 1,500GT and over, calling at ports with the minimum stable schedule of 4 voyages each month, shall apply 40% of the rate as specified.

2.8 Vessels entering/leaving ports in one voyage with different rates of tonnage dues shall be entitled to apply one lowest rate.

3. PILOTAGE

Vessels entering/leaving seaport using pilot are subject to pilotage fees at the following rates:

No	Distance of Pilotage	Unit Prices (USD/GT-Nautical Miles)	Minimum Rates (USD/Vessel/Each time)
1	Up to 10 miles	0,0034	150
2	Up to 30 miles	0,0028	170
3	Up to 60 miles	0,0021	200
4	> 60 miles	0,0018	220

3.1 Vessels < **200 GT** (including fishing boats) ordering pilot : **30 USD**/Vessel for each entering or leaving the port.

3.2 Passenger vessels owned by organizations or individuals calling at ports with the minimum stable schedule of 4 voyages each month shall apply 40% of the rates as specified.

3.3 Pilotage fees applicable to specific waterways

#	PILOTAGE WATERWAYS	Unit Price ($/GRT- Mile)	Min. Rate ($/Vessel)
		For each entering or leaving	
1	From Dinh An via Bassac river channel	0.0032	270
2	At Dam Mon Port (Khanh Hoa), Binh Tri and Hon Chong (Kien Giang) areas.	0.004	180
3	Xuan Hai - Cua Lo channel	0.0045	150
4	Phu Quoc (Kien Giang) area	0.0072	180

5	Channel from Buoy "O" to Nghi Son, Chan May, Dung Quat, and Vung Ang ports.	0.0045	200

3.4 For each movement in the Port: 0,015 $/GT. Min: 30 $/vessel/each movement

3.5 Movement within the port area under the port's request and payment for pilot fees: the rate of pilot fees for domestic transport vessels shall apply.

3.6 Advance notice of 6 hrs. Changes/cancellation: 3 hrs. Late advice/cancellation: waiting charge at 10 USD/Person-Hour. Waiting time shall be couted as follows:
- Pilot not yet departed from base: 1 Hour.
- Departed from base: from the time of departure until the time of return to base.
- Pilot shall wait for the vessel 4 hours; beyond that: order for pilot as cancelled. Cancellation in case of pilot already got on board the vessel: shall charge as order for pilotage waterways with the rates specified.
- Upon completion of pilotage, pilot retained on board by the Master: the time of pilot retaining shall be counted as pilotage time.
- In case pilot is obliged to stay on board: waiting charge: 3 USD/Person-Hour.

3.7 Vessels in navigation to test engine or to correct compasses: shall apply 110% of the rate as specified.

3.8 Vessels unable to navigate due to technical malfunstion: shall apply 150% of the rate as specified for the actual travel distance.

3.9 Ordering pilot on ad-hoc basis: shall apply 110% of the rate as specified.

3.10 Pilot arrived at pilotage point in time but the vessel unable to navigate due to in case of impossibility (confirmed by Port Authority): Pilotage fees shall not apply.

3.11 Vessels anchoring along the way to the Port: pay extra on transport means for pilot (except channel limited in night navigation).

3.12 Vessels arrived at pilotage point in time as requested by the owner's representative and accepted by Port Authority and Pilot, but having to wait for pilot: pilot shall pay the vessel at 100 USD/Hour for the actual time of waiting.

3.13 Vessels transporting cargo, passengers call at seaports in the same maritime area under the management of the same port authority at more than 4 voyages each month, 70% of the rate for the same case shall apply for such vessels from the 5th call onward within such a month

4. CHARGES FOR TUG BOAT ASSISTANCE:

- £ 500HP : **0,31** $/HP/Hr.
- 501HP-1000HP : **155** $/Hr for the first 500HP + **0,23** $/HP/Hr for each add'l HP.
- 1001HP-1500HP : **270** $/Hr for the first 1000HP + **0.14** $/HP/Hr for each add'l HP.
- 1501HP-2000HP : 340$/Hr for the first 1500HP + **0.05** $/HP/Hr for each add'l HP.
- ³ 2001HP : **400** $/Hr

Duration: tugboat leaves its base & returns. Minimum: 1 Hr/each.

In case tugboat ordered outside the port area receiving the vessels: charges negotiated between the tugboat owner and the orderer, but not excess 50% of the rate

Tugboat arrived on time/vessel not yet arrived: 50% of the rates/waiting time.

Vessel does not arrive or move, the tug has to return: 50% of the rates/actual time.

Passenger vessels calling at ports with the minimum stable schedule of 4 voyages each month shall apply 60% of the rates as specified.

Number and horsepower of tugboat as stipulated by the Vietnam National Maritime Bureau (Vinamarine)

Extra charges:

- Assistance in case of salvation: rate as agreed upon between the entity providing and the entity requesting the salvage
- Tugboats used for towing/pushing in case of vessel unable to navigate: rate as agreed upon between the entity providing and the entity requesting tugboat.
- Advance notice 2 hours. Late advice or cancellation: waiting charge. Minimum: 1 Hr.

5. CHARGES FOR MOORING, UNMOORING

Unit price: USD/each

No	Type of Vessel	Rates at Buoy	Rates at Wharf
1	Under 500 GRT	36	11
2	From 501 up to 1000 GRT	58	18
3	From 1001 up to 4000 GRT	97	30
4	From 4001 up to 10000 GRT	135	40
5	From 10001 up to 15000 GRT	155	45
6	More than 15000 GRT	175	60

Charges for mooring and unmooring apply for mooring plus unmooring. For each mooring or unmooring service separately, 1/2 of the above rates shall apply.

II. WHARFAGE:

2.1 WHARFAGE APPLIED TO TRANSPORT MEANS

For vessel : At wharf: 0.0035 ; At buoy: 0.0014 ; At anchorage/bay: 0.0006 USD/GT-Hr for the period of the first 30 days, 0.0003 USD/GT-Hr from the 31st day on. At crude oil exporting port sections (sans-wharf oil puping station): 0.0003 USD/GT-Hr for the period of the first 30 days, 0.0002 USD/GT-Hr from the 31st day on.

- **Deliberate occupation:** of wharf: 0,006 USD/GT-Hr; of buoy: 0,002 USD/GRT-Hr
- Vessel anchoraged / berthed at several places in anchorage/bay area under the management of the same port authority: the rate/actual berthing time at each location shall be added together.
- Vessel berthed alongside another vessel at wharf: 0.0017 USD/GT-Hr.
- Passenger vessels with the minimum stable schedule of 4 voyages each month shall apply 40% of the rates as specified.
- Vessel takes berths at several places within a port: the rate/actual berthing time at each location shall be added together.
- Vessel berthed at petroleum-dedicated port for handling cargoes or receiving fuel/oil, water: 0.33 USD/m-Hr. Minimum: 90 USD/vessel for each time/berth.
- Vessel berthed at petroleum-dedicated port without handling cargoes or receiving fuel/oil, water: 0.4 USD/m-Hr. Minimum: 110 USD/vessel for each time/berth.
- Vessel berthed alongside another vessel at petroleum-dedicated port: 0.09 USD/m-Hr. Minimum: 25 USD for each berthing alongside.
- Whafage exempted: vessels wait for high tide at anchorage/bay area prior to entering the port.
- No cargo handling operation due to weather >1 day (24 consecutive hrs) or giving berth to another vessel under the order of the port authority: wharfage exempted for period of no cargo handling operation.

2.2 WHARFAGE APPLIED TO CARGO

Cargoes (including containers) being handled at wharf, buoy; cargo owner or the under-authorized shall be subject to wharfage at the following rates::

Handling at wharf:

- Cargoes: 0.20 USD/Ton
- 20' container: 1.8 USD/Cont.
- 40' container: 3.6 USD/Cont.
- Over 40' container: 4.5 USD/Cont.

Handling at buoy: 0.1 USD/Ton

Means of transportation:

- Refrigerating vehicles, crawler, grab, road roller, forklift, crane: 3 USD/Unit.
- Automobile of <15 seats, £ 2.5 Ton: 1 USD/Unit.
- Other automobiles not indicated above: 2 USD/Unit

Liquid cargoes (liquid gas, gasoline, oil, liquid asphalt, ...) handled by pumping from vessel onto tank truck: 1 USD/Ton.

Cargoes handled at petroleum-dedicated port: 1 USD/Ton.

2.3 WHARFAGE APPLIED TO PASSENGERS

Passenger entry OR exit passing through wharf/berth: 1 USD/person (exempted for children under 12 years old)

Vessel allowed to berth at an anchorage area uses other crafts to transport passengers to visit/tour the isles/islands: 1 USD/person (entry + exit inclusive).

3. OPENING, CLOSING HATCHES

Using ship's derricks :
Unit : USD/hold

#	Type of Vessel	Rates for one opening or closing	
		Open or close hatch covers placing on deck	Open or close hatch covers moving onto pier
1	Up to 5,000 GT	8	16
2	5,001 - 10,000 GT	14	28
3	Over 10,000 GT	20	40

Using port cranes: 150% of the above rates.
Vessel with 2 decks (tween deck): 200% of the above rates.

4. GARBAGE COLLECTION

(Including costs of transport means for garbage disposal. Number of times for disposing waste/garbage as currently specified).
- Vessel carrying cargo: at wharf: 15 USD/Vessel; at buoy/in bay: 40 USD/Vessel for one time disposing of waste/garbage.
- Vessel < 200GT: at wharf: 4 USD/Vessel; at buoy/in bay: 8 USD/Vessel for one time disposing of waste/garbage
- Passenger vessel staying at wharf: 0.7 USD/person. Min: 100 USD/Time/Vessel; Max: 500 USD/Time/Vessel.
- Passenger vessel staying at buoy/in bay (or at wharf + marine craft added to collect garbage): 130% of the above rates.
- Passenger vessel calling at ports with the minimum stable schedule of 4 voyages each month shall apply 60% of the rates as specified.
- Vessel carrying cargoes or passenger vessel using equipments to treat garbage before having disposal of waste/garbage: 50% of the rates as specified.
- Waste/garbage to be destroyed (burned, buried...) as requested by the shipowner or by quarantine authority: negotiable

III. HANDLING CHARGES

1. CHARGES FOR HANDLING CARGOES

1.1 CARGO LOADING/DISCHARGING CHARGES:

Cargo loading/discharging charges using ship's derricks.
Unit : USD/Ton

No	Handling Mode Cargo Group	Ship hold –Wagon/ truck/barge, or vice versa	Ship hold / barge – Port storage shed/yard or vice versa
1	Cargo in bulk: mineral ores all types, cast iron, cement, cereals, fertilizer, salt, sugar; wood chips, gypsum, sulfur, stones, sand, coal, pulverized stone, clinker,...	1.6	2.3
2	Cargo in bags of textile/jute/paper/ hemp/nylon/rush; empty bottle in pallete of cartons covered by nylon; stone blocks...	2.2	2.9
3	Wood log; sawn timber in packages; assorted bamboos ...	2.9	3.8
4	Machinery, equipment; cargoes in crates, cases; assorted steel & iron in bundles, packages, coils, plates, bars; non-ferrous metals in packages, coils.	3.1	4.1

5	Cargoes in packages like cotton, jute, hemp, reed, paper, textile, yarn, polyethylene...; garment; furniture; miscellaneous items; rubber; tires and tubes; fire bricks, ceramic bricks; medical equipment...	3.2	4.3
6	Flooring woods; wooden items; handicrafts...; cargoes in crates, baskets...	3.5	4.6
7	Cargoes in bottles, jars of ceramics, glass; fragile cargoes; electronic parts; motor bikes.	3.7	4.9
8	Fresh fruits & flowers; live animals; frozen goods.	3.9	5.2
9	- Tyred vehicles (except refrigerating truck)	40USD / unit	50 USD / unit
	- Specialized vehicles in all kinds	55 USD / unit	70 USD / unit
10	Charges for handling self-movable vehicles (except crawler) onto pier or into warehouse/yard: 25 USD/Unit (including fees for driver). In case, having used port equipment to move into warehouse/yard (due to vehicles, equipments with running tyres but engine not able to start): 40 USD/Unit		

- Handling, shifting in the same hold: 50% the rates in column (1).
- Handling, shifting from one hold to another directly: 70% the rates in column (1); indirectly, through wharf: 120% the rates in column (1).
- Cargoes (including in bag) frozen or harden in blocks to be dug/broken loose before handling: 150% to the rates in column (1).
- Handling of dangerous cargoes:

Group A: 200% of the rates for explosives, flammable chemicals such as Nitrates, Nitrocompound, Alkalies, Methane, Magneium, Nitro cellulose and products come from these substances.
Group B: 150% of the rates for toxics, flammables such as Petro, Alcohol, Ether, Amonia, Lime powder, Dried pepper, Acids, Dyes, Gas, Insecticides, Calcium carbide, Anthracite
Group C: 130% of the rates for dusty, dirty and rotten cargoes, and dangerous cargoes not to be abovenamed in group A and B.
- Cargoes in bags, packages, drums spilled/broken to be collected, 150% of the rates to be applied for the actual quantity spilled/broken.
- Cargoes transited through Vietnam seaports : 85% of the rates.
- Cargoes having scaled, plus weighing charge: manually scaled: 1,0 USD/Ton; mechanically scaled: 0,4 USD/Ton
- For overlength or overweight cargoes, increases:

No	Cargo weight or length	Increase
1	10T to <15T or 10M to <12M	30%
2	15T to <20T or 12M to <15M	50%
3	20T to <25T or 15M to <20M	100%
4	25T to <30T or >20M	200%
5	> 30 T	Negotiable
For overlength AND overweight cargo, only one highest increase applicable		

- Rates to be decided by the director of port in cases: using port's crane for handling but min. rate to be equal handling charges using ship's derricks; handling at buoy/bay, handling light cargoes such as wood chips..., steel scrap (packed or loose), glass chips..., floating crane is required to use for handling.
- Handling in emergency case; cargoes being loaded from port storage onto ship by conveyor of the cargo owner, using port labours; equipment is required to hire from the outside for handling heavy cargoes: negotiable
- Vessel caused waiting time to the labours during handling operations, charges for waiting time at the rates for hiring skilled labour: 2.40 USD/person-hour.

1.2 STORAGE CHARGES:

Mode of storage	Unit	Unit price
In warehouse	USD/Ton-Day	0.14
In open yard	USD/Ton-Day	0.07
Means assembled (automobile, crawler, crane,...):		
- Used	USD/Unit-Day	2.88
- New	USD/Unit-Day	3.60

Duration : from the time the first ton of cargo is stored for each bill of lading.
Quantity : actual quantity stored in the warehouses, yards

THE MINISTER OF FINANCE
- Pursuant to the Vietnam Maritime Code promulgated on June 30, 1990;
- Pursuant to August 28, 2001 Ordinance No. 38/2001/PL-UBTVQH10 on Charges and Fees;
- Pursuant to the Government's Decree No. 86/2002/ND-CP of Nov 5, 2002 defining the functions, tasks, powers and organizational structures of the ministries and ministerial –level agencies;
- Pursuant to the Government's Decree No. 178/CP of October 28, 1994 on the tasks, powers and organizational structure of the Ministry of Finance;
- Pursuant to the Government's Decree No. 57/2002/ND-CP of June 3, 2002 detailing the implementation of the Ordinance on Charges and Fees;
At the proposals of the Ministry of Communications and Transport in Official Dispatch No. 1665/GTVT-PC of April 24, 2003 and the director of the Enterprise Finance Department,
DECIDES:
Article 1: To issue together with this Decision the Table of Maritime charges and fees for inland transport ships and special maritime charges and fees.
Article 2: The agencies tasked to organize the collection of maritime charges and fees shall have to organize this work and be allowed to deduct a percentage (%) of the total amount of collected charges and fees before remitting the rest into the State budget according to the following provisions:
a) Maritime port authorities may collect tonnage charges, charges for moorage in lagoon or bay, charges for use of piers, quays or mooring buoys built with State budget investment and managed by port authorities; fees for arrival at and departure from seaports; authentication fee (maritime protests), and are allowed to retain 35% of the total collected charge and fee amounts. Vietnam National Maritime Bureau is allowed to redistribute such retained amounts among port authorities.
b) Vietnam Maritime Safety Assurance may collect the maritime assurance fee and retain 100% of the collected fee amount.
c) The maritime piloting companies may collect pilotage and implement the financial regime according to the current regulations.
The management of the use of charge and fee amounts deducted under the provisions at Items a, b and c of this Article shall comply with the guidance of Ministry of Finance.
Article 3: The rates of the charge for moorage in lagoon or bay, the charge for use of piers, quays or mooring buoys built without the State budget investment or with State investment but then transferred to seaport enterprises and the maritime assurance charge for special-purpose fairways of the enterprises operating on the principles of cost-accounting and financial autonomy principles are inclusive of VAT.
Article 4: This decision takes implementation effect from May 15, 2003; the provisions on maritime charges and fees and the seaport service charges in the Finance Ministry' Decision No. 48/2001/QD-BTC of May 28, 2001, the Government Pricing Committee's Decision No. 86/2000/QD-BVGCP and Decision No. 87/2000/QD-BVGCP of November 10, 2000 and other regulations contrary to this Decision shall all be annulled.
Article 5: Organizations and individuals liable to pay maritime charges and fees; agencies and organizations collecting maritime charges and fees and concerned units shall have to implement this Decision.
For the Minister of Finance
Vice Minister
TRAN VAN TA

TABLE OF MARITIME CHARGES AND FEES FOR INLAND TRANSPORT SHIPS, AND SPECIAL MARITIME CHARGES AND FEES.

(Issued together with Decision No. 62/2003/QD-BTC of April 25, 2003 of the Ministry of Finance)

A. GENERAL PROVISIONS

I. CURRENCY FOR CALCULATION OF MARITIME FEES AND CHARGES

Vietnam dong is the prescribed currency for maritime charges and fees collected from inland transport ships.

II. MARITIME CHARGE AND FEE CALCULATION UNITS AND ROUNDING METHODS

The maritime charge and fee rates shall be calculated on the basis of gross tonnage (GT); the main engine's capacity calculated in horse power (HP) or kwatt (kW) of ships; time shall be calculated in hour or day; distance shall be calculated in nautical mile, specifically:

1. Tonnage unit:

1.1. For dry carriers (including containers), the tonnage used for calculation of maritime charge or fee is the maximum GT inscribed in the registry's certificates.

1.2. For liquid-cargo tankers, the tonnage used for calculation of maritime charge or fee is equal to 85% of the maximum GT inscribed in the registry's certificates, regardless of whether or not the ships have ballast or partition tanks.

1.3. For ships arriving or departing for transporting passengers, repair or dismantlement; the tonnage used for calculation of maritime charge or fee is equal to 50% of the maximum GT inscribed in the registry's certificates.

1.4. For ships without GT inscription, the tonnage used for calculation of maritime charge or fee is converted as follows:

- For cargo ships: 1.5 tons of registered tonnage is equal to 1 GT.
- For tugs and pushers: 1 HP is equal to 0.5 GT.
- For barges: 1 ton of registered tonnage is equal to 1 GT.

1.5. For ships being fleets of barges and tugs (or pushers): the tonnage used for calculation of maritime charge or fee is the total GT of the entire fleets of barges and tugs (or pushers).

2. Engine capacity's calculation unit: is horse power (HP) or KW; the odd part under 1 HP (KW) shall be rounded up to 1HP (or KW).

3. Time calculation unit:

- For the time unit being day: 1 day has 24 hours; a day's part of 12 hours or less shall be regarded as half a day, over 12 hours as 1 day.
- For the time unit being hour: 1 hour has 60 minutes; the time of 30 minutes or less shall be regarded as half an hour, over 30 minutes as an hour.

4. Distance for calculation of maritime charges: is nautical mile. The distance or less than one nautical mile shall be regarded as 1 nautical mile. The unit for calculation of wharfage is meter, the odd under 1 meter shall be regarded as 1 meter.

III. DIVISION OF SEAPORT REGIONS

- **Region 1:** Covering ports situated in the area from parallel 20 northwards.
- **Region 2:** Covering ports situated in the area between parallel 11.5 and parallel 20.
- **Region 3:** Covering ports situated in the area from parallel 11.5 southwards.

IV. INTERPRETATION OF TERMS

Some words and phrases in this Decision are construed as follows:

1. Export goods (including containers) are goods delivered from Vietnam (departure) to foreign countries (destination).

2. Import goods (including container) are goods delivered from foreign countries (departure) to Vietnam (destination).

3. Ships include sea-going and river-going ships and other ships, boats and means (with or without motors) operating on the sea or waters related to Vietnam's sea.

4. Construction ships are ships exclusively used for construction of water projects.

5. International transportation means the transportation of goods, containers and/or passengers from Vietnam to foreign countries and vice versa, transit transportation, relay transportation, and transportation into or out of export-processing zones.

6. Inland transport means the transportation of goods and/or passengers between Vietnamese

seaports.
7. Trip: An arrival at and a departure from a port by a ship is regarded as one trip.

B. TABLE OF MARITIME CHARGES AND FEES APPLICABLE TO INLAND TRANSPORT SHIPS

I. SUBJECTS OF APPLICATION

The table of maritime charges and fees for inland transport ships applies to the following subjects:
1. Organizations and individuals that have ships transporting cargo and/or passengers actually into, from, through or mooring in maritime zones or waters of Vietnamese seaports.
2. Ships of the armed forces, police, customs or port authorities, which are on official duty, shall not be subject to this Decision (if they are engaged in economic activities or transporting cargoes on hire, they must be subject to payment of maritime charges and/or fees under the provisions of this Decision).

II. SPECIFIC PROVISIONS

1. Tonnage charge:

1.1. For ships arriving at or departing from Vietnamese seaports, tonnage charge must be paid at the following rate:
- Arrival: VND 250/GT
- Departure: VND 250/GT

1.2. For ship arriving at or departing from ports for taking fuel, food, fresh water and/or changing crews without loading or unloading cargoes or embarking or disembarking passengers, a tonnage charge equal to 70% of the rate stated at Point 1.1 of this item must be paid.
1.3. For ships only mooring at buoy, in lagoon or bay throughout the cargo-unloading time, a tonnage charge equal to 50% of the rate stated at Point 1.1 of this Item must be paid.
1.4. For cargo or passenger ships arriving at or departing from ports situated in the same maritime zone under the management of a single port authority with more than 4 trips a month, from the fifth trip onwards in the same month, a tonnage charge equal to 50% of the rate applicable to the same case must be paid.
1.5. Tonnage charges shall not be collected in the following cases:
- Ships arriving at, departing from ports for sheltering from typhoons, emergency treatment of patients, without loading or unloading cargoes or embarking/disembarking passengers.
- Vietnam's ships exclusively used for fishing and sport yachts.

1.6. For ships subject to different charge rates per arrival at/departure from port, the lowest charge rate shall apply.

2. Maritime assurance charge:

2.1. For ships arriving at or departing from Vietnamese seaports, maritime assurance charge must be paid as follows:
2.1.1 Ships of a tonnage of 2,000 GT or under
- Arrival: VND 250/GT
- Departure: VND 250/GT

2.1.2 Ships of a tonnage of 2,001 GT or above:
-Arrival: VND 500/GT
-Departure: VND 500/GT

2.2 For cargo or passenger ships arriving at or departing from ports situated in the same maritime zone under the management of a single port authority more than four trips a month, from the fifth trip onwards in the same month, a maritime assurance charge equal to 70% of the rate applicable to the same case must be paid.
2.3. For ships arriving at permitted maritime locations for taking oil, food, fresh water, changing crews and/or emergency treatment of patients, a maritime assurance charge equal to 70% of the rate stated at Point 2.1 of this item must be paid.
2.4. Maritime assurance charge shall not be collected in the following cases:
- River-going ships, including tugs, pushers, sea-going barges, Lash barges used as river-going transport means, for which riverway assurance charges have been paid.

2.5. For ships subject to different charge rates per arrival at or departure from port, the lowest charge rate shall apply.

3. Pilotage

3.1. Ships arriving at or departing from Vietnamese seaports, the following pilotage rate shall apply:
-Arrival: VND 20/GT – HL
-Departure: VND 20/GT – HL
The minimum charge amount to be collected: VND 300,000
-Moving from pier to pier: VND 60/GT
The minimum charge amount to be collected: VND 200,000
3.2. Pilotage rates for a number of routes:
a) The route starting from Dinh An via Hau river channel:
-Arrival: VND 25/GT-HL
-Departure: VND 25/GT-HL
The minimum charge amount to be collected: VND 1,500,000
-Movement within port: VND 60/GT
The minimum charge amount to be collected: VND 200,000.
b) The route for piloting ships in the areas of oil rigs:
-Piloting for calling: 120VND/GT
-Piloting for departing: 120VND/GT
c) The route for piloting ships in the area of Kien Giang:
-Binh Tri and Hon Chong area: VND 30/GT-HL
-Phu Quoc area: VND 40/GT-HL
d) The route from Genh Rai bay to Cai Mep on Thi Vai river:
-Arrival: 40VND/GT-HL
-Departure: 40VND/GT-HL
e) Cua Lo, Xuan Hai, Ben Thuy (area of Nghe Tinh port) routes:
-Arrival: 55VND/GT-HL
-Departure: 55VND/GT-HL
The minimum charge amount to be collected per arrival or departure piloting: 500,000VND
f) The Dam Mon port route (Van Phong bay):
-Arrival: 30VND/GT-HL
-Departure: 30 VND/GT-HL
The minimum charge amount to be collected:
-Per arrival or departure piloting: VND 300,000
-Per movement within port: VND 200,000
g) The route from buoy zero to Nghi Son (Thanh Hoa), Chan May, Dung Quat or Vung Ang port.
-Arrival: 55VND/GT-HL
-Departure: 55VND/GT-HL
The minimum charge amount to be collected: 500,000 VND
-Movement within port: VND 50VND/GT
The minimum charge amount to be collected: 200,000VND
3.3. If requesting piloting, ship owners must notify pilots 6 hour in advance. In wishing to change the appointment time or cancel the piloting requests, they must notify pilots thereof 3 hours in advance; if failing to make such notice within this time limit, ship owners shall have to pay a waiting-time charge at the following rates:
-Pilots: 20,000VND/person-hour.
-Pilots and means: 200,000VND/hour.
Following is the method of calculating the waiting-time:
a) If pilots have not yet left their departure place: To be calculated as one hour.
b) If pilots have left their departure place: The waiting time is counted from the time of departure to the time of coming back to the initial place.
c) Pilots shall wait at ship-receiving places for no more than 4 hours; past this time limit, piloting requests shall be deemed as having been canceled; if the ship owners cancel their requests only after pilots have got on board their ships, they must pay an amount equal to the pilotage to be paid for the channels for which they requested piloting at the rate specified at Point 3.1 or 3.2 of this item.
d) If, after the pilots have finished their piloting jobs, the ship owners still keep them on board for some time, such time shall be regarded as waiting time.
3.4. If ships go on itinerary for testing their machinery and equipment or adjusting compasses, they shall be charged 110% of the prescribed rate.

3.5. For ships which can not operate for technical breakdowns, they shall be charged at a rate equal to 150% of the rate prescribed for the actually covered distance.
3.6. If ships do not navigate straight to destination port but ask for calls en route (except for routes where night navigation is not permitted), the ship owners shall only have to pay for expenses incurred for means used for pilot's travel.
3.7. Where ships arrive at the pilot-reception places punctually according to the ship owners' requests which have been accepted by port authorities and pilots but the pilots have not yet turned up and, thus, the ships have to wait for them, the pilots shall have to pay to the ships a waiting-time charge of VND 230,000 per hour for the actual waiting time.
3.8. Where the pilots have arrived at the designated places but the ships can not operate for force majeure reasons (confirmed by port authorities), pilotage shall not be collected.

4. Charge for anchorage in lagoon or bay:

For ships anchoring in lagoon or bay, a charge for using their berths must be paid at the rate of VND 4/GT-hour.

5. Charge for use of piers, quays or mooring buoys in the areas of seaports:

- For ships mooring at pier, a charge must be paid at the rate of VND 15/GT-hour.
- For ships mooring at buoy, a charge must be paid at the rate of VND 10/GT-hour.

6. Fee for arrival at/departure from seaport:

6.1. Ships arriving at/departing from Vietnamese seaports must carry out the State management procedures prescribed by Vietnamese laws and pay fees for arrival at/departure from seaports as follows:

	Types of means	Fee rates (VND/trip)
1	Small passengers ships, wood boats, self-propelled barges, of a tonnage of 200 tons or under.	20,000
2	Ships of a tonnage of under 200 GT, fleets of riverway transportation barges (including tows, tugs and/or pushers).	30,000
3	Ships of a tonnage of between 200 GT and under 1,000 GT.	50,000
4	Ships of a tonnage of between 1,000 GT and under 5,000 GT.	100,000
5	Ships of a tonnage of over 5,000 GT.	200,000

6.2. Authentication fee (for maritime protests) VND 100,000/protest.

C. SPECIAL MARITIME CHARGES AND FEES

I. SUBJECTS OF APPLICATION:

The table of special maritime charges and fees shall apply to the following subjects:
1) Ships (including hire-purchased ones) under the ownership of Vietnamese organizations or individuals (except those flying foreign flags) and foreign-invested enterprises operating under the Law on Foreign Investment in Vietnam and engaged in international transport.
2) Ships under the ownership of Vietnamese organizations or individuals, which are chartered to foreign organizations or individuals for international transport activities.
3) Special-use ships which cannot be manufactured in Vietnam (including crude oil, liquefied gas and loose cement tankers) and ships of those types which cannot be manufactured in Vietnam, which are chartered by Vietnamese organizations or individuals from foreign countries for international transport activities.
4) Ships (regardless of being under the ownership of foreign or Vietnamese organizations or individuals) which transport export, import and/or transit goods for goods owners being enterprises operating under the Law on Foreign Investment in Vietnam (except for goods made, transported and consumed in the country).
The subjects of application of the special cases specified in this Section must produce to the charge collecting agencies dossiers evidencing that they fall into the applicable subjects according to the regulations of Vietnam National Maritime Bureau.

II. SPECIFIC PROVISIONS:

1. The rates of maritime charges applicable to the subjects specified in Section I of this Part are as follows:

1.1. Tonnage charge:
-Arrival: USD 0.05 /GT.
-Departure: USD 0.05/GT.
1.2. Maritime assurance charge: (Calculation unit: USD/GT)

	Type of ship	Regions 1 and 3	Region 2
1	**Ships (excluding LASH ships)**		
	- Arrival	0.14	0.11
	- Departure	0.14	0.11
2	**LASH ships**		
	a. Parent ships	0.05	0.04
	- Arrival	0.05	0.04
	- Departure		
	b. Attached barges	Charge shall be collected only when they detach from parent ships and go along routes	
	- Arrival	0.08	0.05
	- Departure	0.08	0.05

2. The methods of determining maritime charges and fees for the subjects specified in Section I of this Part are as follows:
2.1. Cases of receiving export goods at different Vietnamese ports:
-The charge for departure from the last loading port shall be equal to that for international transport ships.
-The charge for arrival at/departure from previous ports shall be equal to that for inland transport ships.
2.2. Cases of delivering import goods then receiving goods for inland transport
-The charge for arrival at the unloading port shall be equal to that for international transport ships.
-The charge for departure from port shall be equal to that for inland transport ships.
2.3. Cases of delivering inland goods then receiving export goods:
-The charge for arrival shall be equal to that for inland transport ships.
-The charge for departure shall be equal to that for international transportation ships.
2.4. Cases of delivering import goods at different Vietnamese ports (receiving or not receiving goods for inland transport):
- The charge for arrival at the first unloading port shall be equal to that for international transport ships.
- The charge for departure from the first unloading port and from subsequent ports shall be equal to that for inland transport ships.

3. The time for calculation of the charge for anchorage in lagoon or bay; the charge for use of pier, quay or mooring buoy, applicable to the subjects specified in Section I of this Part is calculated as follows:
3.1. Cases of delivering import goods:
- For the period from the time of arrival at the destination port to the time of completed handling of import goods: the charge rate for international transport ships shall apply.
- For the period from the time of completed handling of import goods on: The charge rate for inland transport ships shall apply.

3.2. Cases of delivering goods transported inland or running empty into ports for receiving export goods:
- For the period after the ships arrive at port and wait for goods loading: The charge rate for inland transport ships shall apply.
- For the period from the time the goods loading starts to the time of departure from port: The charge rate for international transport ships shall apply.

4. Foreign construction ships entering into or leaving the Vietnamese territorial waters for construction activities shall be liable to the following maritime charges and fees:

- For the first arrival and last departure, the charge rates for international transport ships shall apply.
- In the process of construction when the ships enter into and leave maritime zones, the collection rates for inland transport ships shall apply.

5. Procedural fee:

Where at a port, a ship is liable to a seaport charge at the rate applicable to international transport ships and a charge at the rate applicable to inland transport ships, the procedural fee shall be 50% of the rate for international transport ships plus 50% of the rate for inland transport ships.

2. CHARGES FOR HANDLING CONTAINER:

2.1 CONTAINER LOADING/DISCHARGING CHARGES:

Container loading/discharging charges using ship's derricks

a. Container loading/discharging charges applied for **Area 1** : Unit: USD/Container

	Handling mode **Type of container**	**Ship Hold – Wagon/Truck/ Barge** **or vice versa**	**Ship Hold/ Barge – Port Storage** **or vice versa**
1	£ 20'		
	- Laden	37	57
	- Empty	24	34
2	40'		
	- Laden	55	85
	- Empty	36	50
3	>40'		
	- Laden	82	127
	- Empty	53	80

b. Container loading / discharging charges applied for **Area 2** :Unit : USD/Container

#	**Handling mode** **Type of container**	**Ship Hold – Wagon/Truck/ Barge** **or vice versa**	**Ship Hold/ Barge – Port Storage** **or vice versa**
1	£ 20'		
	- Laden	26	50
	- Empty	16	27
2	40'		
	- Laden	40	76
	- Empty	23	40
3	>40'		
	- Laden	59	113
	- Empty	35	60

c. Container loading / discharging charges applied for **Area 3** :

#	**Handling mode** **Type of container**	**Ship Hold – Wagon/Truck/ Barge** **or vice versa**	**Ship Hold/ Barge – Port Storage** **or vice versa**
1	£ 20'		
	- Laden	30	57
	- Empty	20	34
2	40'		
	- Laden	45	85
	- Empty	29	50
3	>40'		
	- Laden	67	127

	- Empty	44	80

- Container handling rates above include wharfage for cargo, tallying charges.
- Handling, shifting in the same hold: 25 % of the rates in column (2).
- Handling from one hold to another (no through wharf): 55 % of the rates in column (2).
- Handling of transshipped container on same ship: 100% of the rates in column (2).
- Handling of transshipped container on different ships:150% the rates in column (2):
Ship - Yard : 75% ; Yard - Ship : 75% of the above rates.
- Handling of container of dangerous goods: 150% of the rates.
- Lashing/unlashing on board: 1 USD/container.
- Large quantity (³15% of port throughput) + long term contract (implemented ³ 1 year): rebate max 5% for the actual quantity >15% throughput. Specific rebate level: negotiable.
- Rates to be decided by the director of port in cases: using port's crane for handling but min. rate to be equal handling charges using ship's derricks; handling at buoy/bay, floating crane is required to use for handling, handling container over-high, over-wide, or over-weigh: negotiable
- Vessel caused waiting time to the labours during handling operations, charges for waiting time at the rates for hiring skilled labour: 2.40 USD/person-hour.
- Handling in cases of salvation : negotiable.

2.2 STORAGE CHARGES

a) Conventional container : Unit : USD/container-day

Type of container	Laden	Empty
20 feet or less	1.60	0.80
40 feet	2.40	1.20
> 40 feet	3.60	1.80

Quantity : actual quantity stored.
Duration : from the time the first container is stored at the port shed/yard
- Import container : from the 6th. day on.
- Export container : from the 4th. day on.
- Transshipment different ships, temporary import – re-export : from the 4th. day on.
Other than the above cases, duration: actual dwell time of container at the port yard.

b) Reefer containers :

Type of container	USD/container-hour
20 feet	0.88
40 feet	1.28

Duration: from the time container is moved to the Port storage area. If port power is not used: duration shall be the same as for conventional containers.
Rates above include storage fee, electricity and reefer servicing costs.

IV. HIRE OF LABOUR, MEANS AND EQUIPMENT:

4.1 HIRE OF LABOUR:

Unit: USD/person-Hour

No	Type of Labour	Hire Rate
1	Technical/Skilled labour	2.4
2	Unskilled labour	0.8
3	Diver	28
Labour working directly on dangerous cargoes: increase **50%**		

4.2 HIRE OF WHARF (not for cargo handling purpose):

0,065 USD/Meter-of-wharf–hour.

4.3 HIRE OF MEANS/EQUIPMENT (all supporting service costs inclusive)
Floating crane (towing not included) :
- Less than 50 T : 60 USD/Hour
- 50 T and more : 85 USD/Hour

Shore crane (Tower/jib crane excluded) :
- Less than 5T : 15 USD/Hour
- From 5T to less than 10T : 24 USD/Hour
- From 10T to less than 25T : 40 USD/Hour
- From 25T to less than 40T : 60 USD/Hour
- 40 T and more : negotiable.

Tower/jib crane :
- 5T : 24 USD/Hour
- 10T : 60 USD/Hour
- 16T : 72 USD/Hour
- More than 16T : 80 USD/Hour

Other means :
Canoe : 30 USD/Hour
Truck :
- Less than 50T : 10 USD/Hour
- From 5T to 10T : 15 USD/Hour
- Above 10T : 20 USD/Hour

Trailer (tractor head not included) :
- Less than 5T : 3 USD/Hour
- From 5T to 10T : 4 USD/Hour
- Above 10T : 5 USD/Hour

Container platform/chassis (tractor head not included) :
- 20 Feet or less : 5 USD/Hour
- 40 Feet or more : 10 USD/Hour

Tractor head : 15 USD/Hour
Forklift :
- Less than 5T : 15 USD/Hour
- From 5T to less than 10T : 23 USD/Hour
- From 10T to 30T : 45 USD/Hour
- Above 30T : 80 USD/Hour

Trimmer, dozer : 15 USD/Hour
Other tools/instruments :
- Air compressor for diver : 15 USD/Hour
- Grab less than 5T capacity : 2 USD/unit-Hour
- Grab of 5T capacity or more : 3 USD/unit-Hour
- Cable rope : 1 USD/rope-Hour
- Use of Port VHF radio : 1 USD/10 Minutes

Labour for fixing/mending package and cargo re-packing (tools supplied by ship/cargo owner):
Conventional cargo : 2 USD/Ton
Dangerous cargo : 3 USD/Ton
Fixing/mending package + to move a distance > 25 M or to stack > 2 M high: 30% increase.
Harden cargo in blocks, lumps to be dug/broken before packing/bagging or to select, classify, check and count or to bag into bags of 10kgs or less: increase 50%.

V. PROCEDURE FEES
1. - Vessel < 500 GT : 20 USD / voyage
- Vessel from 500 to 1000 GT : 50 USD / voyage
- Vessel over 1000 GT : 100 USD / voyage

2. FEES FOR CERTIFICATION (SEA PROTEST) : 20 USD / each time
IMPLEMENTATION
This Decision is effective from May 15, 2003

VIETNAM MARITIME ADMINISTRATION

Add.: Pham Hung Road, Mai Dich Ward, Hanoi City, Vietnam
Tel: 04 768 3199 *Fax: 04 768 3058*
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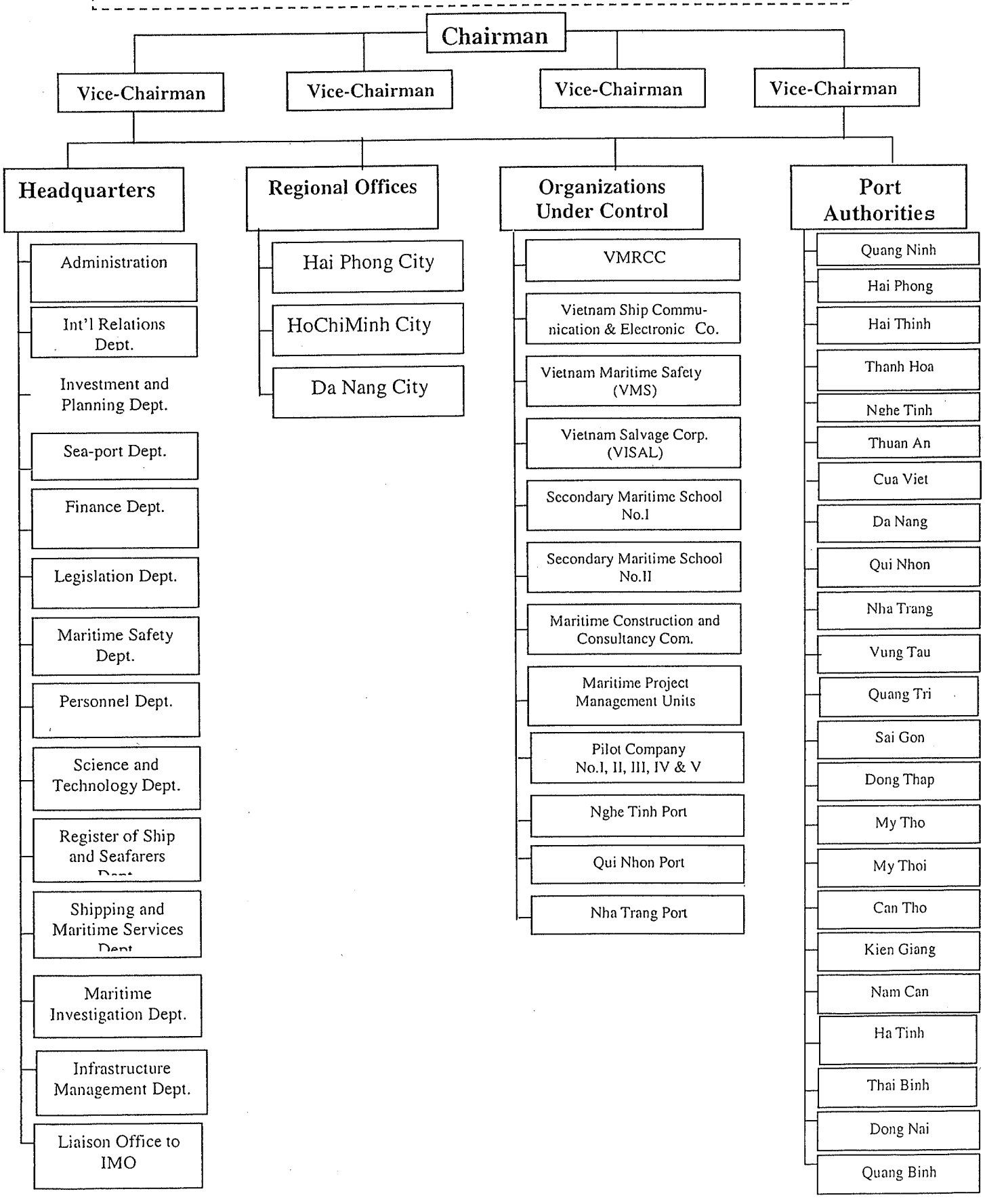


添付資料 8-2：参考資料（P2M）

Ｐ２Ｍによる展開ステップ
（トルコ海事教育向上プロジェクト）

Ｐ２Ｍによる展開ステップ（トルコ海事教育向上プロジェクト）

ステップ 1	関係者分析、問題分析、目的分析の検討内容を確認･整理する	ステークホルダー・ニーズ分析
ステップ 2	目的分析の結果を踏まえて「プログラム」を定義し、プログラム・ミッションを明確にする	ＰＤＭ（プログラム）
ステップ 3	さまざまなアプローチ（プロジェクト候補群）の中から、プロジェクトを絞り込む	プロジェクト･ポートフォリオ分析
ステップ 4	プロジェクトごとに「ＰＤＭ」（プロジェクト・スコープ）を作成する	ＰＤＭ（プロジェクト）
ステップ 5	「ＰＤＭ」を踏まえて、ＷＢＳ（ワークブレイクダウン・ストラクチャ）を作成する	ＷＢＳ（ﾜｰｸﾌﾞﾚｲｸﾀﾞｳﾝ･ｽﾄﾗｸﾁｬ） 成果物定義表
ステップ 6	スケジューリング（時間、コスト、資源）を行い、「活動計画表」を完成させる	活動計画表 活動（アクティビティ）ネットワーク
ステップ 7	組織体制を固める	組織体制
ステップ 8	リスク分析及びリスク対応策を検討する	リスク分析表 リスクの全体関係性
ステップ 9	進捗状況（時間、コスト、資源、品質など）をモニタリングする	事前評価 月次モニタリング
ステップ１０	必要に応じ、プロジェクトレベル及びプログラムレベルで調整を行いながら、プロジェクトを完結させる	終了時評価
ステップ１１	プログラムの総合評価を行う	プログラム総合評価
ステップ１２	知識・経験・ノウハウ（ＷＢＳ、活動計画表、リスク分析表など）を再利用可能な形で蓄積・共有化する	ナレッジ編集・蓄積

Ｐ２Ｍからみた「トルコ海事教育向上プロジェクト」

－　観想　－

Ｐ２Ｍからみた「トルコ海事教育向上プロジェクト」－　観想（１）

	各ステップでの発生事象（例）	チェック・ポイント
ステップ　1	ステークホルダー・ニーズ分析	
	関係者のニーズがあいまいだった（ＰＤＭ上位目標、プロジェクト目標と結びつかない）	関係者（ステークホルダー）ごとのニーズを把握する
	関係者のニーズ把握の弱さがＰＤＭの論理性の不足につながった	ニーズ分析をもとに、ＰＤＭのロジックを検討する
	誰（どこ）がキー・ステークホルダーなのかを開始時に把握できなかった	重要な関係者（ステークホルダー）をマークする
	隠された（潜在）目標（海事産業への技術支援、人材供給）が掴みきれなかった	顕在ニーズだけではなく、潜在ニーズ・思い・クレーム等を掘り下げる
	シミュレータ導入の背景（サー学部長の思惑、神戸大学の狙い等）が読みきれなかった	
ステップ　2	ＰＤＭ（プログラム）	
	トルコ国の海事教育訓練の戦略がみえなかった	相手国の戦略意図を読み解く
	海事研究と海事教育訓練の相関関係がみえなかった	テーマ（プログラムマネジメントではプロジェクト）間の関係を熟慮する
	海事教育と船員育成の優先度が不明確だった	テーマ（プログラムマネジメントではプロジェクト）間の優先度を検討する
	海事コンサルティング、海事教育訓練による収入の前提（ビジネスモデル）がはっきりしなかった	持続的な運営（自立発展性）を裏付けるモデルを検証する
ステップ　3	プロジェクト･ポートフォリオ分析	
	各テーマ（ここでは海事研究、教育訓練、船員育成等）がもつ使命、目標などがはっきりしなかった	テーマ（プログラムマネジメントではプロジェクト）の使命・目標等を明確にする
	海事安全管理に関する調査・研究（大学らしい機能がほしい）の実態がみえなかった	

Ｐ２Ｍからみた「トルコ海事教育向上プロジェクト」－　観想（２）

各ステップでの発生事象（例）	チェック・ポイント
ステップ　4　ＰＤＭ（プロジェクト）	
ＰＤＭ上位目標とプロジェクト目標の関連があいまいなままだった	上位目標とプロジェクト目標の関連を明確に表現する
プロジェクト目標に「国際標準」というあいまいな表現が使われていた	上位目標やプロジェクト目標の表現には極力あいまいな表現や用語を避ける
プロジェクト目標とシミュレータ導入目的とのリンクがみえなかった	プロジェクト目標と成果、具体的成果物との関連を検証する
ステップ　5　ＷＢＳ（ワークブレイクダウン・ストラクチャ）	
トルコ国とＪＩＣＡの間の役割分担が不明確だった	相手国とＪＩＣＡとの役割分担をＷＢＳ等を用いて明確にする
ＪＩＣＡと神戸大学の間の役割分担が不明確だった	ＪＩＣＡと専門家との役割分担をＷＢＳ等を用いて明確にする
海事教育訓練と海事安全研究の相互関連がアクティビティレベルであいまいだった	テーマ（プログラムマネジメントではプロジェクト）間の関連をＷＢＳ等で検証する
プロジェクトで具現化する成果、具体的成果物、アクティビティのつながりが不明確だった	成果、具体的成果物、アクティビティ間の関連をＷＢＳ等を用いて確認する
成果物定義表	
シミュレータの教育効果を踏まえた機能要件が定義されていなかった	具体的成果物の機能要件を明確にする
具体的成果物について、相手国（プロジェクトマネジャー等）と合意形成ができていなかった	具体的成果物の内容について相手国との合意形成をつくりあげる
具体的成果物を特定化できていないため、進捗管理につなげられなかった	具体的成果物及びアクティビティをもとに進捗管理を行う

Ｐ２Ｍからみた「トルコ海事教育向上プロジェクト」－　観想（３）

各ステップでの発生事象（例）	チェック・ポイント
ステップ　6　活動計画表 活動（アクティビティ）ネットワーク	
シミュレータの詳細仕様に関連するアクティビティのブレイクダウンが行われなかった	具体的成果物ごとにアクティビティ（活動）にブレイクダウンする
シミュレータ導入とシミュレータセンター完成時期とのリンクが図れていなかった（コスト増に直結）	アクティビティ（活動）間の先行・遅行等の関係を明確にする
ステップ　7　組織体制	
キー・ステークホルダーとのコミュニケーションが適切に行われなかった（海事庁等）	誰（どこ）が最終決定権を握っているのかをできるだけ早い時点で把握する
プロジェクトマネジャーの責任・権限の範囲についての把握が遅れた（サー学部長）	プロジェクトマネジャーがもつ責任・権限の範囲を把握する
４名のＣ／Ｐの離職や移動を事前に何も知らされなかった	Ｃ／Ｐのおかれている立場や状況に常時注意を払う
ステップ　8　リスク分析表 リスクの全体関係性	
Ｃ／Ｐ配置（要員確保、身分保障、サー学部長の思惑等）についての状況認識が甘かった	Ｃ／Ｐ配置のさまざまなリスクを検討する
シミュレータセンター建設遅れの可能性の認識が甘かった（トルコ経済危機、大学予算措置等）	建物・施設等の具体的成果物に影響を与える要因（政策、財政、制度等）に留意する
シミュレータの稼動・運営に関する課題を十分に把握できなかった（運営要員、運営費用等）	具体的成果物については、稼動・運営（要員、コスト等）にまで常に考慮しておく
ソフトウェアのソースコードの取り扱いについて明確なルールを決めていなかった	ソフトウェア、コンテンツ等の取り扱いルールは文書を取り交わす
ローカルコストの必要性を繰り返し伝えてこなかった	具体的成果物については、さまざまな形でローカルコストが発生することを認識する

Ｐ２Ｍからみた「トルコ海事教育向上プロジェクト」－　観想（４）

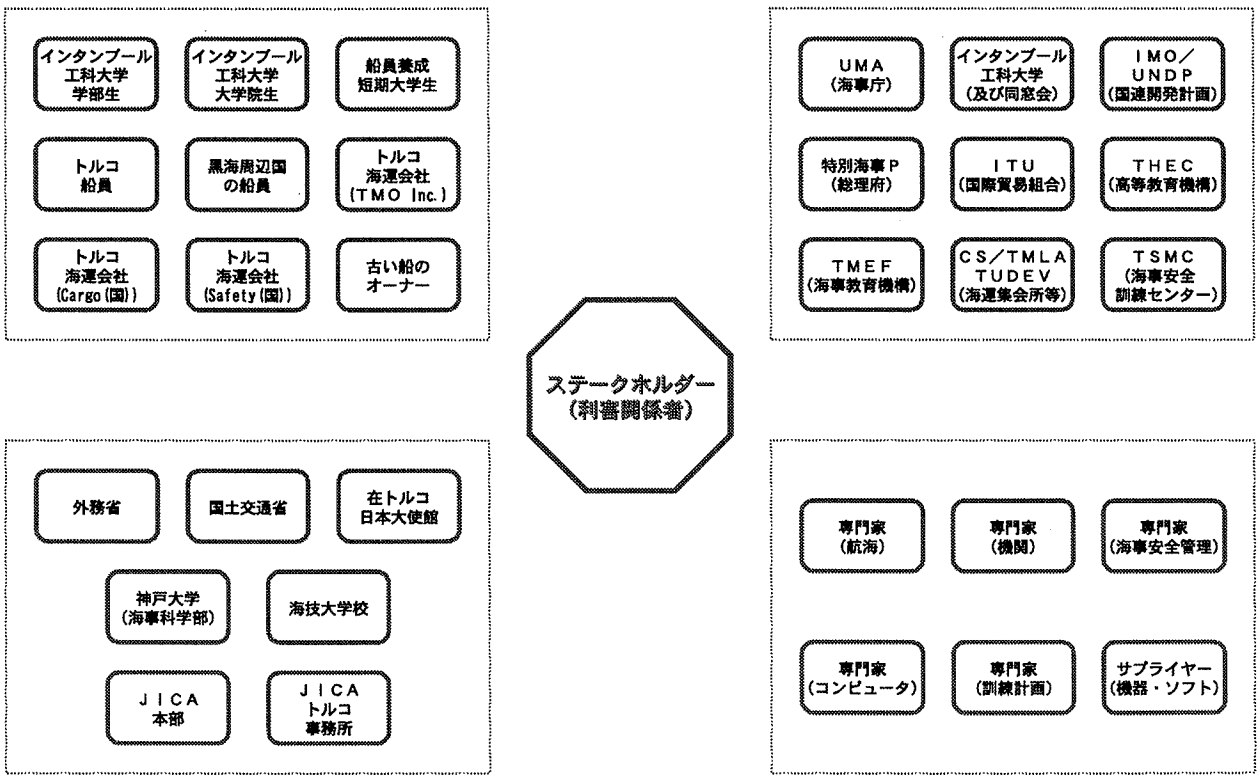
各ステップでの発生事象（例）	チェック・ポイント
ステップ　９　事前評価	
トルコ国としての政策目標が明確に描けていなかった	相手国の政策目標を明確にしておく
具体的成果物（シミュレータ、移転する技術／スキルの特定等）を明確にしなかった	具体的成果物をすべて抽出し、内容を定義する
Ｃ／Ｐに求められる技術／スキル要件を明確にしなかった	Ｃ／Ｐに求める技術／スキル、経験、知識等を明らかにする
月次モニタリング	
具体的成果物をアクティビティ・レベルに落とし込めなかったため、進捗管理が十分に行えなかった	具体的成果物をアクティビティにブレイクダウンして進捗を管理する
課題、課題の対応策、担当者、解決予定時期がほとんど不明確なまま時間が過ぎてしまった	課題ごとに、対応策、担当者、解決予定時期を把握しながら管理する
コンピュータ技師のシミュレータ作業への時間配分を改善できなかった	要員を含む資源配分については、状況に応じて柔軟に見直す
ステップ１０　終了時評価	
何ができて、何ができなかったのか、「目標」は達成されたといえるのかがあいまい	設定した目標の達成度を正確につかむ。そのためにも目標の明確化が不可欠
航海科ではＣ／Ｐ育成ができていないため、全体として「自立発展性」を期待しがたい	Ｃ／Ｐの要件を明確にし、密なコミュニケーションを心がける
プロジェクト終了後のフォロー項目が山積している	終了時に、フォロー項目として何があるかを明確にし、優先順位付けする
航海科では専門家からＣ／Ｐへの早急な技術移転作業が不可欠になっている	Ｃ／Ｐを特定し、移転すべき技術／スキルを定義する
今後、教育訓練収入と政府予算で運営・維持管理できるのかがあいまい	プロジェクト終了後の運営・維持管理の必要予算を明確にする
要員配置の場合の能力評価、職位、処遇、保障などがあいまい	Ｃ／Ｐの能力評価、職位、処遇等について明確にしておく

Ｐ２Ｍからみた「トルコ海事教育向上プロジェクト」－　観想（５）

各ステップでの発生事象（例）	チェック・ポイント
ステップ１１　プログラム総合評価	
ＩＴＵＭＦとＭＳＴＣは海事教育訓練の実施能力、運営管理能力を確立できていない	個別技術／スキルだけではなく、実践的な統合技術／スキルの移転まで検討する
海事教育訓練、運営管理の人材育成が十分ではない	人材教育／人材育成を最優先に考える
業務プロセス（確認手続き不徹底による約束違反等）が構築できていない、	標準化されたプロセスのもとで必要な手続きを進める
相手国側の満足度が必ずしも高くない（サー学部長がシミュレータ仕様にサインしない等）	プロジェクトマネジャーのニーズ・期待を常に再確認する
神戸大学の思惑に引きずられ、必ずしも国益につながっていない	相手国の満足度向上を通じて国益を生み出す
ステップ１２　ナレッジ編集・蓄積	「知」としての再利用をめざして、プロジェクト実績の内容を編集する

P２Mによる
トルコ海事教育向上プロジェクトの
プロセス

Ⅰ．ステークホルダー（利害関係者）一覧（例）



Ⅱ．ステークホルダー（利害関係者）ニーズ分析（例）

ステークホルダー	ステークホルダーのニーズ・期待	主要目的				備考（優先度）
		国際基準による業務の遂行	コミュニケーション・ミスを最小限にする	アルコール・ドラッグの危険性認識	ＳＴＣＷの労働条件遵守	
インタンブール工科大学学部生	最新の技術／スキルを身につけたい	＋	＋			
インタンブール工科大学大学院生	より高度な技術／スキルを研究したい	＋	＋			
船員養成短期大学生	高度な技術／スキルを修得してキャリアアップを図りたい	＋	＋			
トルコ船員	仕事を続ける上で不可欠な技術／スキルを修得して、仕事の基盤を固めたい	＋	＋	＋	＋	
黒海周辺国の船員	仕事を続ける上で不可欠な技術／スキルを修得して、仕事の機会を増やしたい	＋	＋	＋	＋	
トルコ海運会社（ＴＭＯ Inc.）	社内の養成機能と連動させ、船員の技術／スキル向上を図りたい	＋	＋	＋	＋	
トルコ海運会社（Cargo（国））	船員の技術／スキル向上の機関として活用したい（自前の訓練センター廃止）	＋	＋	＋	＋	
トルコ海運会社（Safety（国））	船員の技術／スキル向上の機関として活用したい（沈船引き上げ、消化に特化）	＋	＋	＋	＋	
古い船のオーナー	あまりルールに縛られると動きにくくなる				－	

Ⅱ．ステークホルダー（利害関係者）ニーズ分析（例）

ステークホルダー	ステークホルダーのニーズ・期待	主要目的				備考（優先度）
		国際基準による業務の遂行	コミュニケーション・ミスを最小限にする	アルコール・ドラッグの危険性認識	ＳＴＣＷの労働条件遵守	
ＵＭＡ（海事庁）	船員の技術／スキル向上と人材供給を通じて、船舶の安全航行体制を確立したい	＋	＋	＋	＋	
インタンブール工科大学（及び同窓会）	既存の訓練カリキュラムの内容をよりよいものに（大学らしく）したい	＋	＋			
ＩＭＯ／ＵＮＤＰ（国連開発計画）	国家の人間開発目標の実現を支援したい	＋	＋			
特別海事Ｐ（総理府）	船員の技術／スキル向上や再訓練を通じて船舶安全航行への寄与を図りたい	＋	＋	＋	＋	
ＩＴＵ（国際貿易組合）	船舶の安全航行を通じて国際的な自由貿易促進への寄与を図りたい	＋			＋	
ＴＨＥＣ（高等教育機構）	長期的な人材教育／育成の仕組みを確立し、船員市場への人材供給を図りたい	＋	＋			
ＴＭＥＦ（海事教育機構）	船員の技術／スキル向上や再訓練のカリキュラムを継続的に更新していきたい	＋	＋	＋		
ＣＳ／ＴＭＬＡ ＴＵＤＥＶ（海運集会所等）	国際条約に準拠する形で船員の技術／スキル向上を図り、海運振興につなげたい	＋	＋	＋	＋	
ＭＳＴＣ（海事安全訓練センター）	船員市場への船員人材供給及び再訓練によるスキルアップを図りたい	＋	＋			

Ⅱ．ステークホルダー（利害関係者）ニーズ分析（例） 3／4

ステークホルダー	ステークホルダーのニーズ・期待	主要目的				備考（優先度）
		国際基準による業務の遂行	コミュニケーション・ミスを最小限にする	アルコール・ドラッグの危険性認識	ＳＴＣＷの労働条件遵守	
外務省	トルコと日本を結ぶ架け橋として協力したい	＋				
国土交通省	日本の海事に関する技術力をトルコの安全航行体制確立に活かしたい	＋	＋	＋		
在トルコ日本大使館	トルコと日本を結ぶ架け橋として支援したい	＋				
神戸大学（海事科学部）	国際海事社会における高等水準商船大学の基盤確立を支援したい	＋				
海技大学校	国際海事社会における高等水準の技術／スキル修得を支援したい	＋	＋			
ＪＩＣＡ本部	日本の高度な知識や経験を活用してトルコ海事教育向上を支援したい	＋	＋	＋		
ＪＩＣＡトルコ事務所	東京本部と連携し、トルコ海事教育向上を現地で支援したい	＋	＋	＋		

Ⅱ．ステークホルダー（利害関係者）ニーズ分析（例） 4／4

ステークホルダー	ステークホルダーのニーズ・期待	主要目的				備考（優先度）
		国際基準による業務の遂行	コミュニケーション・ミスを最小限にする	アルコール・ドラッグの危険性認識	ＳＴＣＷの労働条件遵守	
専門家（航海）	「航海」分野の専門技術／スキル向上や再訓練を支援したい	＋	＋		＋	
専門家（機関）	「機関」分野の専門技術／スキル向上や再訓練を支援したい	＋	＋		＋	
専門家（海事安全管理）	「海事安全管理」分野の専門技術／スキル向上や再訓練を支援したい	＋	＋		＋	
専門家（コンピュータ）	「海事関連コンピュータ」分野の専門技術／スキル向上や再訓練を支援したい	＋	＋		＋	
専門家（訓練計画）	「海事訓練計画」分野の専門技術／スキル向上や再訓練を支援したい	＋	＋	＋	＋	
サプライヤー（機器・ソフト）	適切な海事関連機器・ソフトの提供を支援したい	＋			＋	

Ⅲ．ＰＤＭ（例） 1／2

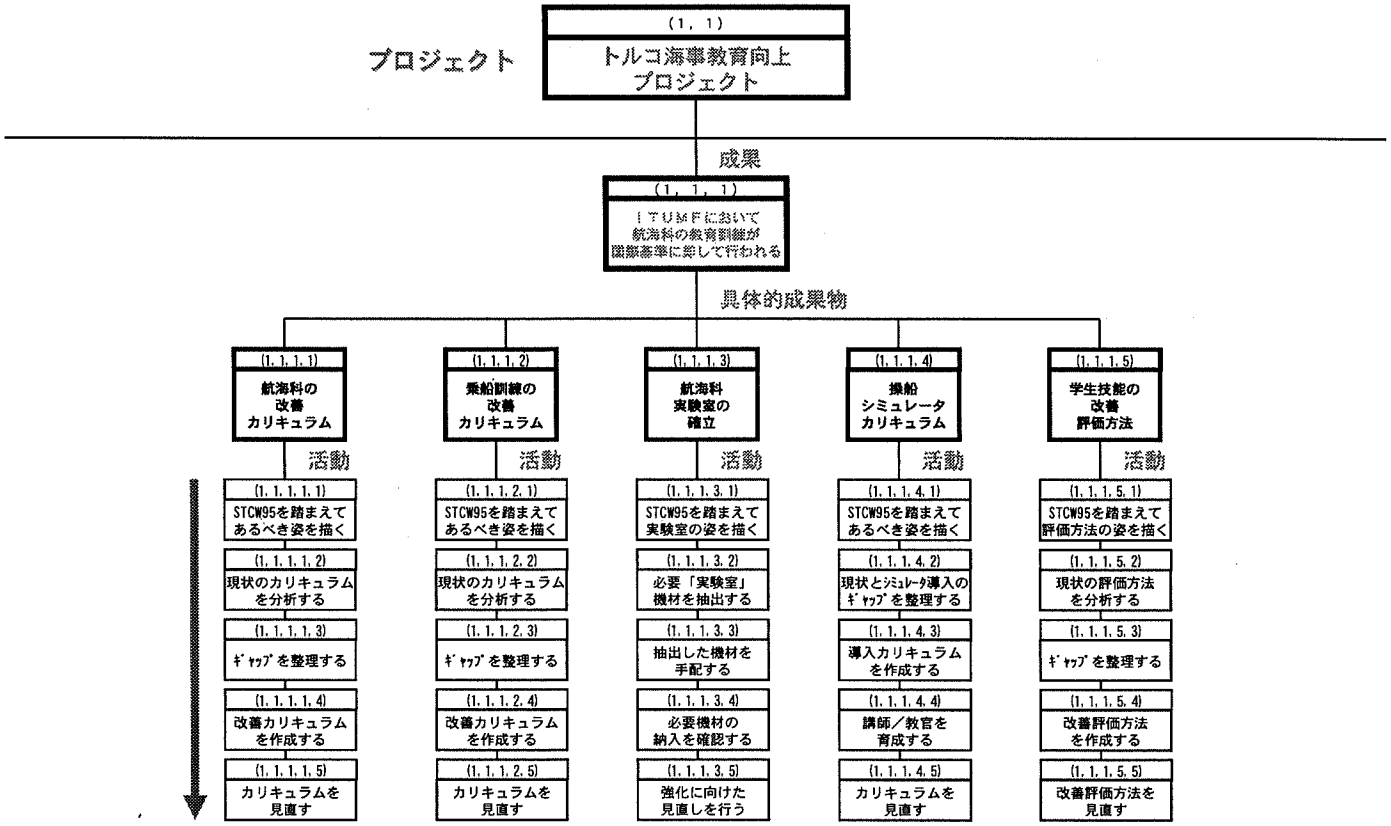
２０００年４月１日～２００５年３月３１日

要件（概要）	評価指標	指標の入手手段・源泉	外部条件（リスク）
上位目標	１．トルコ船員が原因の事故 ２．トルコ船員の質によるＰＳＣ件数	１．トルコ船員によって生じた事故記録 ２．ＭＯＵ海事年次報告書	
１．トルコ商船の安全性が高まる（特に人為的ミスの減少）			
プロジェクト目標	・ＩＴＵＭＦでのＳＴＣＷ９５に沿ったカリキュラム講座設置数 ・ＳＴＣＷ９５よりも高い職業訓練及びアカデミックなプログラムを含む教育システムが新たに設計される ・ＭＳＴＣにおいて資格を持った船員に対してＳＨＳ及びＥＲＳコースが設置される ・ＳＴＣＷ９５に沿った海技試験の合格率	・高等教育審議会へのＩＴＵＭＦ年次報告書 ・ＭＳＴＣ年次報告書 ・卒業生の海技試験合格率	・船員の需要が継続する ・トルコ商業海事セクターが強化される
・ＩＴＵＭＦは国際基準を満たした教育システムを構築（学部教育の向上） ・ＭＳＴＣにおいては再訓練及び最新の国際基準を満たした船員が輩出される（訓練コースの向上）			
成果	1.2.a ＳＴＣＷ９５及び上級海事技術にそったカリキュラム及びシラバス 1.2.b プロジェクトで利用された機材の利用率 1.2.c ＳＴＣＷ９５の基準を満たす教員の配置 3.a 海事安全管理に関する調査・研究報告及び活動数 3.b プロジェクトで導入された機材の利用率 3.c トルコ国内及び国外における研究成果の発表件数 3.d 国際的に認知された学術論文集に掲載された論文数 3.e ＩＴＵＭＦが開催する国際会議の数 4.a ＭＳＴＣにおける再訓練及び最新コースの数 4.b ＭＳＴＣにおける再訓練及び最新コースへの参加者数 4.c ＭＳＴＣにおける再訓練及び最新コースを受講した船員のセンター認定試験合格率 4.d ＳＨＳ及びＥＲＳコースの数	1.2.a ＩＴＵＭＦのカリキュラム紀要 1.2.b 機材の利用記録 1.2.c 高等教育審議会へのＩＴＵＭＦ年次報告書 3.a 高等教育審議会へのＩＴＵＭＦ年次報告書 3.b 刊行された報告書 3.c ＩＴＵＭＦが刊行する学術雑誌、紀要等 3.d 国際的に認知された学術論文集 3.e 国際集会会議報 4.ad 再訓練及び最新コースリスト 4.bd 再訓練及び最新コースリスト 4.c 船員資格認定試験リスト	・トルコの商業海事セクターが学生にとって魅力的であり続ける ・ＳＴＣＷ内容が本質的に変わらない
１．ＩＴＵＭＦにおいて航海科の教育訓練が国際基準に即して行われる ２．ＩＴＵＭＦにおいて機関科の教育訓練が国際基準に即して行われる ３．ＩＴＵＭＦにおいて海事安全管理に関する調査・研究能力が向上する ４．ＭＳＴＣにおいて現職船員のための再訓練及び最新コースが国際基準に即して改善・拡充される			

Ⅲ．ＰＤＭ（例） 2／2

活動	投入資源		前提条件
1-1 航海科カリキュラムをレビューし改善する 1-2 乗船訓練カリキュラムをレビューし改善する 1-3 航海科の実験室を確立する 1-4 操船シミュレータを利用したカリキュラムを導入する 1-5 学生技能評価方法を改善する 2-1 機関科カリキュラムをレビューし改善する 2-2 機関科の実験室を確立する 2-3 機関室シミュレータを利用したカリキュラムを導入する 3-1 海事安全管理に関する調査研究活動を強化する。 3-2 ヒューマンファクターに関する調査研究活動を強化する。 3-3 海事活動の環境影響に関する調査研究活動を強化する。 4-1 ＭＳＴＣにおける現職船員再訓練及び最新コースのカリキュラムをレビューし改善する 4-2 ＭＳＴＣにおいて操船シミュレータ及び機関室シミュレータを利用したカリキュラムを導入する 4-3 教材・参考図書を整理・改善する	【トルコ側】 ＊それぞれのＪＩＣＡ長期専門家について２～３名のカウンターパートの配慮 ＊トルコ州計画機構から１２０万ドル（主にシミュレータビル建設に利用された） ＊ＭＳＴＣビル建設 ・ＩＴＵＭＦとＭＳＴＣスタッフの人件費の拠出 ・運営・管理費の拠出 ・コンピュータ技術の配置 ・日本人専門家から技術移転を受けたトルコ側スタッフによるシミュレーションシステムの改定・刷新	【日本側】 ＜機材＞ 本邦調達 ・操船シミュレータ ・機関室シミュレータ（356, 160, 000円） 現地調達 ・機関室シミュレータのＵＰＳ ・液体貨物ハンドリングシミュレータ ・液体解析用ソフトウェア ・機関室シミュレータ追加機材 ・視聴覚教育用ＯＨＰ ・視聴覚教育用ラップトップコンピュータ ・視聴覚教育用プロジェクター ・液体解析用コンピュータ ・眼球運動計測装置 (US$304, 687：36, 563, 000円／US$1＝120円) ＜専門家＞ ・長期 ５名 ・短期 １０名 ・海事教育機器（航海） 0.4M/M ・海事教育機器（機関） 0.4M/M ・機材計画 0.4M/M ・海事安全管理に関する調査研究（機関） 0.5M/M ・海事研究 0.5M/M ・操船シミュレータ 1.0M/M ・機関室シミュレータ 1.0M/M ・海事安全技術管理 1.0M/M ・人間技術管理 1.0M/M ・機関室シミュレータ訓練及び運用上の諸問題 1.0M/M ＜現地業務費＞ ・TL44, 900 ・US$140, 000 ＜研修員＞ ・８名のカウンターパートを日本に受け入れ	・ＩＴＵＭＦの管理が保証される。 ・ＩＴＵＭＦが引き続き高等学校卒業生に魅力がある。 ・技術移転を受けたカウンターパートがプロジェクトにとどまる。 ・機材が計画通りに供給され到着する。 ・民間の海運会社から継続的に乗船訓練への協力がえられる。	・トルコ政府がプロジェクトを推進し、実施に関して、異存がない。 ・機器類の維持管理費をトルコ側で負担する

Ⅳ．ＷＢＳ（例）



Ⅴ．成果物定義表（例）

成果物ＮＯ	成果物	責任者	スケジュール	期間	資源	コスト	備考
(1，1，1，1)	航海科の 改善 カリキュラム	サー学部長		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	人材（航海）	○○○万円	海事安全研究 実績の反映
(1，1，1，2)	乗船訓練の 改善 カリキュラム	サー学部長		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	人材（航海） 人材（機関）	○○○万円 ○○○万円	海事安全研究 実績の反映
(1，1，1，3)	航海科 実験室の 確立	サー学部長		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	人材（航海） 機材（ｼﾐｭﾚｰﾀ） 機材（その他）	○○○万円 ○○○万円 ○○○万円	海事安全研究 実績の反映
(1，1，1，4)	操船 シミュレータ カリキュラム	サー学部長		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	人材（操船） 人材（ｼﾐｭﾚｰﾀ） 機材（ｼﾐｭﾚｰﾀ）	○○○万円 ○○○万円 ○○○万円	海事安全研究 実績の反映
(1，1，1，5)	学生技能の 改善 評価方法	サー学部長		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	人材（航海） 人材（機関） 人材（安全管理）	○○○万円 ○○○万円 ○○○万円	海事安全研究 実績の反映

Ⅵ. 活動計画表（例）

活動ＮＯ	活動	期待される成果	スケジュール	期間	責任者	活動実施者	資機材	経費	備考
(1, 1, 1, 1, 1)	STCW95を踏まえてあるべき姿を描く	あるべきカリキュラムイメージ		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	サー学部長	ＸＸＸＸ	人材（航海）	○○○万円	
(1, 1, 1, 1, 2)	状のカリキュラムを分析する	現状カリキュラム分析結果		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	サー学部長	ＸＸＸＸ	人材（航海）	○○○万円	
(1, 1, 1, 1, 3)	ギャップを整理する	あるべき姿と現状のｷﾞｬｯﾌﾟ一覧		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	サー学部長	ＸＸＸＸ	人材（航海）	○○○万円	
(1, 1, 1, 1, 4)	善カリキュラムを作成する	改善カリキュラム案		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	サー学部長	ＸＸＸＸ	人材（航海）	○○○万円	
(1, 1, 1, 1, 5)	カリキュラムを見直す	見直しカリキュラム案		開始：XXXX年XX月 終了：XXXX年XX月 （XX月）	サー学部長	ＸＸＸＸ	人材（航海）	○○○万円	

Ⅶ. リスクの抽出・評価・アクションアイテム抽出（例）

成果物ＮＯ	成果物	リスクの内容	（A）発生可能性（最大 5）	（B）インパクト（最大 3）	（A＊B）リスクの大きさ	アクションアイテム	難易度	備考
(1, 1, 1, 1)	航海科の改善カリキュラム	学生の未受講	XX	XX	4	受講生のニーズ再確認	△	
		カリキュラム更新の未継続	XXX	XXX	9	カリキュラム作成グループの役割（作成と更新）明確化	○	ローカルコスト
(1, 1, 1, 2)	乗船訓練の改善カリキュラム	学生の未受講	XX	XX	4	受講生のニーズ再確認	△	
		カリキュラム更新の未継続	XXX	XXX	9	カリキュラム作成グループの役割（作成と更新）明確化	○	ローカルコスト
(1, 1, 1, 3)	航海科実験室の確立	講師／教官育成未達成	XXXX	XXX	１２	講師／教官の処遇検討（職位、報酬）	◎	ローカルコスト
		施設／機能の未実現	XXXXX	XXX	１５	事業目的の再確認とｽﾃｰｸﾎﾙﾀﾞｰ間の合意形成	◎	
(1, 1, 1, 4)	操船シミュレータカリキュラム	シミュレータの未稼働	XXXX	XXX	１２	要件の再確認とサプライヤーとの密な連携	○	ローカルコスト
		カリキュラム更新の未継続	XXX	XXX	9	カリキュラム作成グループの役割（作成と更新）明確化	○	・ローカルコスト ・ソフトウェアの取り扱い
(1, 1, 1, 5)	学生技能の改善評価方法	評価基準の未確立	XXXX	XXX	１２	STCW95及び上級海事技術動向とあるべき方向の再確認	△	
		評価方法更新の未継続	XXX	XXX	9	カリキュラム作成グループの役割（作成と更新）明確化	○	ローカルコスト

◎ － 難易度 大
○ － 難易度 中
△ － 難易度 小

Ⅷ. 事前評価（1） － 全体

例

プログラム名		プロジェクト名	トルコ海事教育向上プロジェクト

全体【事前】評価

＊海運振興と船舶安全航行を実現する海事教育の充実が緊急課題
＊そのため、船員教育を実施しているイスタンブール工科大学（ＩＴＵＭＦ）及び同学部に併設する海事安全訓練センター（ＭＳＴＣ）の充実を図ることが急務
＊プロジェクト方式技術協力実施の前提となる以下の項目については、推進にあたり留意が必要
・専門家活動及び機材設置場所の確保
・カウンターパート（Ｃ／Ｐ）の配置
・ローカルコストの確保
・プロジェクト終了後の自主開発、改善、機能向上要員のプロジェクト開始前の承認と確保

視点	目標	評価指標	ターゲット	施策	備考
国益の視点 （財務の視点）	海事技術交流を踏まえて友好協力関係を活発化する	海事技術移転数	移転技術 ＸＸ分野	対象移転技術の絞込み	<妥当性> <インパクト>
相手国の視点 （顧客の視点）	船舶安全運行を実現する	船舶事故件数	事故件数 ＸＸ％　削減	非技術面（コミュニケーションなど）教育にも注力	<有効性>
仕組み／プロセスの視点 （業務プロセスの視点）	船舶安全運行を実現する教育システムを構築する	シミュレータ機能活用によるカリキュラム講座数	ｼﾐｭﾚｰﾀ活用講座数 ＸＸ講座	「ＳＨＳ」「ＥＲＳ」シミュレータの導入・推進	<効率性>
人材教育／育成の視点 （学習と成長の視点）	「航海科」「機関科」教官の充実／強化を図る	講座担当教官育成数	担当教官 ＸＸ人　育成	適性カウンターパートの選抜支援	<自立発展性>

Ⅷ. 事前評価（2） － 成果

例

プログラム名		プロジェクト名	トルコ海事教育向上プロジェクト

成果ＮＯ	成果	ＰＣＭ評価項目					目標	現状	2000		2001		2002		2003		2004		留意点
		妥当性	効率性	有効性	インパクト	性			上	下	上	下	上	下	上	下	上	下	
(1, 1, 1)	ＩＴＵＭＦにおいて航海科の教育訓練が国際基準に即して行われる	改善カリキュラムの受講生が増大する	改善カリキュラムがスケジュール通りに作成される	改善カリキュラムによる講座が開催される	海運振興の機運が盛り上がる	国際基準に沿った教育訓練内容が継続的に更新される	5	2											◎ －「高い」 ○ －「一応高い」 △ －「そこそこ」 Ｘ －「低い」
(1, 1, 2)	ＩＴＵＭＦにおいて機関科の教育訓練が国際基準に即して行われる	改善カリキュラムの受講生が増大する	改善カリキュラムがスケジュール通りに作成される	改善カリキュラムによる講座が開催される	海運振興の機運が盛り上がる	国際基準に沿った教育訓練内容が継続的に更新される	5	2											◎ －「高い」 ○ －「一応高い」 △ －「そこそこ」 Ｘ －「低い」
(1, 1, 3)	ＩＴＵＭＦにおいて海事安全管理に関する調査・研究能力が向上する	海運安全管理に対する関心が高まる	研究実績報告書がスケジュール通りに作成される	研究実績の内容が改善カリキュラムに反映される	研究実績が安全運行の向上に活かされる	海事安全管理の調査・研究が継続的に行われる	5	2											◎ －「高い」 ○ －「一応高い」 △ －「そこそこ」 Ｘ －「低い」
(1, 1, 4)	ＭＳＴＣにおいて現職船員のための再訓練及び最新コースが国際基準に即して改善・拡充される	改善カリキュラムの受講生が増大する	再訓練用改善カリキュラムがスケジュール通りに作成される	再訓練用改善カリキュラムによる講座が開催される	海運振興の機運が盛り上がる	国際基準に沿った最新の訓練が継続的に行われる	5	2											◎ －「高い」 ○ －「一応高い」 △ －「そこそこ」 Ｘ －「低い」

Ⅷ. 事前評価（３） － 具体的成果物

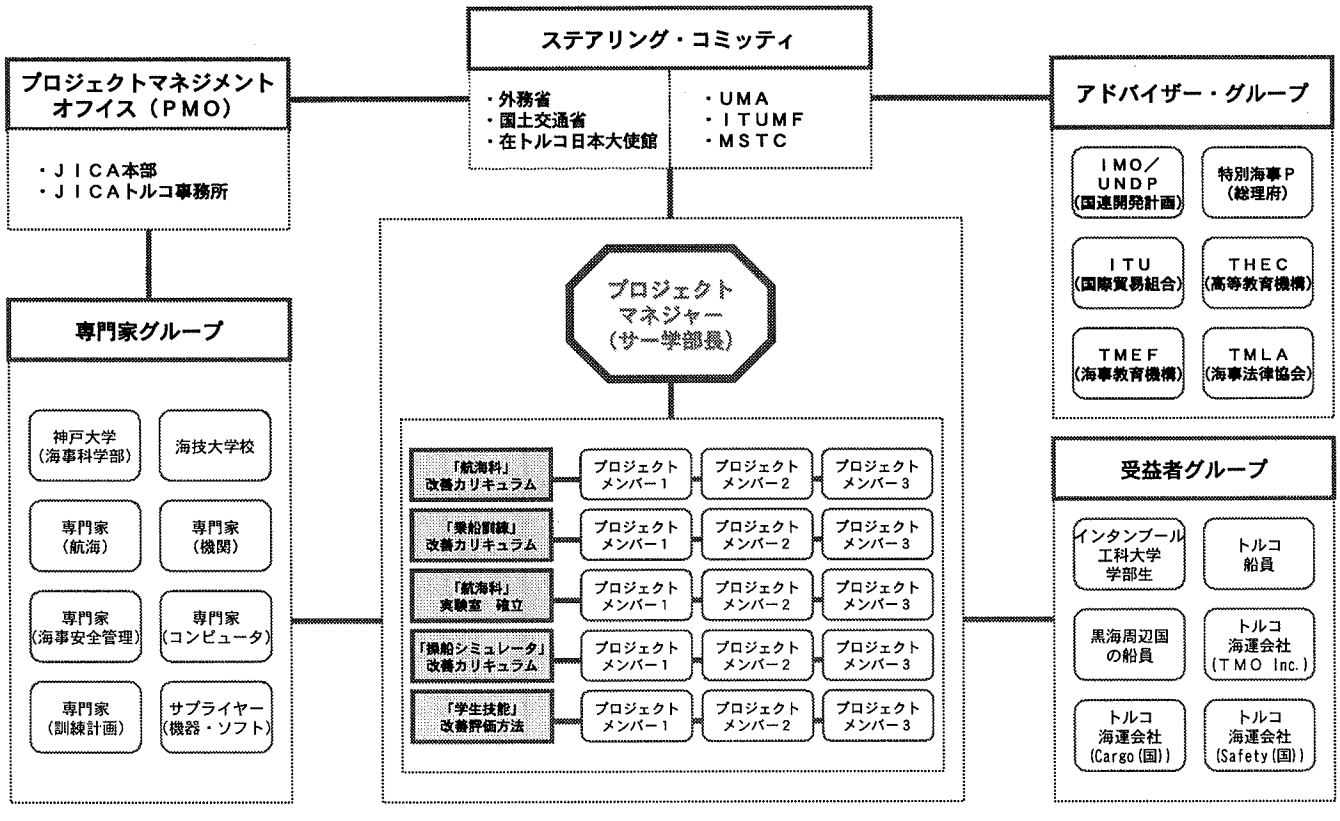
例

プログラム名	

プロジェクト名	トルコ海事教育向上プロジェクト

成果物NO	成果物	責任者	必要な技術／スキル	技術／スキル提供者	評価指標	評価指標データの入手手段	評価指標データの入手時期	目標	現状	00 上	00 下	01 上	01 下	02 上	02 下	03 上	03 下	04 上	04 下	留意点
(1, 1, 1, 1)	航海科の改善カリキュラム	サー学部長	・STCW95知識 ・上級海事技術 ・大学カリキュラム及びシラバス作成ノウハウ ・教官養成ノウハウ	・XXXXXX ・XXXXXX ・XXXXXX ・XXXXXX	学生の受講満足度	受講生アンケート	XXXX年XX月	5	2											・国際条約基準及び上級海事技術を踏まえた学生ニーズの再確認 ・機材不足、陳腐化による教官養成懸念
					改善カリキュラム担当教官数	改善カリキュラム教官配置記録	XXXX年XX月													
(1, 1, 1, 2)	乗船訓練の改善カリキュラム	サー学部長	・STCW95知識 ・上級海事技術 ・大学カリキュラム及びシラバス作成ノウハウ ・教官養成ノウハウ	・XXXXXX ・XXXXXX ・XXXXXX ・XXXXXX	学生の受講満足度	受講生アンケート	XXXX年XX月	5	2											・国際条約基準及び上級海事技術を踏まえた学生ニーズの再確認 ・機材不足、陳腐化による教官養成懸念
					改善カリキュラム担当教官数	改善カリキュラム教官配置記録	XXXX年XX月													
(1, 1, 1, 3)	航海科実験室の確立	サー学部長	・STCW95知識 ・上級海事技術 ・実験室設立ノウハウ ・設備・機器知識 ・コンピュータ技術	・XXXXXX ・XXXXXX ・XXXXXX ・XXXXXX ・XXXXXX	設備・機器利用率	設備・機器利用記録	XXXX年XX月	5	1											・国際条約基準及び上級海事技術を踏まえた設備・機器の特定 ・実験室運用責任者・要員の育成
(1, 1, 1, 4)	操船シミュレータカリキュラム	サー学部長	・STCW95知識 ・上級海事技術 ・訓練カリキュラム及びシラバス作成ノウハウ ・教官養成ノウハウ	・XXXXXX ・XXXXXX ・XXXXXX ・XXXXXX	学生の受講満足度	受講生アンケート	XXXX年XX月	5	2											・国際条約基準及び上級海事技術を踏まえた学生ニーズの再確認 ・機材不足、陳腐化による教官養成懸念
					改善カリキュラム担当教官数	改善カリキュラム教官配置記録	XXXX年XX月													
(1, 1, 1, 5)	学生技能の改善評価方法	サー学部長	・STCW95知識 ・上級海事技術 ・技能評価ノウハウ	・XXXXXX ・XXXXXX ・XXXXXX	安全航行ニーズに対するステークホルダー満足度	ステークホルダーアンケート	XXXX年XX月	5	1											・国際条約基準及び上級海事技術を踏まえたステークホルダー・ニーズの再確認 ・評価方法と試験内容の吟味
					学生の成績向上度	試験結果記録	XXXX年XX月													

Ⅸ. 組織体制（例）



Ⅷ. モニタリング（1） － 全体

年　月

例

プログラム名

プロジェクト名 トルコ海事教育向上プロジェクト

全体【モニタリング】評価

＊プロジェクト目標整合性の再確認
＊改善カリキュラムの作成及び実施
＊学生アンケートの実施予定
＊C／Pの一部未配置
＊実験室の建設遅れ
＊シミュレータの機能不足

視点	目標	評価指標	ターゲット	達成度	実現できたこと	実現できなかったこと	主な課題	備考
国益の視点（財務の視点）	海事技術交流を踏まえて友好協力関係を活発化する	海事技術移転数	移転技術 ＸＸ分野	ＸＸ分野の技術は移転済	・活動基本基盤の整備	・プロジェクト目標の整合性	・海事庁／ＩＴＵＭＦとの今後の対応協議	<妥当性><インパクト>
相手国の視点（顧客の視点）	船舶安全運行を実現する	船舶事故件数	事故件数 ＸＸ％　削減	ＸＸ％まで減少	・海事教育基本基盤の整備	・シミュレータの有効活用	・Ｃ／Ｐの早急な人選 ・ローカルコストの確保	<有効性>
仕組み／プロセスの視点（業務プロセスの視点）	船舶安全運行を実現する教育システムを構築する	シミュレータ機能活用によるカリキュラム講座数	シミュレータ活用講座数 ＸＸ講座	ＸＸ講座までは実施済	・シミュレータ導入 ・改善カリキュラム一部導入	・実験室建設の遅れ ・シミュレータのフル機能化	・建設促進交渉 ・シミュレータのフル機能化に関するとるべき方策の検討	<効率性>
人材教育／育成の視点（学習と成長の視点）	「航海科」「機関科」教官の充実／強化を図る	講座担当教官育成数	担当教官 ＸＸ人　育成	ＸＸ人育成中	・船員ニーズにもとづく訓練コースの開設	・Ｃ／Ｐの未配置	・Ｃ／Ｐの早期配置	<自立発展性>

Ⅷ. モニタリング（2） － 成果

年　月

例

プログラム名

プロジェクト名 トルコ海事教育向上プロジェクト

成果ＮＯ	成果	ＰＣＭ評価項目					実現できたこと	実現できなかったこと	主な課題	目標	現状	01		02		03		04		備考
		妥当性	効率性	有効性	インパクト	自立発展性						上	下	上	下	上	下	上	下	
(1, 1, 1)	ＩＴＵＭＦにおいて航海科の教育訓練が国際基準に即して行われる	改善カリキュラムの受講生が増大する	改善カリキュラムがスケジュール通りに作成される	改善カリキュラムによる講座が開催される	海運振興の機運が盛り上がる	国際基準に沿った教育訓練内容が継続的に更新される	・現状カリキュラムの分析 ・シミュレータの導入	改善カリキュラムの作成	・ＣＰの配置 ・実験室建設の遅れ ・シミュレータの機能不足	5	2	2	2	2	2					
		△	△	△	△	△														
(1, 1, 2)	ＩＴＵＭＦにおいて機関科の教育訓練が国際基準に即して行われる	改善カリキュラムの受講生が増大する	改善カリキュラムがスケジュール通りに作成される	改善カリキュラムによる講座が開催される	海運振興の機運が盛り上がる	国際基準に沿った教育訓練内容が継続的に更新される	・現状カリキュラムの分析 ・改善カリキュラムの作成 ・シミュレータの導入	改善カリキュラムの実施と見直し	・ＣＰの配置 ・実験室建設の遅れ ・シミュレータの機能不足	5	2	2	2	2	3	3				
		△	○	○	△	△														
(1, 1, 3)	ＩＴＵＭＦにおいて海事安全管理に関する調査・研究能力が向上する	海運安全管理に対する関心が高まる	研究実績報告書がスケジュール通りに作成される	研究実績の内容が改善カリキュラムに反映される	研究実績が安全運行の向上に活かされる	海事安全管理の調査・研究が継続的に行われる	海運安全管理に対する調査・研究現状分析	海運安全管理に対する調査・研究基本方針の作成	海運安全管理に対する調査・研究環境の整備	5	2	2	2	2	2	2				
		△	△	△	△	△														
(1, 1, 4)	ＭＳＴＣにおいて現職船員のための再訓練及び最新コースが国際基準に即して改善・拡充される	改善カリキュラムの受講生が増大する	再訓練用改善カリキュラムがスケジュール通りに作成される	再訓練用改善カリキュラムによる講座が開催される	海運振興の機運が盛り上がる	国際基準に沿った最新の訓練が継続的に行われる	・現状カリキュラムの分析 ・改善カリキュラムの作成と実施	改善カリキュラムの見直し	・学生アンケートの実施	5	2	2	2	2	2	3				
		△	○	○	△	△														

Ⅷ. モニタリング（3） － 具体的成果物

例

プログラム名

プロジェクト名 トルコ海事教育向上プロジェクト

成果物NO	成果物	責任者	評価指標	実現できたこと	実現できなかったこと	課題	課題の解決策	担当者	解決予定時期	目標	現状	00 上	00 下	01 上	01 下	02 上	02 下	03 上	03 下	04 上	04 下	参考
(1, 1, 1, 1)	航海科の改善カリキュラム	サー学部長	学生の受講満足度 改善カリキュラム担当教官数	現状カリキュラムの分析	改善カリキュラムの作成	・ＣＰの配置 ・改善カリキュラムの基本方針再確認	・ＣＰのアサインと書面による通知 ・改善カリキュラム基本項目抽出	ＸＸＸＸＸ	ＸＸＸＸ年ＸＸ月	5	2	2	2	2	2	2						
(1, 1, 1, 2)	乗船訓練の改善カリキュラム	サー学部長	学生の受講満足度 改善カリキュラム担当教官数	現状カリキュラムの分析 改善カリキュラムの作成	改善カリキュラムの実施	・ＣＰの配置 ・改善カリキュラムの実施	・ＣＰのアサインと書面による通知 ・改善カリキュラム実施準備	ＸＸＸＸＸ	ＸＸＸＸ年ＸＸ月	5	2	2	2	2	2	2						
(1, 1, 1, 3)	航海科実験室の確立	サー学部長	設備・機器利用率	・シミュレータの導入	・実験室建設 ・シミュレータのフル機能化	・実験室建設の遅れ ・シミュレータの機能不足	・建設促進交渉 ・フル機能化に関するとるべき方策の検討／決定	ＸＸＸＸＸ	ＸＸＸＸ年ＸＸ月	5	1	1	1	1	1	2						
(1, 1, 1, 4)	操船シミュレータカリキュラム	サー学部長	学生の受講満足度 改善カリキュラム担当教官数	現状カリキュラムの分析	・シミュレータのフル機能化 ・改善カリキュラムの作成	・ＣＰの配置 ・改善カリキュラムの再確認（定量評価など）	・ＣＰのアサインと書面による通知 ・改善カリキュラム基本項目抽出	ＸＸＸＸＸ	ＸＸＸ年ＸＸ月	5	2	2	2	2	2	2						
(1, 1, 1, 5)	学生技能の改善評価方法	サー学部長	安全航行ニーズに対するｽﾃｰｸﾎﾙﾀﾞｰ満足度 学生の成績向上度	現状評価方法の分析	・新評価基準の構築	新評価基準の検討／決定	新評価基準候補の抽出	ＸＸＸＸＸ	ＸＸＸ年ＸＸ月	5	1	1	1	1	1	1						