

The Socialist Republic of Vietnam  
Ministry of Transport (MOT)  
Vietnam Maritime Administration (VINAMARINE)

## **PROJECT COMPLETION REPORT**

**The Project on the Improvement of Port Management System  
in the Socialist Republic of Vietnam**

**November 2008**

**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)**

**The Overseas Coastal Area Development Institute of Japan (OCDI)**

#### Exchange Rate

USD 1.00 = VND 15,760 = JPY 110  
October, 2004

Concession Plan in this Project use the abovementioned exchange rate because Detailed Design Study on Cai Mep-Thi Vai International Terminals, February 2006, JICA, used that rate.

## **Preface**

Following the Record of Discussions and the Minutes of Meetings between Japan international Cooperation Agency (hereinafter referred to as "JICA") and Authorities Concerned of the Government of the Socialist Republic of Vietnam on Japanese Technical Cooperation Project on the improvement of Port Management System (hereinafter referred to "The Project") signed on December 16, 2004, JICA organized the Project and assigned the Overseas Coastal Area Development Institute of Japan (hereinafter referred to "OCDI") as the implementation agency for the Project.

OCDI prepared this "Project Completion Report" reviewing whole the Project in collaboration with VINAMARINE for the Project.

JICA respectfully submits this report to the Ministry of Transport and Vinamarine of the Government of Socialist Republic of Vietnam.

## Abbreviations

ADB	Asian Development Bank
CIQ	Customs, Immigration and Quarantine
CM-TV	Cai Mep – Thi Vai Port
EDI	Electronic Data Interchange
EOJ	Embassy of Japan
EC	Executive Committee
FAL	Convention on Facilitation for International Maritime Traffic
IT	Information Technology
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
MA	Maritime Administration
MOF	Ministry of Finance
MOT	Ministry of Transport
MPI	Ministry of Planning and Investment
OCDI	The Overseas Coastal Area Development Institute of Japan
ODA	Official Development Assistance
OJT	On-the-Job Training
PDM	Project Design Matrix
PMB	Port Management Body
PO	Plan of Operation
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
TDSI	Transport Development and Strategy Institute
TOC	Terminal Operating Company
VINAMARINE	Vietnam Maritime Administration
VMC	Vietnam Maritime Code
WBS	Work Breakdown Structure



## Table of Contents

- I. Introduction**
- II. Outline and Outputs of the Project**
  - 1. Background
  - 2. Project Target and Summary
  - 3. Project Design Matrix (PDMs)
  - 4. Outputs of the Project
- III. Implementation Schedule & Record of JCCs**
  - 1. Plan of Operation & WBS
  - 2. Achievement of the Activities
  - 3. JCCs
- IV. Inputs**
  - 1. Inputs from Japanese Side
    - (1) Inputs of Japanese Experts
    - (2) Provision of Equipment
    - (3) Employment of Local Consultants
    - (4) Counterpart Training in Japan
    - (5) Counterpart Training in Asian Countries
    - (6) Inputs of other expenses
  - 2. Inputs from Vietnamese Side
    - (1) Joint Coordinating Committee
    - (2) Executive Committee
    - (3) Taskforce
    - (4) Employment of Local Consultant
- V. Approach to the Strengthening Capacity of VINAMARINE on Port Administration and Management**
  - 1. Workshops and Seminars
  - 2. Monitoring and Tests
- VI. Lesson Learned**



## I. Introduction

Based on the Minutes of Discussion on the Japanese technical cooperation project on the improvement of port management (herein after referred to as "the Project") signed in December, 2004, JICA dispatched necessary experts of OCDI headed by Mr. Hidehiko Kuroda for the implementation of the Project in February 2005.

Since then, JICA expert team and the Taskforce of VINAMARINE made 4 years of operation of the Project.

The Project was aimed to achieve the super goal "the improvement of port management system enhances the efficiency of maritime transport system so as to contribute to the economic growth of Vietnam" and its overall goal "port administration and management system is improved". To achieve these goals, the Project set the purpose as "capacity of VINAMARINE on port administration and port management is strengthened" and "terminal operation of gateway ports is improved".

During the 4 years operation of the Project, some of the outputs of the taskforce were materialized in the form of legal documents, but some of the outputs have not been materialized mainly caused by the delay in the implementation of Cai Mep-Thi Vai ODA terminal project.

At the end of the 2<sup>nd</sup> year operation of the Project, original PDM was modified to clearly identify the logical frame of the Project for establishment of terminal operating system for gateway ports and strengthening of the capacity of VINAMARINE on port administration and port management and activities for the latter were changed from the original planed activities.

The Project has been successfully implemented by the good collaboration of JICA expert team and VINAMARINE taskforce and Capacity of VINAMARINE on port administration and management is considered to be strengthened to satisfactory level.

As to the full achievement of the Project purposes, it is too early to evaluate whether the terminal operation of gateway ports is improved or not, since actual application to the gateway ports has not been implemented. They are still on the stage of provision within the government. Hence, it is necessary to continuously watch the results and to follow up the Project at least until the operation of the new terminals of Cai Mep-Thi Vai will be started.

Outline of the Project and the performance and results are shown below.



## II. Outline and Outputs of the Project

### 1. Background

Throughput of the Vietnamese ports has increased more than twice in the past 5 years well over the forecast by VITRANSS. To cope with this situation, Hai Phong and Ca Mau Ports in the North of Vietnam and Da Nang in the Central region have been developed with Yen Loi. In the South of Vietnam, development of the biggest deep water port of Cai Mep – Thi Vai. Which was proposed and detailed design was conducted by JICA study is just started its construction work.

While effort of development and modernization of the port facilities are steadily progressed, improvement of port management including introduction of non-state sector to the operation of port is rather behind the world standard.

Responsibility of the Maritime Administrations under VINAMARINE is limited to management and operation of channels and navigation control of vessels and it is difficult to administrate and manage overall function of the port as well as strategic investment by VINAMARINE.

Under this situation, VINAMARINE intends to establish port management body capable to introduce and supervise non-state sectors' operator possibly including foreign companies in Cai Mep – Thi Vai port after completion of the first stage of construction work of the port.

In Vietnam, necessary regulatory framework and procedures were not been fully established for the introduction of non-state sectors' operator to the port. For the establishment of new port management body, improvement of necessary administrative and managerial system for the effective operation of the port including proper statistics system and planning and investment system is the urgent issue in Vietnam.

Hence, the implementation of this Project is considered to be a must and urgent to successfully implement the Cai Mep – Thi Vai and other port development projects on schedule.

### 2. Project Target and Summary

The project aims to enhance the efficiency of maritime transport system so as to contribute the economic growth of the Vietnam through improvement of port management system. To achieve the abovementioned super goal, the following project purposes are set;

- Capacity of VINAMARINE on port administration and port management is strengthened.
- Terminal operation of international gateway ports is improved.

In order to pursue these purposes, following outputs have been expected to be produced;



- VINAMARINE formulates the strategy on operation and promotion of gateway ports in Vietnam.
- VINAMARINE redefines the roles (authorities, powers, etc) on port management and operation among governmental agencies, other public sectors and private sector to promote the non state sectors' participation to the operation of gateway ports.
- VINAMARINE formulates the regulatory framework to promote the non state sectors' participation to port operation
- VINAMARINE formulates the documents necessary for the selection of port operator and the business plan of Cai Mep-Thi Vai Port.
- The capacity on the port administration and management is enhanced.

### **3. Project Design Matrix (PDM)**

Two versions of PDMs have been formulated since the beginning of the Project. Major contents of PDM 1 have been approved by both the Vietnamese and Japanese sides in discussions on December 2004. Then PDM 1 was modified into PDM2 in January 2006 in the mid-term monitoring study with division of PDM into 2 modules to clarify the relations among activities and objectives with comments on needs of modification of activities 4 at the end of 2<sup>nd</sup> year operation. PDM3 was formulated in July 2006 with some modification and amendments to the Activities. All the versions of the PDMs are shown below:





**Project •Design•Matrix (PDM ) (Ver.-1)**

**Project Name:** The Project on the Improvement of Port Management System in the Socialist Republic of Vietnam

**Duration of the Project:** 4years

**Project Site :** All ports in Vietnam

**Target Group:** Vietnam Maritime Administration (VINAMARINE)

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<b>Super Goal</b> The improvement of port management system enhances the efficiency of maritime transport system so as to contribute to the economic growth of Vietnam.			
<b>Overall Goal</b> <ul style="list-style-type: none"><li>Port administration and management system is improved.</li></ul>	<ul style="list-style-type: none"><li>Appropriate administration and management system is introduced to ports in Vietnam</li><li>The environment for non state sectors' participation to the operation of Vietnamese ports is improved.</li></ul>	<ul style="list-style-type: none"><li>Interview with Vietnamese counterparts</li></ul>	
<b>Project Purpose</b> <ul style="list-style-type: none"><li>Capacity of VINAMARINE on port administration and port management is strengthened.</li><li>Terminal operation of gateway ports is improved.</li></ul>	<ul style="list-style-type: none"><li>The regulatory framework on port administration, management and operation is improved.</li><li>The absorptive capacity of VINAMARINE to select operators of gateway ports is enhanced.</li><li>The management system for Cai Mep- Thi Vai Port, as the first gateway port in Vietnam, is developed.</li></ul>	<ul style="list-style-type: none"><li>Interview with Vietnamese counterparts</li></ul>	Cai-Mep Thi Vai Port is constructed on schedule.
<b>Outputs</b> 1. VINAMARINE formulates the strategy on operation and promotion of gateway ports in Vietnam.	<ul style="list-style-type: none"><li>The Policy on non state sectors' participation to the operation of Cai Mep-Thi Vai Port is formulated.</li><li>The strategy for the promotion of Cai Mep-Thi Vai Port is formulated.</li></ul>	<ul style="list-style-type: none"><li>Interview with Vietnamese counterparts</li><li>Approved policy documents on non state sectors' participation</li><li>Strategy documents for the promotion of Cai Mep-Thi Vai Port</li></ul>	



2. VINAMARINE redefines the roles (authorities , powers, etc) on port management and operation among governmental agencies, other public sectors and private sector to promote the non state sectors' participation to the operation of gateway ports.	<ul style="list-style-type: none"> <li>The guideline for Public Private Partnership of port management and operation is formulated.</li> </ul>	<ul style="list-style-type: none"> <li>Interview with Vietnamese counterparts</li> <li>The guideline for Public Private Partnership on port management and operation</li> </ul>	
3. VINAMARINE formulates the regulatory framework to promote the non state sectors' participation to port operation.	<ul style="list-style-type: none"> <li>The regulatory framework to promote non state sectors' participation is improved.</li> </ul>	<ul style="list-style-type: none"> <li>Interview with Vietnamese counterparts</li> <li>Legal adoption to promote non state sectors' participation</li> </ul>	
4. VINAMARINE formulates the documents necessary for the selection of port operator and the business plan of Cai Mep-Thi Vai Port.	<ul style="list-style-type: none"> <li>Standard bidding documents and contract documents between a port management body and port operators are formulated.</li> <li>The documents necessary for the selection of port operators of Cai Mep-Thi Vai Port is formulated.</li> </ul>	<ul style="list-style-type: none"> <li>Interview with Vietnamese counterparts</li> <li>Standard bidding documents and contract documents between port management body and the operator</li> <li>The documents necessary for the selection of Port Operator of Cai Mep-Thi Vai Port</li> </ul>	
5. The capacity on the port administration and management is enhanced.	<ul style="list-style-type: none"> <li>The port administration and management plan is formulated.</li> </ul>	<ul style="list-style-type: none"> <li>Interview with Vietnamese counterparts</li> <li>The port administration and management plan</li> </ul>	
Activity		Inputs	
1. VINAMARINE formulates the strategy on operation and promotion of gateway ports in Vietnam.	Inputs by Vietnamese Side	Inputs by Japanese Side	
1-1 Review and analysis of the port / maritime transport activities including international container cargo flow	<ul style="list-style-type: none"> <li>Assignment of task force members and additional members as counterparts to work together with each Japanese expert</li> </ul>	<ul style="list-style-type: none"> <li>Dispatch of (short-term)experts</li> </ul>	
1-2 Review and analysis of port operation in other countries		<ul style="list-style-type: none"> <li>Port policy and Administration (Chief Advisor)</li> </ul>	
1-3 Analysis of the market and competitive environment of Cai Mep – Thi Vai Port		<ul style="list-style-type: none"> <li>Concession</li> </ul>	
1-4 Formulation of the policy on non state sectors' participation to the operation of Cai Mep-Thi Vai Port	<ul style="list-style-type: none"> <li>Recommendation of the Vietnamese legal experts with duly professional</li> </ul>	<ul style="list-style-type: none"> <li>Port Management</li> </ul>	
1-5 Seminars are held to make a presentation on the strategy on Cai Mep –Thi Vai Port and the policy for non state sector's participation to the Port.		<ul style="list-style-type: none"> <li>Port Operation</li> <li>Port Facilities Maintenance</li> <li>Maritime Marketing</li> </ul>	



<p><b>2.</b> VINAMARINE redefines the roles (authorities, powers, etc) on port management and operation among government agencies, other public sectors and private sector to promote the non state sectors' participation to the operation international gateway ports.</p> <p>2-1 Identification of the problems of the economical and technical regulation on port management and operation</p> <p>2-2 Analysis of the regulations on non state sectors' participation to port operation</p> <p>2-3 Analysis of the risks of the non state sectors' participation to port operation</p> <p>2-4 Analysis of cost sharing between port management body and non state sectors</p> <p>2-5 Review of the roles on port management and operation between port management body and non state sectors of other international gateway ports in Asia</p> <p>2-6 Comparison with some alternative plans for the redefinition of authorities and their powers for port management and operation among port management body and non state sectors</p> <p>2-7 Preparation appropriate plan for the redefinition of authorities and powers</p> <p>2-8 Setting up a task force for the establishment of the port management body of Cai Mep-Thi Vai Port</p> <p>2-9 Preparation of the article and institutional plan of the Cai Mep- Thi Vai Port management body</p> <p>2-10 Preparation of the guideline for the Public Private Partnership on port management and operation</p>	<p>background</p> <ul style="list-style-type: none"> <li>• Provision of an office for expert and necessary operational cost for the Vietnamese side</li> <li>• Arrangement of a secretary for the project activity when necessary.</li> </ul>	<ul style="list-style-type: none"> <li>- Financial Analysis/ Project Finance</li> <li>- Documentation</li> <li>- Maritime Legal System</li> <li>- Port Information System</li> <li>- Coordinator</li> <li>• Acceptance of Vietnamese Counterparts for training in Japan</li> <li>• Employment of interpreter with technical term.</li> <li>• Employment of Vietnamese legal expert</li> </ul>	
<p><b>3.</b> VINAMARINE formulates the regulatory framework to promote non state sectors' participation to port operation.</p> <p>3-1 Analysis of regulations on non state sectors' participation to the operation/management of Infrastructures</p> <p>3-2 Preparation of the regulatory framework (approval and license, transaction etc) to promote non state sectors' participation</p> <p>3-3 Analysis of the regulations on port labor</p>			



<p>4. VINAMARINE formulates the documents necessary for the selection of port operators in general and the business plan of Cai Mep-Thi Vai Port.</p> <p>4-1 Preparation of the standard bidding documents between the port management body and operators of gateways ports</p> <p>4-2 Preparation of the standard contract documents between the port management body and operators of gateways ports</p> <p>4-3 Estimation of costs (cost of capital ,operation cost, maintenance cost) and revenues, formulation of a business plan and financial analysis of Cai Mep- Thi Vai Port</p> <p>4-4 Risk identification and analysis (country risk , project risk, contract risk etc)</p> <p>4-5 Preparation of the risk management program</p> <p>4-6 Preparation of the code on the tariff</p> <p>4-7 Preparation of the framework for rent fee</p> <p>4-8 Preparation of necessary qualification of port operators</p> <p>4-9 Preparation of the support plans by the Government</p>			
<p>5. The capacity on the port administration and management is enhanced.</p> <p>5-1 Analysis of the roles and the classification of all ports in Vietnam</p> <p>5-2 Proposal of the port management system by each category of the ports</p> <p>5-3 Examination of the port development and management strategy</p> <p>5-4 Development of the appropriate port statistic system</p> <p>5-5 Development of the appropriate arrangement for port clearance and CIQ (Custom, Immigration, Quarantine) procedures</p> <p>5-6 Establishment of the policy for the introduction of port information system</p> <p>5-7 Formulation of port security plan</p>			



## Project •Design•Matrix (PDM ) (Ver.-2)

**Project Title:** Project on the Improvement of Port Management System in the Socialist Republic of Vietnam, **Duration of the Project:** 4years

**Project Site:** All ports in Vietnam, **Target Group:** Vietnam Maritime Administration (VINAMARINE)

Version 2.0  
Date: 13 Jan. 2006

### Super Goal & Overall Goal

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<b>Super Goal</b> The improvement of port management system enhances the efficiency of maritime transport system so as to contribute to the economic growth of Vietnam.			<ul style="list-style-type: none"> <li>Cooperation between agencies relative to port management system is strengthened.</li> </ul>
<b>Overall Goal</b> Port administration and management system is improved.	<ul style="list-style-type: none"> <li>Port administration and management system in Vietnam is regulated and executed mainly based on the port administration and management plan to be prepared by the Project.</li> </ul>	<ul style="list-style-type: none"> <li>Interview with relevant departments in MPI, MOT and VINAMARINE.</li> <li>Revised Laws/Decrees</li> <li>Port administration and management system</li> </ul>	<ul style="list-style-type: none"> <li>Relevant maritime transport system is improved.</li> <li>The government positions the port administration and management plan as a higher development plan.</li> </ul>

### Module 1

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<b>Project Purpose-1</b> Capacity of VINAMARINE on port administration and port management is strengthened.	<ul style="list-style-type: none"> <li>Results of the capacity-monitoring tests for the taskforce team reach to sufficient level.</li> <li>Necessary documents for the promulgation of the port administration and management plan are drafted.</li> </ul>	<ul style="list-style-type: none"> <li>Results of the monitoring tests</li> <li>Draft documents for the promulgation of the port administration and management plan</li> </ul>	<ul style="list-style-type: none"> <li>Necessary Decrees/Regulations for the promulgation of the port administration and management plan are approved by the competent authorities.</li> <li>Necessary procedures to actualize the port administration and management plan including establishment of PMB are executed by the competent authorities.</li> </ul>
<b>Outputs</b>			
4. VINAMARINE prepares the draft plan for port administration and management with the assistance	<ul style="list-style-type: none"> <li>The draft port administration and management plan based on all relevant activities under Module 1 and 2 is prepared.</li> </ul>	Interview with Vietnamese counterparts	



and cooperation of JICA expert team.		The draft port administration and management plan	
Activity	Inputs		Important Assumption
<p>4. VINAMARINE prepares the draft plan for port administration and management with the assistance and cooperation of JICA expert team.</p> <p>4-1 Formulation of port facility security plan</p> <p>4-2 Review and Analysis of the present condition on management and operation of Vietnamese ports</p> <p>4-3 Analysis of the roles and the classification of all ports in Vietnam</p> <p>4-4 Proposal of the port management system by each category of the ports</p> <p>4-5 Examination of the port development and management strategy</p> <p>4-6 Development of the appropriate port statistic system</p> <p>4-7 Development of the appropriate arrangement for port clearance and CIQ (Custom, Immigration, Quarantine) procedures</p> <p>4-8 Establishment of the policy for the introduction of port information system</p> <p>4-9 Monitoring of the enhancement of the capacity on port administration and management</p> <p>Note: Activities 4-5, 4-6, 4-7 and 4-8 are to be revised at the end of 2<sup>nd</sup> year to reflect more effective and prioritized activities suitable to the proposed port management system by each category of the ports through activity 4-4.</p>	<p>Inputs by Vietnamese Side</p> <ul style="list-style-type: none"> <li>• Assignment of task force members and additional members as counterparts to work together with each Japanese expert</li> <li>• Recommendation of the Vietnamese legal experts with duly professional background</li> <li>• Provision of an office for expert and necessary operational cost for the Vietnamese side</li> <li>• Arrangement of a secretary for the project activity when necessary.</li> </ul>	<p>Inputs by Japanese Side</p> <ul style="list-style-type: none"> <li>• Dispatch of (short-term)experts <ul style="list-style-type: none"> <li>- Chief Advisor (Port policy and Administration)</li> <li>- Concession</li> <li>- Port Management</li> <li>- Port Operation</li> <li>- Port Facilities Maintenance</li> <li>- Maritime Marketing</li> <li>- Financial Analysis/ Project Finance</li> <li>- Documentation</li> <li>- Maritime Legal System</li> <li>- Port Information System</li> <li>- Port Security /Port Safety</li> <li>- Coordinator</li> </ul> </li> <li>• Acceptance of Vietnamese Counterparts for training in Japan</li> <li>• Employment of interpreter with technical term.</li> <li>• Employment of Vietnamese legal expert</li> </ul>	

## Module 2

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<p><b>Project Purpose-2</b></p> <p>Terminal operating system for gateway ports is established.</p>	<ul style="list-style-type: none"> <li>• The project drafts and proposes standard bidding and contract documents, and concession plan for selection of terminal operator in Vietnam port system, that can be applied to Cai Mep-Thi Vai Port as a model case.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopted bidding and contract documents.</li> </ul>	<ul style="list-style-type: none"> <li>• These necessary documents are approved by the competent authorities of the Government of Vietnam.</li> </ul>
<b>Outputs</b>			
<p>1. VINAMARINE prepares the draft policy on non state sectors' participation in the operation of gateway</p>	<ul style="list-style-type: none"> <li>• The draft policy on non state sectors' participation to the operation is prepared.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with Vietnamese counterparts</li> </ul>	



<p>ports &amp; the draft plan on promotion of the gateway ports taking Cai Mep–Thi Vai Port as a model case.</p> <p>• <b>Sub output 1</b> The draft policy on non state sectors’ participation to the operation</p> <p>• <b>Sub output 2</b> The draft plan for the promotion of Cai Mep–Thi Vai Port as a model case which will be modified for other gateway ports of Vietnam.</p>	<ul style="list-style-type: none"> <li>• The draft plan for the promotion of Cai Mep–Thi Vai Port is prepared as a model case which will be modified for other gateway ports of Vietnam.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved policy documents on non state sectors’ participation</li> <li>• The draft plan documents for the promotion of Cai Mep–Thi Vai port</li> </ul>	
<p>2. VINAMARINE drafts and proposes the redefinition of the roles (authorities, powers, etc) on port management and operation among governmental agencies, other public sectors and private sector to promote the non state sectors’ participation to the operation of gateway ports.</p>	<ul style="list-style-type: none"> <li>• The draft guideline for Public Private Partnership of port management and operation is prepared.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with Vietnamese counterparts</li> <li>• The draft guideline for Public Private Partnership on port management and operation</li> </ul>	
<p>3. VINAMARINE prepares the draft regulatory framework to promote the non state sectors’ participation to port operation.</p>	<ul style="list-style-type: none"> <li>• The draft regulatory framework to promote non state sectors’ participation to port operation is prepared.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with Vietnamese counterparts</li> <li>• The draft regulatory framework to promote non state sectors’ participation to port operation</li> </ul>	<ul style="list-style-type: none"> <li>• Necessary Laws/Decrees are approved by the competent authorities.</li> </ul>
<p>5. VINAMARINE prepares the draft documents necessary for the selection of port operator and the concession plan of Cai Mep–Thi Vai Port as a model case.</p>	<ul style="list-style-type: none"> <li>• Standard bidding documents and contract documents between a port management body and port operators are drafted.</li> <li>• The documents necessary for the selection of port operators of Cai Mep–Thi Vai Port (concession plan) is drafted as a model case.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with Vietnamese counterparts</li> </ul> <p>Standard bidding documents and contract documents between port management body and the operator</p> <p>The documents necessary for the selection of Port Operator of Cai Mep–Thi Vai Port (concession plan)</p>	<ul style="list-style-type: none"> <li>• Cai Mep–Thi Vai port is constructed on schedule.</li> <li>• Bidding and contracting procedures for the operator of Cai–Mep Thi Vai port are undertaken.</li> <li>• Authority of concession bidding is entrusted to VINAMARINE.</li> </ul>
Activity	Inputs		Important Assumption
<p>1. VINAMARINE prepares the draft policy on non–state sectors’ participation in the operation of gateway ports &amp; the draft plan on promotion of the gateway ports taking Cai Mep–Thi Vai Port as a model case.</p> <p>1–1 Review and analysis of the port / maritime transport activities</p>	Same as Module1.		



<p>including international container cargo flow</p> <p>1-2 Review and analysis of port operation in other countries</p> <p>1-3 Preparation of the policy on non state sectors' participation to port operation of gateway ports</p> <p>1-4 Analysis of the logistic system related to Cai Mep – Thi Vai Port based on the cargo traffic survey as a model case.</p> <p>1-5 Analysis of the market and competitive environment of Cai Mep – Thi Vai Port as a model case</p> <p>1-6 Preparation of the plan for the promotion of Cai Mep–Thi Vai Port as a model case</p> <p>1-7 Seminars are held to make a presentation on the plan for the promotion of Cai Mep–Thi Vai Port as a model case.</p> <p>1-8 Monitoring of the enhancement of the executive capacity on the promotion of gateway ports and the introduction of non state sectors' participation to the ports</p>		
<p>2. VINAMARINE drafts and proposes the redefinition of the roles (authorities, powers, etc) on port management and operation among government agencies, other public sectors and private sector to promote the non state sectors' participation to the operation of gateway ports.</p> <p>2-1 Setting up a task force</p> <p>2-2 Identification of the problems of the economical and technical regulation on port management and operation</p> <p>2-3 Analysis of the regulations on non state sectors' participation to port operation</p> <p>2-4 Review of the roles on port management and operation between port management body and non state sectors of other international gateway ports in Asia</p> <p>2-5 Analysis of the risks of the non state sectors' participation to port operation</p> <p>2-6 Analysis of cost sharing between port management body and non state sectors</p> <p>2-7 Comparison with some alternative plans for the redefinition of authorities and their powers for port management and operation among port management body and non state sectors</p> <p>2-8 Preparation appropriate plan for the redefinition of authorities and powers</p>		





<p>2-9 Preparation of the guideline for the Public Private Partnership on port management and operation</p> <p>2-10 Preparation of the article and institutional plan of the Cai Mep- Thi Vai Port management body as a model case</p> <p>2-11 Monitoring of the enhancement of the executive capacity on port management to realize Public Private Partnership</p> <p>2-12 Monitoring of the progress on the establishment of the Cai Mep-Thi Vai port management body as a model case</p>		<ul style="list-style-type: none"> <li>• Port Management Body for Cai Mep-Thi Vai port is established.</li> </ul>
<p>3. VINAMARINE prepares the draft regulatory framework to promote non state sectors' participation to port operation.</p> <p>3-1 Analysis of regulations on non state sectors' participation to the operation/management of Infrastructures</p> <p>3-2 Analysis of the regulations on port labor</p> <p>3-3 Preparation of the regulatory framework (approval and license, transaction etc) to promote non state sectors' participation</p> <p>3-4 Monitoring of the enhancement of the capacity on the preparation of the regulatory framework to promote non sectors' participation to port operation</p>		
<p>4. VINAMARINE prepares the draft plan for port administration and management with the assistance and cooperation of JICA expert team.</p> <p>(The followings overlap with activities in Module 1.)</p> <p>4-1 Formulation of port facility security plan</p> <p>4-2 Review and Analysis of the present condition on management and operation of Vietnamese ports</p> <p>4-3 Analysis of the roles and the classification of all ports in Vietnam</p> <p>4-4 Proposal of the port management system by each category of the ports</p>		
<p>5. VINAMARINE prepares the draft documents necessary for the selection of port operator and the concession plan of Cai Mep-Thi Vai Port as a model case.</p> <p>5-1 Preparation of the standard bidding documents between the port management body and operators of gateways ports</p> <p>5-2 Preparation of the standard contract documents between the port</p>		



management body and operators of gateways ports		
5-3 Estimation of costs (cost of capital ,operation cost, maintenance cost) and revenues, preparation of a business plan and financial analysis of Cai Mep- Thi Vai Port as a model case		
5-4 Risk identification and analysis (country risk , project risk, contract risk etc)		
5-5 Preparation of the risk management program		
5-6 Preparation of the code on the tariff		
5-7 Preparation of the framework for rent fee		
5-8 Preparation of necessary qualification of port operators		
5-9 Preparation of the support plans by the government		
5-10 Monitoring of the enhancement of the capacity on the preparation of the documents necessary for the selection of port operators in general.		



### Project Design Matrix (PDM Ver-3)

**Project Title:** Project on the Improvement of Port Management System in the Socialist Republic of Vietnam, **Duration of the Project:** 4years  
**Vietnam, Target Group:** Vietnam Maritime Administration (VINAMARINE)

**Project Site:** All ports in

#### Super Goal & Overall Goal

**Date:** xx Xx. 2006 or 7

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<b>Super Goal</b> The improvement of port management system enhances the efficiency of maritime transport system so as to contribute to the economic growth of Vietnam.			<ul style="list-style-type: none"> <li>Cooperation between agencies relative to port management system is strengthened.</li> </ul>
<b>Overall Goal</b> Port administration and management system is improved.	<ul style="list-style-type: none"> <li>Port administration and management system in Vietnam is regulated and executed mainly based on the port administration and management plan to be prepared by the Project.</li> </ul>	<ul style="list-style-type: none"> <li>Interview with relevant departments in MPI, MOT and VINAMARINE.</li> <li>Revised Laws/Decrees</li> <li>Port administration and management system</li> </ul>	<ul style="list-style-type: none"> <li>Relevant maritime transport system is improved.</li> <li>The government positions the port administration and management plan as a higher development plan.</li> </ul>

#### Module 1

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<b>Project Purpose-1</b> Capacity of VINAMARINE on port administration and port management is strengthened.	<ul style="list-style-type: none"> <li>Results of the capacity-monitoring tests for the taskforce team reach to sufficient level.</li> <li>Necessary documents for the promulgation of the port administration and management plan are drafted.</li> </ul>	<ul style="list-style-type: none"> <li>Results of the monitoring tests</li> <li>Draft documents for the promulgation of the port administration and management plan</li> </ul>	<ul style="list-style-type: none"> <li>Necessary Decrees/Regulations for the promulgation of the port administration and management plan are approved by the competent authorities.</li> <li>Necessary procedures to actualize the port administration and management plan including establishment of PMB are executed by the competent authorities.</li> </ul>
<b>Outputs</b>			
6. VINAMARINE prepares the draft plan for port administration and management with the assistance and cooperation of JICA expert team.	<ul style="list-style-type: none"> <li>The draft port administration and management plan based on all relevant activities under Module 1 and 2 is prepared.</li> </ul>	Interview with Vietnamese counterparts The draft port administration and management plan	



Activity	Inputs		Important Assumption
<p>4. VINAMARINE prepares the draft plan for port administration and management with the assistance and cooperation of JICA expert team.</p> <p>4-1 Formulation of port facility security plan</p> <p>4-2 Review and Analysis of the present condition on management and operation of Vietnamese ports</p> <p>4-3 Analysis of the roles and the classification of all ports in Vietnam</p> <p>4-4 Proposal of the port management system by each category of the ports</p> <p>4-5 Proposal of the basic policy on the port and navigation channel development and preservation.</p> <p>4-6 Proposal of the appropriate port statistic system</p> <p>4-7 Proposal of the guideline for port planning and technical standard for port facilities.</p> <p>4-8 Proposal of model rules and regulation on port water area and port land premise.</p> <p>4-9 Proposal of financial reporting and auditing system for port management body</p> <p>4-10 Proposal of the system on compilation of port facilities ledger.</p> <p>4-11 Proposal of introduction of EDI system</p> <p>4-12 Monitoring of the enhancement of the capacity on port administration and management</p> <p>Note: Activities 4-5, 4-6, 4-7, 4-8, 4-9, 4-10 and 4-11 are proposed items to be revised at the end of 2<sup>nd</sup> year to reflect more effective and prioritized activities suitable to the proposed port management system by each category of the ports through activity 4-4.</p>	<p>Inputs by Vietnamese Side</p> <ul style="list-style-type: none"> <li>• Assignment of task force members and additional members as counterparts to work together with each Japanese expert</li> <li>• Recommendation of the Vietnamese legal experts with duly professional background</li> <li>• Provision of an office for expert and necessary operational cost for the Vietnamese side</li> <li>• Arrangement of a secretary for the project activity when necessary.</li> </ul>	<p>Inputs by Japanese Side</p> <ul style="list-style-type: none"> <li>• Dispatch of (short-term)experts <ul style="list-style-type: none"> <li>– Chief Advisor (Port policy and Administration)</li> <li>– Port planning</li> <li>– Port Management</li> <li>– Port Engineer</li> <li>– Port Administration</li> <li>– Port Operation</li> <li>– Port Statistics</li> <li>– Port Accounting</li> <li>– Port Information System</li> <li>– Coordinator</li> </ul> </li> <li>• Acceptance of Vietnamese Counterparts for training in Japan</li> <li>• Employment of interpreter with technical term.</li> </ul>	

## Module 2

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<p><b>Project Purpose-2</b></p> <p>Terminal operating system for gateway ports is established.</p>	<ul style="list-style-type: none"> <li>• The project drafts and proposes standard bidding and contract documents, and concession plan for selection of terminal operator in Vietnam port system, that can be applied to Cai Mep-Thi Vai Port as a model case.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopted bidding and contract documents.</li> </ul>	<ul style="list-style-type: none"> <li>• These necessary documents are approved by the competent authorities of the Government of Vietnam.</li> </ul>
<b>Outputs</b>			
<p>5. VINAMARINE prepares the draft policy on non state sectors' participation in the operation of gateway</p>	<ul style="list-style-type: none"> <li>• The draft policy on non state sectors' participation to the operation is prepared.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with Vietnamese counterparts</li> </ul>	



<p>ports &amp; the draft plan on promotion of the gateway ports taking Cai Mep–Thi Vai Port as a model case.</p> <p>• <b>Sub output 1</b> The draft policy on non state sectors’ participation to the operation</p> <p>• <b>Sub output 2</b> The draft plan for the promotion of Cai Mep–Thi Vai Port as a model case which will be modified for other gateway ports of Vietnam.</p>	<ul style="list-style-type: none"> <li>• The draft plan for the promotion of Cai Mep–Thi Vai Port is prepared as a model case which will be modified for other gateway ports of Vietnam.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved policy documents on non state sectors’ participation</li> <li>• The draft plan documents for the promotion of Cai Mep–Thi Vai port</li> </ul>	
<p>2. VINAMARINE drafts and proposes the redefinition of the roles (authorities, powers, etc) on port management and operation among governmental agencies, other public sectors and private sector to promote the non state sectors’ participation to the operation of gateway ports.</p>	<ul style="list-style-type: none"> <li>• The draft guideline for Public Private Partnership of port management and operation is prepared.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with Vietnamese counterparts</li> <li>• The draft guideline for Public Private Partnership on port management and operation</li> </ul>	
<p>3. VINAMARINE prepares the draft regulatory framework to promote the non state sectors’ participation to port operation.</p>	<ul style="list-style-type: none"> <li>• The draft regulatory framework to promote non state sectors’ participation to port operation is prepared.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with Vietnamese counterparts</li> <li>• The draft regulatory framework to promote non state sectors’ participation to port operation</li> </ul>	<ul style="list-style-type: none"> <li>• Necessary Laws/Decrees are approved by the competent authorities.</li> </ul>
<p>6. VINAMARINE prepares the draft documents necessary for the selection of port operator and the concession plan of Cai Mep–Thi Vai Port as a model case.</p>	<ul style="list-style-type: none"> <li>• Standard bidding documents and contract documents between a port management body and port operators are drafted.</li> <li>• The documents necessary for the selection of port operators of Cai Mep–Thi Vai Port (concession plan) is drafted as a model case.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with Vietnamese counterparts</li> </ul> <p>Standard bidding documents and contract documents between port management body and the operator</p> <p>The documents necessary for the selection of Port Operator of Cai Mep–Thi Vai Port (concession plan)</p>	<ul style="list-style-type: none"> <li>• Cai Mep–Thi Vai port is constructed on schedule.</li> <li>• Bidding and contracting procedures for the operator of Cai–Mep Thi Vai port are undertaken.</li> <li>• Authority of concession bidding is entrusted to VINAMARINE.</li> </ul>
Activity	Inputs		Important Assumption
<p>1. VINAMARINE prepares the draft policy on non–state sectors’ participation in the operation of gateway ports &amp; the draft plan on promotion of the gateway ports taking Cai Mep–Thi Vai Port as a model case.</p>	Same as Module1.		



<p>1-1 Review and analysis of the port / maritime transport activities including international container cargo flow</p> <p>1-2 Review and analysis of port operation in other countries</p> <p>1-3 Preparation of the policy on non state sectors' participation to port operation of gateway ports</p> <p>1-4 Analysis of the logistic system related to Cai Mep – Thi Vai Port based on the cargo traffic survey as a model case.</p> <p>1-5 Analysis of the market and competitive environment of Cai Mep – Thi Vai Port as a model case</p> <p>1-6 Preparation of the plan for the promotion of Cai Mep–Thi Vai Port as a model case</p> <p>1-7 Seminars are held to make a presentation on the plan for the promotion of Cai Mep–Thi Vai Port as a model case.</p> <p>1-8 Monitoring of the enhancement of the executive capacity on the promotion of gateway ports and the introduction of non state sectors' participation to the ports</p>		
<p>2. VINAMARINE drafts and proposes the redefinition of the roles (authorities, powers, etc) on port management and operation among government agencies, other public sectors and private sector to promote the non state sectors' participation to the operation of gateway ports.</p> <p>2-1 Setting up a task force</p> <p>2-2 Identification of the problems of the economical and technical regulation on port management and operation</p> <p>2-3 Analysis of the regulations on non state sectors' participation to port operation</p> <p>2-4 Review of the roles on port management and operation between port management body and non state sectors of other international gateway ports in Asia</p> <p>2-5 Analysis of the risks of the non state sectors' participation to port operation</p> <p>2-6 Analysis of cost sharing between port management body and non state sectors</p> <p>2-7 Comparison with some alternative plans for the redefinition of authorities and their powers for port management and operation among port management body and non state sectors</p> <p>2-8 Preparation appropriate plan for the redefinition of authorities and</p>		



<p>powers</p> <p>2-9 Preparation of the guideline for the Public Private Partnership on port management and operation</p> <p>2-10 Preparation of the article and institutional plan of the Cai Mep– Thi Vai Port management body as a model case</p> <p>2-11 Monitoring of the enhancement of the executive capacity on port management to realize Public Private Partnership</p> <p>2-12 Monitoring of the progress on the establishment of the Cai Mep–Thi Vai port management body as a model case</p>		<ul style="list-style-type: none"> <li>• Port Management Body for Cai Mep–Thi Vai port is established.</li> </ul>
<p>3. VINAMARINE prepares the draft regulatory framework to promote non state sectors’ participation to port operation.</p> <p>3-1 Analysis of regulations on non state sectors’ participation to the operation/management of Infrastructures</p> <p>3-2 Analysis of the regulations on port labor</p> <p>3-3 Preparation of the regulatory framework (approval and license, transaction etc) to promote non state sectors’ participation</p> <p>3-4 Monitoring of the enhancement of the capacity on the preparation of the regulatory framework to promote non sectors’ participation to port operation</p>		
<p>4. VINAMARINE prepares the draft plan for port administration and management with the assistance and cooperation of JICA expert team.</p> <p>(The followings overlap with activities in Module 1.)</p> <p>4-1 Formulation of port facility security plan</p> <p>4-2 Review and Analysis of the present condition on management and operation of Vietnamese ports</p> <p>4-3 Analysis of the roles and the classification of all ports in Vietnam</p> <p>4-4 Proposal of the port management system by each category of the ports</p>		
<p>5. VINAMARINE prepares the draft documents necessary for the selection of port operator and the concession plan of Cai Mep–Thi Vai Port as a model case.</p> <p>5-1 Preparation of the standard bidding documents between the port</p>		



<p>management body and operators of gateways ports</p> <p>5-2 Preparation of the standard contract documents between the port management body and operators of gateways ports</p> <p>5-3 Estimation of costs (cost of capital ,operation cost, maintenance cost) and revenues, preparation of a concession plan and financial analysis of Cai Mep- Thi Vai Port as a model case</p> <p>5-4 Risk identification and analysis (country risk , project risk, contract risk etc)</p> <p>5-5 Preparation of the risk management program</p> <p>5-6 Preparation of the code on the tariff</p> <p>5-7 Preparation of the framework for rent fee</p> <p>5-8 Preparation of necessary qualification of port operators</p> <p>5-9 Preparation of the support plans by the government</p> <p>5-10 Monitoring of the enhancement of the capacity on the preparation of the documents necessary for the selection of port operators in general.</p>		
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#### **4. Outputs of the Project**

Based on the PDM Ver-3, all the outputs are expected to be produced by the collaboration of Taskforce and JICA experts.

As to the outputs of first two years operation, establishment of PMB of CM-TV international port and concession plan of CM-TV ODA terminals including redefinition of roles and function of related organizations, are still under discussion among the related government organizations or need to be revised according to the change in the investment scheme of ODA terminals including the large change in the construction cost.

Summary of the outputs are shown in the following tables.



Outputs of the Project		Related Regulations
1	Draft policy on non state sectors' participation to the operation-Concession Policy on State Own Seaport Infrastructure of VINAMARINE-	Principle is applied in Decree No.71/2006/ND-CP
2	Draft plan for the promotion of Cai Mep-Thi Vai Port and gateway ports in general	Presented in Seminar in Hanoi and Ho Chi Min
3	Draft guideline for public private partnership of port management and operation (regulatory framework, principle on consultation with maritime community, principle on public infrastructure pricing, human resource development. Bidding and contract management principle for terminal operator are included)	Decree No.115/2007/ND-CP (sea-shipping business conditions is amended) Decision 57/2005/QD-BGTVT is amended Draft Decree on management and operation of seaport infrastructure (DCMPSPi) fully incorporate the contents but not approved.
4	Draft article and institutional plan for the Cai Mep-Thi Vai international port (Draft PM Decision on Establishment of CM-TV International Port Authority and Concession of Terminals of the Port in Pilot Scheme (2 versions) were produced but changed to Draft DCMPSPi)	DCMPSPi has been produced but not approved
5	Draft port facility security plan	
6	Draft classification of all ports in Vietnam and management system by each category of the port	PM decision No.16/2008/QD-TTG (classification list) is promulgated
7	Proposal of the appropriate port statistic system	These outputs are to be compiled as a plan of port administration and management and authorized in VINAMARINE by November
8	Proposal of guideline for technical standard	
9	Proposal of model rules and regulation on port water area and port land premise	
10	Proposal of financial reporting and auditing system for port management body	
11	Proposal of the system on compilation of port facilities ledger	



Narrative Summary	Indicator	Summary of Achievement
<p>1. VINAMARINE prepares the draft policy on non state sectors' participation in the operation of gateway ports &amp; the draft plan on promotion of the gateway ports taking Cai Mep-Thi Vai Port as a model case</p> <p><b>Sub output 1</b></p> <p>The draft policy on non state sectors' participation to the operation</p> <p><b>Sub output 2</b></p> <p>The draft plan for the promotion of Cai Mep-Thi Vai Ports as a model case which will be modified for other gateway ports of Vietnam</p>	<ul style="list-style-type: none"> <li>The draft policy on non state sectors' participation to the operation is prepared.</li> <li>The draft plan for the promotion of Cai Mep-Thi Vai Port is prepared as a model case which will be modified for other gateway ports of Vietnam.</li> </ul>	<p>In conjunction with the local lawyer's work on the legal due diligence related with maritime sector, taskforce with the assistance of the JICA experts prepared the draft policy on non state sectors' participation to the operation and this was discussed between taskforce and leaders of VINAMARINE and for the authorization of this policy, VINAMARINE drafted the Decree on management and operation of seaports which has not been approved by the competent authorities.</p> <p>Together with the survey conducted by the local consultant (CMB), taskforce with the assistance of JICA experts prepared the draft plan for the promotion of Cai Mep-Thi Vai Port. After authorization of the said plan by VINAMARINE, seminar for the plan was held in Hanoi and in Ho Chi Min inviting related government agencies and maritime community.</p>
<p>2. VINAMARINE drafts and proposes the redefinition of the roles (authorities, powers, etc.) on port management and operation among the governmental agencies, other public sectors and private sector to promote the non state sectors' participation to the operation of gateway ports.</p>	<ul style="list-style-type: none"> <li>Draft guideline for Public Private Partnership of port management and operation is prepared</li> </ul>	<p>Draft guideline consist of following contents;</p> <ul style="list-style-type: none"> <li>➢ Objectives of the introduction of non state sectors to the port operation</li> <li>➢ Draft regulatory framework to promote non state sectors' participation in port operation</li> <li>➢ Principle on consultation with maritime community and others</li> <li>➢ Principle on public infrastructure pricing</li> <li>➢ Human resource development</li> <li>➢ Bidding and contract management principle for terminal operator</li> </ul> <p>These contents have been incorporated in the draft decree on management and operation of seaports infrastructure.</p>
<p>3. VINAMARINE prepares the draft regulatory framework to promote the non state sectors' participation to port operation</p>	<ul style="list-style-type: none"> <li>The draft regulatory framework to promote non state sectors' participation to port operation is prepared.</li> </ul>	<p>Draft decree on management and operation of seaport infrastructure is prepared in reference to the draft guideline.</p> <p>[It is not approved by the competent authorities.]</p>
<p>4. VINAMARINE prepares the draft plan for port administration and management with</p>	<ul style="list-style-type: none"> <li>Draft port administration and management plan based on all relevant activities</li> </ul>	<p>Documents for the outputs of activities from 4-1 to 4-11 have been prepared by taskforce and approved by VINAMARINE</p>



the assistance and cooperation of JICA expert team.	under module 1 and 2 is prepared	
5. VINAMARINE prepares the draft documents necessary for the selection of port operator and the concession plan of Cai Mep-Thi Vai port as a model case	<ul style="list-style-type: none"><li>● Standard bidding documents and contract documents between a port management body and port operators are drafted</li><li>● The documents necessary for the selection of port operators of Cai Mep-Thi Vai Port (concession plan) is drafted as a model case</li></ul>	These documents are drafted by taskforce but they need to be revised for the application to the Cai Mep-Thi Vai Port according to the changes in the premises including establishment of PMB and allocation and amount of investment cost to be born by respective parties concerned.

### III. Implementation Schedule

#### 1. Plan of Operation & WBS (Work Breakdown Structure)

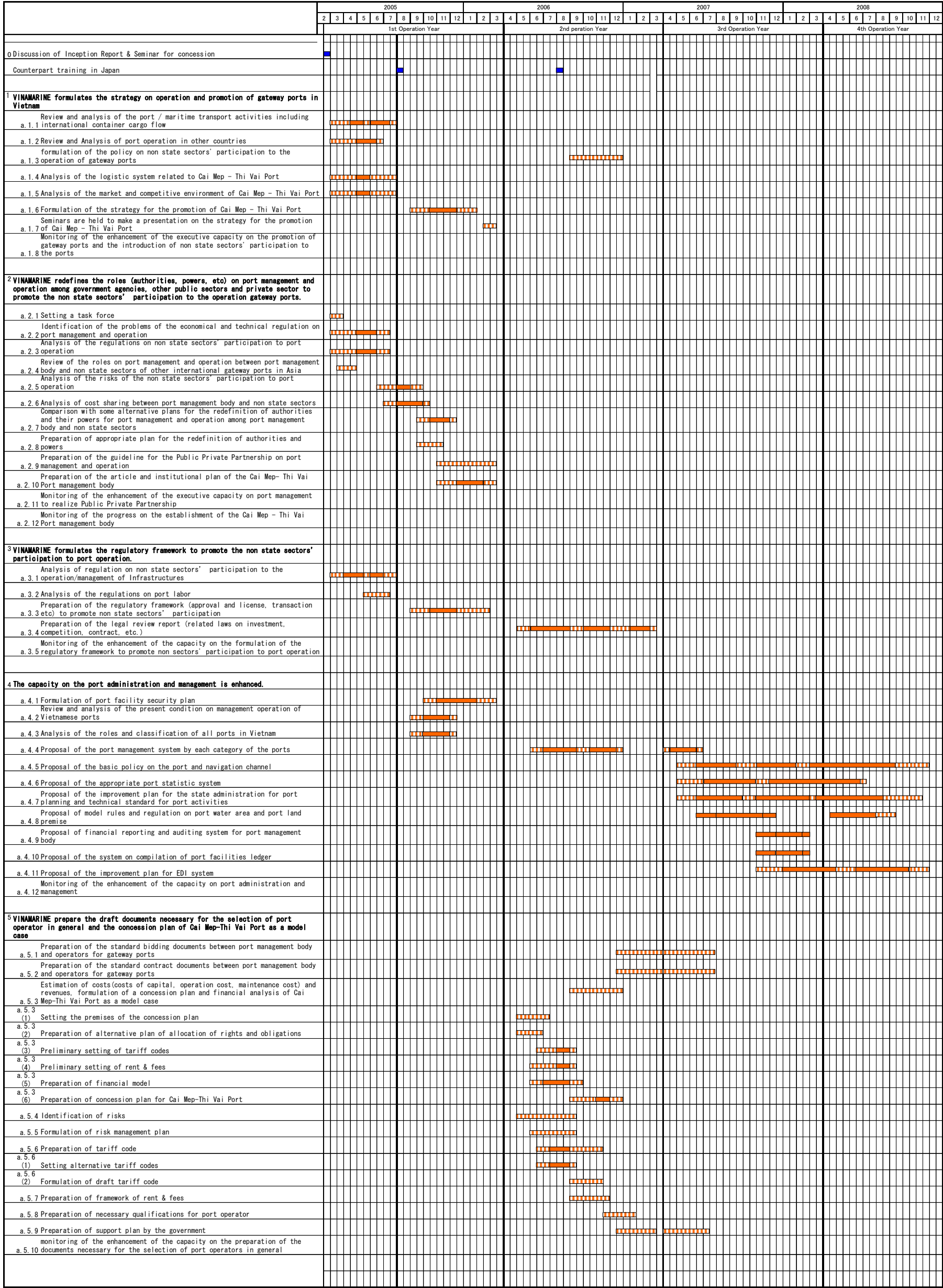
The project has been implemented based on the R/D, PDM1 and PDM3.

PDM1 was revised to PDM3 upon Project Consultation mission in July 2006.

Based on the Tentative Plan of Operation attached to PDM, JICA expert team and Executive Committee formulated the detailed plan of operation for each year of operation. (Annex V)



Proposed Plan of Operation



Activities & technical transfer mainly conducted by Japanese

Activities mainly conducted by C/P with advice from Japanese Experts

Activities in Japan



Strengthening of the capacity of VINAMARINE is not different from strengthening of capacity of each staffs of VINAMARINE and it is achieved through the administrative work on the theme concerned by the collaboration of taskforce and all the members of VINAMARINE concerned.

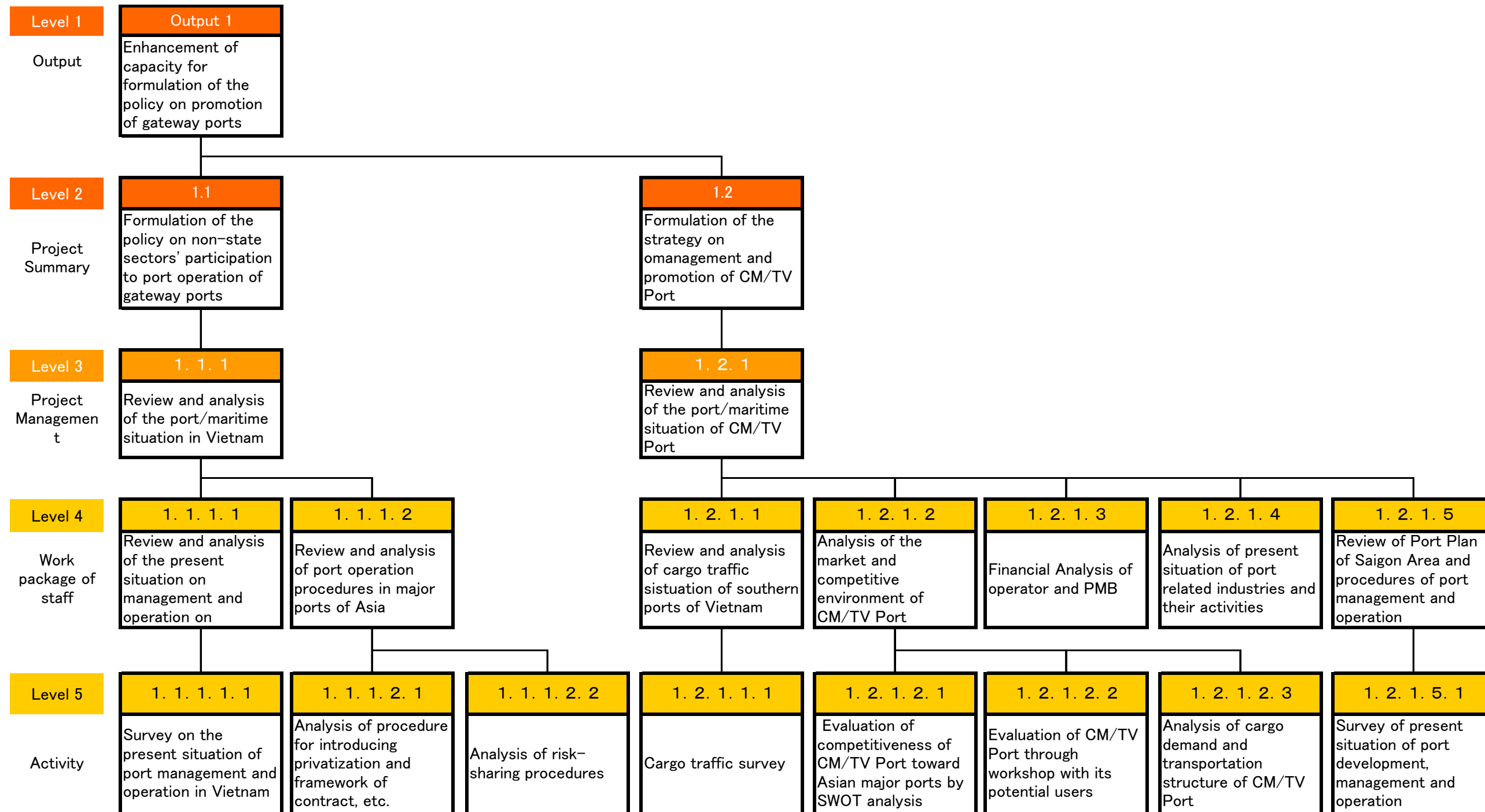
Plan of operation was based on the activities designated in the PDM, but at the level of the detailed breakdown activities, necessary activities to achieve the outputs are sometime duplicated.

Hence, in order to identify which activities are related to which outputs and for better assessment of achievement, JICA expert team and Executive Committee create the WBS (Work Breakdown Structures) to supervise and monitor the achievement of taskforce and held joint meetings of taskforce and Executive Committee for several key themes.

In this context, JICA experts took the way of holding various workshops with taskforce and key persons of VINAMARINE by holding extended workshops and to hold key seminars involving key persons of the government concerned.



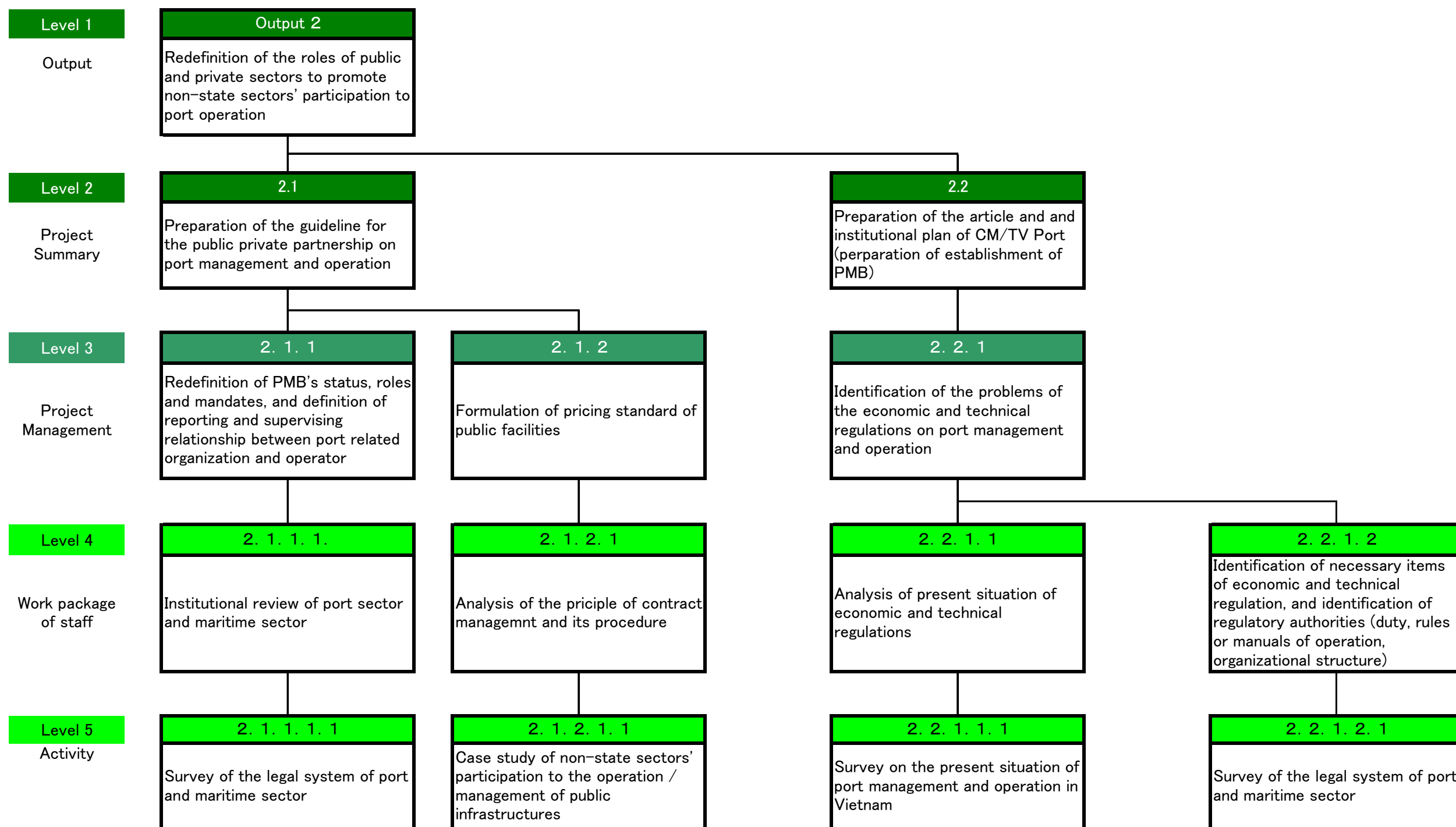
**WBS : Output 1 (Enhancement of capacity for formulation of the policy on promotion of gateway ports)**



SWOT Analysis: strengths (S), weaknesses (W), opportunities (O), threats (T)



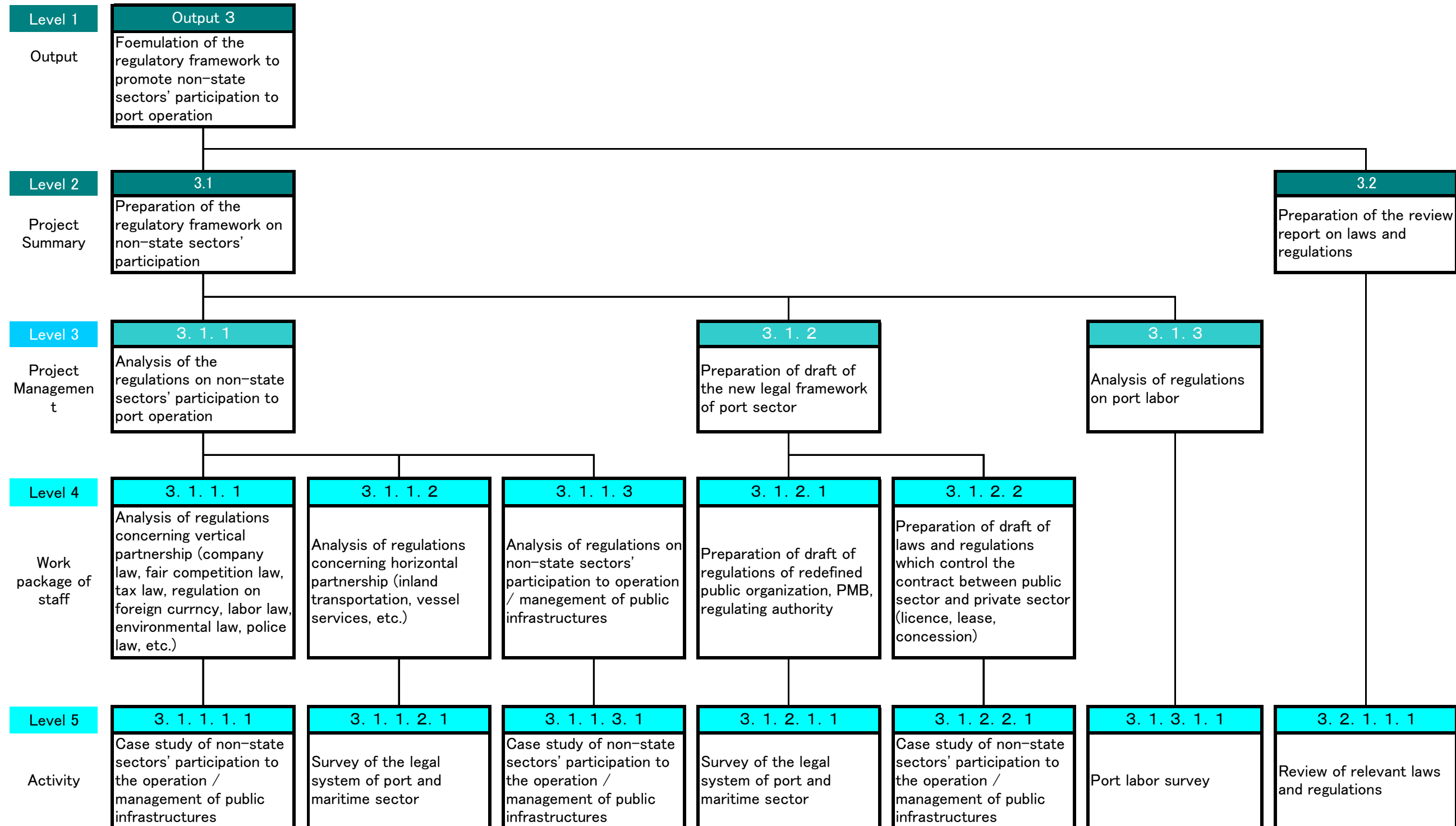
## WBS : Output 2 (Redefinition of the roles of public and private sectors to promote non-state sectors' participation to port operation)





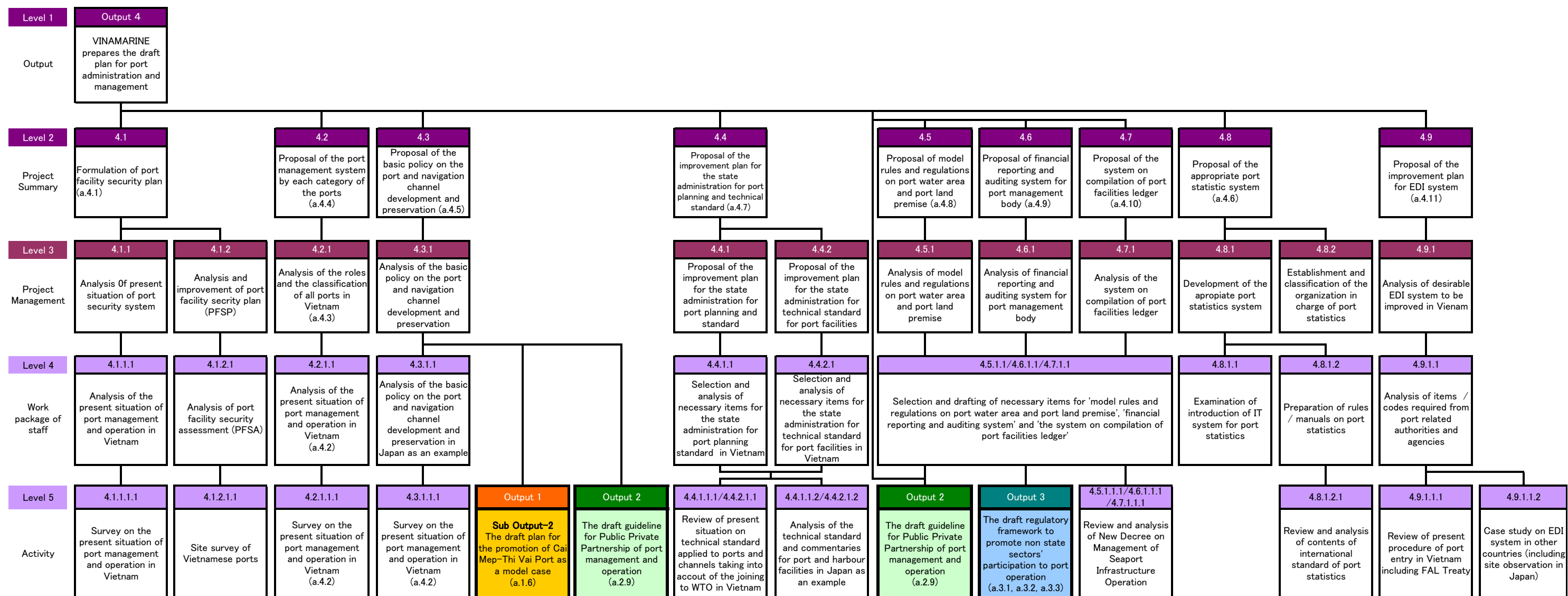


**WBS : Output 3 (Foemulation of the regulatory framework to promote non-state sectors' participation to port operation)**



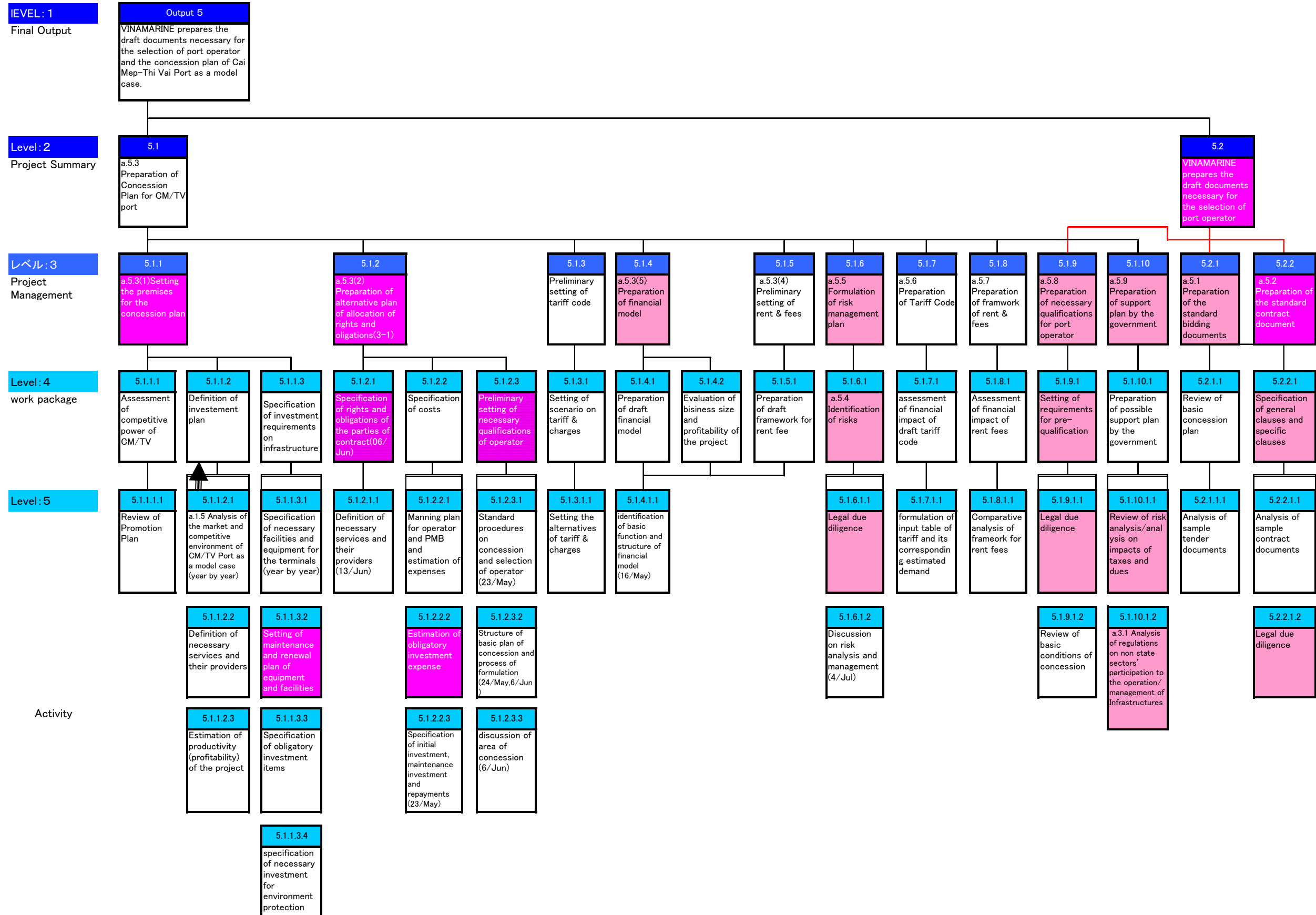


WBS : Output 4 (VINAMARINE prepares the draft plan for port administration and management)





WBS : OUTPUT5 (VINAMARINE prepares the draft documents necessary for the selection port operator and the concession plan of Cai Mep-Thi Vai Port as a model case.)





## 2. Achievement of the Activities

Summary of the achievement of the activities is shown in the following table.

Achievement of the Project (Along PDM2)	
PDM activities	Current Status on the Activities [ ] indicates necessary modification for application)
<b>Output 1:</b> VINAMARINE prepares the draft policy on non state sectors' participation in the operation of gateway ports & the draft plan on promotion of the gateway ports taking Cai Mep-Thi Vai Port as a model case.  <b>•Sub output 1</b> The draft policy on non state sectors' participation to the operation <b>•Sub output 2</b> The draft plan for the promotion of Cai Mep-Thi Vai Port as a model case which will be modified for other gateway ports of Vietnam.	<ul style="list-style-type: none"> <li>● Policy on Non State Sectors' Participation to Operation of Gateway Ports</li> <li>● The Draft Plan for the Promotion of Gateway Ports in Vietnam</li> </ul>
1-1 Review and analysis of the port / maritime transport activities including international container cargo flow	<ul style="list-style-type: none"> <li>● TOR for the local consultant (CMB) to collect data &amp; information on ports and cargo was discussed in workshop and workshops for analysis of these data and information was implemented to share the same level of knowledge among taskforce and JICA experts.</li> </ul>
1-2 Review and analysis of port operation in other countries	<ul style="list-style-type: none"> <li>● In order to grasp and understand the current situation of port management and operation together with port privatization, OJT in Thailand (Laem Chabang and Bangkok by Dr. Owaki) and Indonesia (Tg. Perak and Tg. Priok by Mr. Yamada) to four members of the task force team was conducted. Before conducting OJT, Experts presented the information on those in Colombo port of Sri Lanka and in Salalah port of Oman and questionnaire sheet for the site survey was discussed in the workshop. Survey results were also presented at the workshop after returning to Vietnam by the survey team of the task force and discussed on them for the technology transfer to the other members.</li> </ul>
1-3 Preparation of the policy on non state sectors' participation to port operation of gateway ports	<ul style="list-style-type: none"> <li>● In order to understand the inter-relationship between the policy and concession process, workshops on the comparison of related contracts and regulations of other countries with the Cai Lan Port lease contract, points of improvement were discussed through various number of workshops and compiled the results in the draft paper "Policy on Non State Sectors' Participation to Operation of Gateway Ports at the end of the 2<sup>nd</sup> year operation of the Project.</li> </ul>
1-4 Analysis of the logistic system related to Cai Mep – Thi Vai Port based on the cargo traffic survey as a model case.	<ul style="list-style-type: none"> <li>● For the implementation of the traffic survey, Experts presented text on the purpose, methodology and specification of the survey and discussion with the task force team was conducted in the workshop. As to the survey results, analyses by the Experts, by the task force team and by the consultant were presented and discussed in the workshop as OJT.</li> </ul>
1-5 Analysis of the market and competitive environment of Cai Mep – Thi Vai Port as a model case	
1-6 Preparation of the plan for the promotion of Cai Mep-Thi Vai Port as a model case	<ul style="list-style-type: none"> <li>● Several times of workshops were held among VINAMARINE's taskforce members and JICA expert team, and through discussions in workshops and OJT, collaborative work was implemented, targeting preparation of the draft plan for promotion of Cai Mep-Thi Vai Port, as a model case. This</li> </ul>



	<p>activity consists of understanding of present situation of SFEA ports (south economic focal area), review and revising of existing cargo demand forecast, understanding of recent situation of SFEA ports among major Asian ports, review of seaport development plans or projects in the area, and so on. During these activities, VINAMARINE's taskforce members could take full advantage of the results cargo traffic survey including OD survey and knowledge or information obtained in the previous activities implemented in the first quarter (a.1.1, a.1.2, a.1.4, a.1.5, etc.), under JICA expert team's support. In parallel with these activities, lecture on the methodology of SWOT Analysis was also given to VINAMARINE's taskforce members, in order to prepare for the work to find promotion strategies utilizing SWOT Matrix. Workshops held in the latter half of this period were spent for discussion about promotion strategies for gateway ports and Cai Mep-Thi Vai ports as a model case based on understanding and fact finding through the parallel activities mentioned above. As the output of this activity, the Draft Plan for the Promotion of Gateway Ports in Vietnam was prepared. This output is divided into two parts and includes a general idea for promotion plan for gateway ports in Vietnam and the draft plan for promotion of Cai Mep-Thi Vai Port as a model case.</p>
1-7 Seminars are held to make a presentation on the plan for the promotion of Cai Mep-Thi Vai Port as a model case.	<ul style="list-style-type: none"> <li>Based on the output of activity (a.1.6), two seminars in both of Hanoi (9<sup>th</sup> March 2006) and HCMC (13<sup>th</sup> March 2006) are to be held by VINAMARINE under the support of JICA expert team. In both seminars, main part of the output is to be presented by VINAMARINE and supplemental presentation is to be done by JICA expert team. In each of two seminars, around 60 persons are expected to participate from various organizations related to maritime activities.</li> </ul>
1-8 Monitoring of the enhancement of the executive capacity on the promotion of gateway ports and the introduction of non state sectors' participation to the ports	<ul style="list-style-type: none"> <li>Monitoring work was conducted through Q and A at the seminar and homework and executive committee considered the level of the capacity in the preparation of promotion strategy was satisfactory, leaving the actual implementation capacity unknown.</li> </ul>
<b>Output 2:</b> VINAMARINE drafts and proposes the redefinition of the roles (authorities, powers, etc) on port management and operation among government agencies, other public sectors and private sector to promote the non state sectors' participation to the operation of gateway ports.	<ul style="list-style-type: none"> <li>Draft Guideline for the Public Private Partnership on Port Management and Operation</li> </ul>
2-1 Setting up a task force	<ul style="list-style-type: none"> <li>As for Vietnamese counterparts, based on the first year PO, qualification necessary as the member of the task force team was discussed with the chairman and vice chairman of VINAMARINE and task force team was established as in the attached list. As the progress of the workshop, considering the importance of the Project, Vice Minister of MOT and the Chairman of VINAMARINE enforced the task force team as in the attached list.</li> </ul>
2-2 Identification of the problems of the economical and technical regulation on port management and operation	<ul style="list-style-type: none"> <li>In order to transfer the knowledge and technology on purpose and method of economic and technical regulation on the port management and operation, workshops including lectures by the Experts and Q &amp; A with the task force team were conducted. In order to evaluate the level of knowledge acquirement by the task force team, homework on the analysis of Prime Minister's Decision-228 on Cai Lan Port Leasing System was assigned to each member of the task force. As the results of analysis of answer to the homework, Experts gave a supplementary lecture on port economics under market oriented economy focusing on the</li> </ul>



	<p>basic theory on port operation and competition under the market oriented economy as well as lecture on the samples of provisions of contracts on the technical and economic regulation and discussion on the applicability in Vietnam was conducted. In order for the task force team to deeply understand relation of series of workshops with their mission (Mission Profiling and Program Management), lecture on the usage of texts and process of training was conducted.</p>
2-3 Analysis of the regulations on non state sectors' participation to port operation	<ul style="list-style-type: none"><li>• Workshops on the purpose and process of regulatory and institutional reform, general approach for drafting a port law and terms of reference and specification for sub-contracting the works to analyze the related laws and regulations to the local lawyer were conducted for the task force team to analyze the related laws and regulations which potentially impede the non-state sectors' participation to the port operation. The analysis on the related laws and regulations were conducted by task force team jointly with the local lawyer as a part of OJT.</li></ul>
2-4 Review of the roles on port management and operation between port management body and non state sectors of other international gateway ports in Asia	<ul style="list-style-type: none"><li>• Analysis on the demarcation of roles on port management and operation between port management body and non-state sectors in Thailand and Indonesia was conducted through interviews and collection of data as a part of OJT in conjunction with the activity a.1.2. Reports on the results of analysis were presented in the workshops and discussed to transfer the technology to the other member of task force under the guidance of the Experts.</li></ul>
2-5 Analysis of the risks of the non state sectors' participation to port operation	<p>In order for the task force team to understand the basic idea on management of risks and risks themselves raised in the public and private partnership for port project, lectures and workshops by the Experts were conducted and as an exercise, discussions on whether the risk allocation and countermeasures for oversight of technical and economic regulation are properly arranged in the Cai Lan Lease Contract were conducted. In order for the task force team to understand how is the allocation of risks reflected in the economic risks, and how to analyze the effect of the economic risks, basic method of financial analysis and cost identification for the proper allocation of cost burden between port management body and non-state sector operator was lectured prior to the second year program. Homework on the analyses of technical and economic regulation and risks involved in the Cai Lan Port Leasing System was assigned to the task force team as a whole considering the importance of acquiring basic knowledge on these issues for the redefinition of roles necessary for the promotion of non-state sectors' participation to the port operation. Comparative study between various risks which have been examined during the analysis work of a.2.4 conducted by VINAMARINE in the 1st quarter of the first year and current situation of the port and maritime sector in Vietnam were carried out, the risks to be arisen in Vietnam were identified and then the C/P obtained enough knowledge of how the risks are decreased or increased depending upon the details and affects of the risks, the provisions of the contract and regulations. Based upon the general concept of the risks and case examples of concession contracts provided by Experts, the C/P extracted the specific risks in Vietnam and improved their understanding on the risks through the discussion with Experts in the form of the workshop. Consequently, the C/P was able to prepare accordingly the draft redefinition of the authorities and powers on the port management and operation in the activities of a.2.8.</p>
2-6 Analysis of cost sharing between port management body and non state sectors	<ul style="list-style-type: none"><li>• In the way of the cost sharing between the port management body and the port terminal operator, the financial burden to the operator may vary depending upon the magnitude and type of the underlying risks contained in the port to be equitized, which was analyzed in a.2.5. Therefore, this analysis was carried out in conjunction with</li></ul>



	<p>“the risks and the costs” and “the protection of the Public Interest” conducted by the government and port management body. The C/P acquired the concept of the cost sharing through comparing the samples provided by Experts, the financing model cases and the current cases in Vietnam (VICT, Cai Lan Port, Cai Mep – Thi Vai Port, etc.), analyzing the pros and cons of each case and having discussion with the Experts at the workshops with regard to the following subjects;</p> <ul style="list-style-type: none"><li>➤ Appropriate roles among the port terminal operators including non state sectors and the port management body</li><li>➤ Appropriate redefinition of authorities and powers for port management and operation</li><li>➤ Preparation of the draft guideline for the Public Private Partnership on port management and operation</li><li>➤ Cost sharing necessary for preparing the policy to promote the non state sectors’ participation to Cai Mep – Thi Vai Port as a model case</li><li>➤ Responsibilities and authorities of the port management body and the port terminal operators including non state sectors and risk management method employed due to arising from the cost sharing method</li></ul>
2-7 Comparison with some alternative plans for the redefinition of authorities and their powers for port management and operation among port management body and non state sectors	<ul style="list-style-type: none"><li>● The C/P conducted the comparison analysis on the authorities and powers for port management and operation among port management body and port terminal operators including non state sectors taking account of the following ;<ul style="list-style-type: none"><li>➤ Port management model, such as landlord port, service port, tool port, etc.</li><li>➤ Issues involving public interest oversight and mechanism to protect the public interest</li><li>➤ Technical and economic regulations</li><li>➤ Institutional framework for the central government, port management body and port terminal operators</li><li>➤ Roles of the central government, port management body and port terminal operators</li></ul></li></ul> <p>Case example analysis of the demarcation of authorities and powers of the central government, port management body and port terminal operators for the management and operation of the port in El Salvador, Thailand, Indonesia and Malaysia was conducted by the C/P. The C/P summed up the results of the comparative analysis of the pros and cons on the draft alternative plans through discussion with Experts at the workshop.</p>
2-8 Preparation appropriate plan for the redefinition of authorities and powers	<ul style="list-style-type: none"><li>● Based upon the outputs on the alternative plans from a.2.2, a.2.3, a.3.1, a.2.4 and a.2.7, the appropriate draft plan for the redefinition of authorities and powers of each government agency concerned, port management body, SOE and non state sectors was prepared. The redefinition above was premised on the port management and operation at the public ports, therefore, the evaluation criteria included the protection of the Public Interest, securement of fairness and transparency, keeping the operation efficiency and conflict of interest not to be taken place among each party concerned on the authorities and responsibilities. This activity is the most important and fundamental to the successful contract to introduce the non state sectors’ participation to Cai Mep – Thi Vai Port (as a model case) operation, which is one of the most important issues in this project, and requires the wide range of knowledge and experiences on port privatization. The C/P carried out the work together with Experts and mastered the skills and knowledge through OJT.</li></ul>



2-9 Preparation of the guideline for the Public Private Partnership on port management and operation	<ul style="list-style-type: none"> <li>This activity was carried out based upon the examination results of a.3.3 Preparation of the regulatory framework (approval and license, transaction, etc.) to promote non state sectors' participation to the port operation and a.1.6 Preparation of the Plan for formulation of the strategy for the promotion of Cai Mep – Thi Vai Port as a model case. The main items of this draft guideline included the principle of regulations, the principle of interaction between the port management body and port and maritime community of the all sectors, the principle of public infrastructures pricing, the principle on human resource development, the principle of the contract management, etc.</li> </ul>
2-10 Preparation of the article and institutional plan of the Cai Mep- Thi Vai Port management body as a model case	<ul style="list-style-type: none"> <li>The draft article and institutional plan of Cai Mep – Thi Vai Port as a model case was prepared based upon the current situation and the forecast of Cai Mep – Thi Vai Port on the fundamental requirements of the port management body and aspects shown in the draft guideline for the Public Private Partnership on port management and operation.</li> </ul>
2-11 Monitoring of the enhancement of the executive capacity on port management to realize Public Private Partnership	<ul style="list-style-type: none"> <li>Monitoring work was conducted through the evaluation of homework and discussion between JICA experts and taskforce.</li> </ul>
2-12 Monitoring of the progress on the establishment of the Cai Mep-Thi Vai port management body as a model case	<ul style="list-style-type: none"> <li>✧ Because of the delay in the construction work of Cai Mep-Thi Vai port, need for establishment of PMB has not been acknowledged by the higher authority of Vietnam Government. It is expected to be established just before the opening of these terminals.</li> </ul>
<b>Output 3:</b> VINAMARINE prepares the draft regulatory framework to promote non state sectors' participation to port operation.	<ul style="list-style-type: none"> <li>Decree 71/2006/ND-CP on management of maritime channels and seaports</li> <li>Decision No.57/2005/QĐ-BGTVT regarding organizations and operation of Maritime Administration Agencies</li> <li>Draft Decree on management and operation of seaport infrastructure</li> </ul>
3-1 Analysis of regulations on non state sectors' participation to the operation/management of Infrastructures	<ul style="list-style-type: none"> <li>Workshops and lectures were conducted on the purpose and method of analysis on regulations on non-state sectors' participation to the operation/management of infrastructure and terms of reference for subcontracting the work. Interim results of the analysis were reported by the local lawyer in the workshop and lecture was given to the task force team by the Experts on method of analysis using sample of Cai Lan Port Leasing. Identification of current situation of addition and amendment of related laws and regulations implemented by the Government to meet the requirement of participation to the WTO.</li> </ul>
3-2 Analysis of the regulations on port labor	<ul style="list-style-type: none"> <li>Workshops were held for giving lectures to the task force team on the purpose and method to analyze the regulations and norms on port labor in Vietnam and to formulate the terms of reference and specifications for the subcontracting work. Workshop was also held for the discussion of the survey results.</li> </ul>
3-3 Preparation of the regulatory framework (approval and license, transaction etc) to promote non state sectors' participation	<ul style="list-style-type: none"> <li>The C/P together with the Experts reviewed laws and regulations concerned, such as corporate law, regulation for fair competition, tax regulations, regulation for foreign currency restrictions, regulation for dividend income tax and limitation, regulation for environment protection, police law, regulations for concession and asset holding, tariff code, etc. Upon analyzed the current status of application of those laws and regulations in Vietnam, the draft regulatory framework to facilitate the non state sectors' participation to Cai Mep – Thi Vai Port operation as a model case was</li> </ul>





	<p>prepared and incorporated into the draft Guideline for Public Private Partnership of port management and operation. For the actual application to Cai Mep – Thi Vai Port, two drafts of Prime Minister's Decision for introduction of concession scheme as a pilot case were prepared. Further analysis on the related laws and regulations were directed to the law firm. Laws and regulations related to the promotion of the non state sectors' participation to port operation such as enterprise law, investment law, tender law are reviewed and analyzed for the preparation of legal due diligence report through subcontracting to the law firm in Vietnam. Following the Terms of Reference discussed in previous workshop, Dzungsrt &amp; Associates conducted the survey and held twice workshops to present its interim report. The law firm has already drafted a legal due diligence report.</p>
3-4 Monitoring of the enhancement of the capacity on the preparation of the regulatory framework to promote non sectors' participation to port operation	<ul style="list-style-type: none"> <li>Monitoring work was conducted through the discussion between JICA experts and taskforce in relation to the draft Prime Minister's Decision.</li> <li>As to the establishment of PMB in CM-TV, 2 versions of Prime Minister's decision including concession procedure were drafted by taskforce and laid down to the discussion of leaders of VINAMARINE.</li> </ul>
<b>Output 4:</b> VINAMARINE prepares the draft plan for port administration and management with the assistance and cooperation of JICA expert team.	<ul style="list-style-type: none"> <li>Draft Plan for Port Administration and Management</li> </ul>
4-1 Formulation of port facility security plan	<ul style="list-style-type: none"> <li>The Government of Vietnam, represented by VINAMARINE has already formulated the Port Facility Security plan and implemented the ISPS Code in accordance with the requirements of the ISPS Code. Moreover, the Compliance Certificates which are the requirement of the Part B of ISPS Code (not mandatory requirement) are issued by VINAMARINE to the port facilities applicable to ISPS Code. During the workshop, the C/P presented the current situation on the implementation of ISPS Code in Vietnam. IMO Self-Assessment Tool was used for reviewing the requirements of the Code, implementation status and matter to be improved in the future. The legal framework to implement the Code has formulated accordingly, and any major defects on the implementation were not found.</li> </ul>
4-2 Review and Analysis of the present condition on management and operation of Vietnamese ports	<ul style="list-style-type: none"> <li>Review work was conducted at the first year of operation through contracting out to the local consultant (CMB) by the supervision of taskforce and JICA expert team and the review report was compiled. The survey work was carried out on the following theme and methods; <ul style="list-style-type: none"> <li>Study of state organizations in charge of port sector</li> <li>Study of the present situation of ports in Vietnam</li> <li>To interview and collect the data and information at the public agencies superintending the terminals of ports, such as MOD, VINALINE, HCMC, MOT, etc.</li> <li>To interview the terminal operators and their subsidiaries and correct the data and information on category of business, work contents, business performance, etc.</li> </ul> </li> </ul>
4-3 Analysis of the roles and the classification of all ports in Vietnam	<ul style="list-style-type: none"> <li>Through the analysis of the review report created in 4-2 and workshop on the samples of port classification criteria of Japan and Indonesia, taskforce proposed classification of Vietnamese seaports. Definition of classification is promulgated in VMC and classified ports list is promulgated in Decision No.16/2008/QĐ-TTg on declaration of</li> </ul>



	classification list of Vietnam seaports.
4-4 Proposal of the port management system by each category of the ports	<p>Several workshops were held and discussed the desirable management system for each category of ports mainly on the system of port water area and port land premise designation and the responsibility and role of PMB and VINAMARINE in conjunction with port planning system.</p> <p>[Proposed management system is incorporated in the draft decree on management and operation of seaports. It is, however, not approved by the competent authorities of the government]</p>
4-5 Proposal of the basic policy on the port and navigation channel development and preservation.	<ul style="list-style-type: none"><li>● By introducing the basic policy of Japan and EU by JICA experts, C/P understood the structure and role of basic policy. Basic policy forms, in principle, a part of Master Plan of Vietnam Seaport System which is to be revised by the end of November in parallel with JICA study on VITRANSS2, and hence, this activity has been conducted in conjunction with the assistance work for the formulation of Master Plan. Basic policy has profound relation with the proposed management system of seaports in Vietnam which is not officially approved and it is expected to take time to finalize it in VINAMARINE.</li></ul>
4-6 Proposal of the appropriate port statistic system	<ul style="list-style-type: none"><li>● Port statistic system currently applied in Vietnam through Maritime Administrations was critically reviewed in workshops and discussion of necessary items to be compiled in the statistics were held from the viewpoints of planning and supervision of terminal operation and JICA experts and taskforce has drafted the proposal, which is compiled as the plan of port administration and management at the end of this Project.</li></ul>
4-7 Proposal of the guideline for port planning and technical standard for port facilities.	<ul style="list-style-type: none"><li>● This activity was originally to formulate the guideline for formulation of technical standard of port facilities which has been applied in Japan. As Vietnam officially joined WTO in January 2007, it became necessary to meet the WTO regulations including the Agreement on Technical Barriers to Trade (TBT) as same as in Japan. The Task Force is therefore requested to study the regulation and check the technical standards related to port facilities and equipment. Guideline for technical standard, hence, focuses on the way to produce standard functional specification for the port facilities and the system to evaluate the appropriateness of the design. As to the Planning Standard which is closely related with the planning system of port development plan, JICA experts held the workshop on planning standard specified in Japanese port and harbor law and examples of its application to planning work. Taskforce and JICA experts formulated the draft guideline both for technical and planning by the end of the project period.</li></ul>
4-8 Proposal of model rules and regulation on port water area and port land premise.	<ul style="list-style-type: none"><li>● Workshops on the rules and regulations on port water area and land premises were held several times in June and July 2007, in which JICA experts introduced Japanese laws and regulations on this issue. The Task Force members requested detailed information on the area of port land premises and the method to authorize the area. JICA experts explained the necessity of such rules and regulations recalling several cases of inappropriate land use in the port land premises. While the rules and regulations on port water areas and land premises differ by the type of port management bodies, necessary components of such rules and regulations were proposed for Vietnamese PMB to be established in the future.</li></ul> <p>[Rules and regulation need to be modified depending on the power and authority of PMB which is not approved within the Ministry]</p>



<p>4-9 Proposal of financial reporting and auditing system for port management body</p>	<ul style="list-style-type: none"> <li>Workshops on Financial Reporting and Auditing were held several times during the third fiscal year of the Project. JICA experts explained the basic idea of the financial report and the method to fill the balance sheet, profit loss statement and cash flow statement including the exercise by taskforce to create sample financial statements. Reviewing a case of financial report of Quang Ninh Port, the Task Force studied a proper financial reporting system for PMB and drafted the financial reporting and auditing system of PMB.</li> </ul> <p>[Accounting standard and method applied in Vietnam is the same as in Japan in principle, but necessary contents to be compiled in the financial report will differ from the role and function of PMB which is not approved by the Ministry, and hence it needs revision after decision on PMB.]</p>
<p>4-10 Proposal of the system on compilation of port facilities ledger.</p>	<ul style="list-style-type: none"> <li>Workshops on Port Facilities Ledger were held in September and December 2007, in which JICA experts explained the importance of the inventory of port facilities in connection with the proper management of ports and the concession contracts with private terminal operators. The Task Force reviewed the Cai Lan Port Lease Contract, which prescribes that the lessor has a right to inspect and monitor the management, operation, repair, maintenance of lease properties and the lessee has an obligation to keep the record of repair, maintenance and report it to the lessor. Recalling the necessity of port facilities ledger for proper management of ports, the Task Force prepared a report entitled "Proposal for the system on compilation of port facilities ledger".</li> </ul>
<p>4-11 Proposal of introduction of EDI system</p>	<ul style="list-style-type: none"> <li>The Task Force members and JICA experts discussed the introduction of EDI into the operation of Vietnamese ports, and realized that local MA offices have already installed computers for receiving ship arrival/departure information from ship agents and shipping companies. Since hard copies of General Declaration are also required for ship entry, EDI system in Vietnam is in the very early stage of introduction. Workshops on Port EDI were held in October and December 2007, in which JICA experts explained Port EDI system in Japan, single window system and advantages of EDI in terms of productivity. Several problems have been identified in the current situation as Customs, Border Procedure Division, Quarantine and other state management agencies related to ports have not introduced EDI system to support their procedures. Another problem is that electronic data on ship entry are not incorporated into the billing system of MA. The Task Force shall collaborated in improving the Port EDI system in Vietnam and proposal for the improvement was prepared.</li> </ul>
<p>4-12 Monitoring of the enhancement of the capacity on port administration and management</p>	<ul style="list-style-type: none"> <li>Monitoring work was done by giving test to taskforce and discussion in EC.</li> </ul>
<p><b>Output 5:</b> VINAMARINE prepares the draft documents necessary for the selection of port operator and the concession plan of Cai Mep-Thi Vai Port as a model case.</p>	<ul style="list-style-type: none"> <li>Draft Concession Plan of Cai Mep-Thi Vai International Port</li> <li>Draft Standard Bidding Document</li> <li>Draft Standard Concession Agreement</li> </ul> <p>[These documents are necessary to be revised after clarification of structure of PMB and revised detailed investment plan]</p>
<p>5-1 Preparation of the standard bidding documents between the port management body and operators of gateways ports</p>	
<p>5-2 Preparation of the standard</p>	



contract documents between the port management body and operators of gateways ports	
5-3 Estimation of costs(cost of capital ,operation cost, maintenance cost) and revenues, preparation of a concession plan and financial analysis of Cai Mep- Thi Vai Port as a model case	<ul style="list-style-type: none"><li>● For the analysis of the important premises of the concession plan, assessments of competitive power of CM/TV port and necessary investment by the operator were conducted through the review of promotion plan formulated in the first year operation and critical review of the Detailed Design Study in the workshops. Review of the promotion plan was focused on the review of demand forecast both for CM container terminal and TV multi-purpose terminal referring to the interview made to the operators and potential consignees in Saigon Area in May both by JICA experts and taskforce members. For the assessment of necessary investment by the operator, relation among the forecast cargo volume by item and by year, capacity of terminals and equipment and facilities together with the capacity of ancillary services including pilotage and towage was analyzed through the critical review of the Detailed Design Study results. Specification of necessary facilities and equipment as well as necessary ancillary services were conducted through the workshops by service provision/demand forecast group inquiring the professionals engaged in these services in Vietnam. Workshops for defining the investment plan for each year of operation, average prices of equipment and operational manning in the existing terminals of Saigon Area referring to the lists of equipment and prices applied in Japan extended by JICA experts, and for clarification of regulations and norms relatedly Engineering/planning/cost estimation group. For the preparation of alternative plan of allocation of rights and obligations, homework on the basic conditions of concession is assigned to taskforce and debating between two groups each of which representing either operator or port management body/government were conducted. For preliminary setting of necessary qualifications of operator, work shop was held inviting lawyers of Dzungsr and Associates to discuss about the equality of participants to bidding referring to the laws and regulations currently applied to domestic private enterprise, state own enterprise and foreign investor. For the definition of necessary services and their provider, estimation of obligatory investment expenses and manning plan for operator and port management body and estimation of labor costs were conducted through the workshops with each group of taskforce except for that of legal affairs. Workshops for the clarification of current tariff code and its background were held by Financial group of taskforce referring to No.88/2004/QD-BTC and No.38/2001/PL-UBTVQH10. Discussion on wharfage and analysis of relations between collecting procedure of wharfage, tariff setting freedom given to the operator and concession fee system was conducted through workshop with the Financial group of the taskforce. Comparison of framework of the concession fees of other ports (SAGT of Sri Lanka, Bojonegara of Indonesia, Laem Chabang of Thai Land, Los Angeles-Long Beach in United States etc.) was introduced by JICA experts and taskforce team discussed the pros and cons of these frameworks. As to the scheme to be applied to CM/TV Port, alternative schemes including structure and payment schedule were presented by JICA experts and taskforce team is assigned its work to study their applicability in Vietnam considering the possible tariff code. Basic structure and components of financial model for the analysis of concession scheme was introduced by the JICA experts as well as necessary input data to be prepared by taskforce. Preliminary assessment of the effects of financial factors such as tariff level, concession fee level, tax and duties, level of obligatory investment and initial and maintenance expenses on the financial indicators was presented by JICA experts for the taskforce to understand the sensitivity of each financial factor and select important factors as</li></ul>



	<p>concession condition together with the factors interpreted by related laws and regulations in Vietnam including compensation for site clearance, land rent etc.</p> <p>[Concession plan was formulated based on the premises set in the Detailed Design Report of JICA, but components of JBIC loan packages were changed after compilation of the concession plan. Therefore revise work is needed based on the changed premises, especially for the financial analysis. This revising work is expected to be done in the OS consulting work within the JBIC loan]</p>
5-4 Risk identification and analysis (country risk, project risk, contract risk etc)	<ul style="list-style-type: none"><li>Initially, all the important concession conditions including tax and duties, insurance policies to be applied as well as possible structure of companies of the operator were discussed through workshops. Identification of risks involved in the CM/TV project was conducted through the debate workshops composed of two groups which were presumably representing either conceding authority or concessionaire and guided by some experts. The expert team presented potential six risks as Country risk (Legal risks, Monetary risks, Economic risks, Force majeure, Interference risks, Political risk), six risks as Project risks (Construction risks, Hand-over risks, Operation risks, Procurement risks, Financial risks, Social risk), Commercial/Traffic risks and Contractual risks with the review of the critical review of Cai Lan Lease Contract which was conducted in the first year operation of the Project. The taskforce deepened its understanding on risks related to terminal business.</li></ul>
5-5 Preparation of the risk management program	<ul style="list-style-type: none"><li>Preparation of the risk management program was conducted on the basis of the results of risk identification and analysis (a.5.4). The expert team previously examined the risks and discussed with the taskforce the way to manage each risk. The expert team also showed some examples of other countries. As to legal risks of country risks, it is necessary to figure out interpretation of laws and possible directions on the revisions and amendments of the relevant laws and regulations. Law firm (Dzungst and Associates) reported some of them as a part of legal due diligence work.</li></ul> <p>[As is the same as 5-3, concrete management program is to be revised in the OS consulting work after clarification of undecided premises]</p>
5-6 Preparation of the code on the tariff	<ul style="list-style-type: none"><li>This activity was conducted in parallel with a.5-3</li></ul>
5-7 Preparation of the framework for rent fee	<ul style="list-style-type: none"><li>This task was conducted in parallel with activity a.5.3(4) and a.5.3(6). Initially, the necessity of setting performance target, which is the minimum requirement by the PMB, was discussed in the workshop. The taskforce understood that minimum requirement has a purpose to make sure the revenue necessary for the PMB to repay the loans for the initial investment, the minimum productivity necessary to provide public service to the customers in the international standard level and so on. Secondly, the expert team and taskforce discussed the structure of concession fees. In this concession plan of CM-TV project as a case study, the following concept of concession fees was concluded through the workshop.<ul style="list-style-type: none"><li>➢ Concession fee is composed of fixed and variable portions.</li><li>➢ Fixed portion is divided into two parts. One part is calculated based on the required total repayment amount including principal and interest for the initial investment cost of quay wall, yard and buildings and basins.</li><li>➢ Another fixed part is calculated based on the initial investment cost for equipment by the government and depreciation period.</li><li>➢ Variable portion is calculated with revenue share method.</li></ul></li></ul>



	<p>➤ Reasonable level is to be set to make financial conditions of both conceding authority and concessionaire at the sound level through the concession period and to share the reasonable retained earnings at the end of concession period.</p>
5-8 Preparation of necessary qualification of port operators	<ul style="list-style-type: none"><li>● Implementation procedures and the items to be evaluated with regard to the Pre-Qualification were discussed thorough the workshops and the Taskforce deepened their knowledge about the necessary qualification of port operators. This issue involves, however, detailed interpretation of and application rules/regulations of newly promulgated enterprise law and foreign investment law as well as the related decrees on maritime business which were under preparation by the competent authority of the Government, and reflecting these newly promulgated laws and regulation, draft decree on management and operation of seaport infrastructure was made. It is, however, not approved by the competent authorities and hence conclusion of this activity will be made in the OS consulting work of JBIC loan.</li></ul>
5-9 Preparation of the support plans by the government	<ul style="list-style-type: none"><li>● The Task Force elaborated on the support plan to give foreign investors incentives to participate in port development as a concessionaire. Workshops on this issue were held in July 2007 and the Task Force prepared a report entitled "Government Support Plan". The government support plans were discussed at the workshops, and the results were incorporated into the Standard Bidding Documents and the Standard Contract Documents. As is the same as other activities in 5, concrete support plan will be formulated in the OS consulting work.</li></ul>
5-10 Monitoring of the enhancement of the capacity on the preparation of the documents necessary for the selection of port operators in general.	<ul style="list-style-type: none"><li>● Monitoring work was conducted through various homework and test and through the discussion of draft decree on management and operation of seaport infrastructure and capacity of VINAMARINE on this issue was considered to be enhanced to acceptable level.</li></ul>



#### 4. JCCs (Joint Coordinating Committees)

JCCs were held 8 times during four years' operation.

Record of JCCs are shown below:

##### The Record of Joint Coordination Committee

	Date	Outline of conclusion
1 <sup>st</sup> JCC	March 17, 2005	JCC has approved the proposed annual work plan of The Project for the first year. [Inception Report] -The first annual work plan of The Project
2 <sup>nd</sup> JCC	October, 2005	The Progress Report I had been presented to MOT and related Ministries and they have acknowledged the result of annual work plan and progress of technical cooperation and have agreed. [Progress Report I] -The outputs of the first phase of the first year program -Draft interim evaluation on the progress of capacity building
3 <sup>rd</sup> JCC	March 6, 2006	JCC has acknowledged the result of annual work plan and progress of the technical cooperation as more than expected and any major issue on the project implementation to be discussed was not identified. JCC has also approved the annual plan of operation for the second year. [Progress Report II] -The outputs of the first operating year of The Project -Draft interim evaluation on the progress of capacity building
4 <sup>th</sup> JCC	September 25, 2006	JCC has acknowledged the implementation progress of the technical cooperation and has agreed, in principle, to propose the revision of the PDM for the next year onward to JICA. [Progress Report III] -Report on the operation for the first half of the second year of the Project -Draft interim evaluation on the progress of capacity building -Proposal for revision of the Project Design Matrix (PDM) which is to be discussed with JICA for its agreement at the end of the second operating year
5 <sup>th</sup> JCC	March 23, 2007	JCC has acknowledged the result of Mid-term Evaluation, and the implementation and progress of the technical cooperation, and has agreed



		<p>[Progress Report IV]</p> <ul style="list-style-type: none"><li>-The outputs of the second year of The Project</li><li>-Draft interim evaluation on the progress of capacity building</li></ul>
6 <sup>th</sup> JCC	March 10, 2008	<p>JCC has acknowledged the implementation and progress of the technical cooperation, and has agreed to the proposal for the plan of operation of the Project from April to November, 2008.</p> <p>[Progress Report V]</p> <ul style="list-style-type: none"><li>-Report on the operation for the third fiscal year of the Project</li><li>-Draft interim evaluation on the progress of capacity development</li><li>-Proposal for the plan of operation of the Project from April to November, 2008</li></ul>
7 <sup>th</sup> JCC	September 29, 2008	<p>Terminal Evaluation</p> <p>[Progress Report VI]</p> <ul style="list-style-type: none"><li>-JCC was held for reporting progress report summarizing 4years operation up to September 2008.</li><li>-JICA and Vietnam joint evaluation study team reported and discussed the final evaluation result</li><li>-</li></ul>
8 <sup>th</sup> JCC	November, 2008	<p>Circulation</p> <p>[Project Completion Report]</p> <ul style="list-style-type: none"><li>-Project Completion Report was approved by the JCC through circulation</li></ul>





## List of Participants in the meeting of Joint Coordination Committee

\* JICA= Japan International Cooperation Agency

OCDI= The Overseas Coastal area Development Institute of Japan

### First Joint Coordination Committee (1<sup>st</sup> JCC)

#### Vietnamese Delegation

No.	Name of participant	Title	Name of Organization
1	Dr. Tran Doan Tho	Vice Minister	Ministry of Transport (MOT)
2	Dr. Nguyen Ngoc Hue	Vice Chairman	VINAMARINE
3	Mr. Ha Khac Hao	Vice Director General	Planning & Investment Dept., MOT
4	Mr. Tran Bo	Vice Director General	Infrastructure & Urban Development Dept., MPI
5	Mr. Nguyen Xuan Tien	Manager	External Economic Relation Dept., MPI
6	Ms. Do Thanh Thuy	Expert	External Finance Relation Dept., MOF
7	Mr. Nguyen Tuong	Vice Director General	Int'l Cooperation Dept., MOT
8	Mr. Doan Ngoc Moc	Vice Director General	Shipping Dept., MOT
9	Mr. Nguyen Hoang	Expert	Legal Dept., MOT
10	Mr. Trinh Ngoc Thanh	Expert	Finance Dept., MOT
11	Ms. Nguyen Thanh Hang	Senior Expert	Planning & Investment Dept., MOT
12	Mr. Le Vu Khanh	Vice Director	Infrastructure Management Dept., VINAMARINE
13	Ms. Tran T.T.Mai Anh	Desk officer	Infrastructure Management Dept., VINAMARINE

#### Japanese Delegation

No.	Name of participant	Title	Name of Organization
1	Mr. Hiroshi IZAKI	Senior Deputy Resident Representative	JICA Vietnam Office
2	Mr. Tsutomu NAKANO	JICA Expert	TDSI, MOT
3	Mr. Hidehiko KURODA	President (Chief Advisor)	OCDI
4	Mr. Takashi OWAKI	(Concession / Port Management)	OCDI
5	Mr. Tadao YAMADA	(Port Security / Concession / Documentation)	OCDI
6	Mr. Jiro TAKETOMI	(Port Operation / Concession)	OCDI
7	Mr. Hiromichi NAGANO	(Financial Analysis / Project Finance)	OCDI
8	Mr. Seiji TOCHIGI	(Port Management / Maritime Legal System)	OCDI
9	Mr. Yosuke AGARI	(Coordinator)	OCDI



## Second Joint Coordination Committee (2<sup>nd</sup> JCC)

### Vietnamese Delegation

No.	Name of participant	Title	Name of Company
1	Dr. Tran Doan Tho	Vice Minister	Ministry of Transport (MOT)
2	Dr. Nguyen Ngoc Hue	Vice Chairman	VINAMARINE
3	Mr. Ha Khac Hao	Vice Director General	Planning & Investment Dept., MOT
4	Mr. Tran Bo	Vice Director General	Infrastructure & Urban Development Dept., MPI
5	Mr. Nguyen Xuan Tien	Manager	External Economic Relation Dept., MPI
6	Ms. Do Thanh Thuy	Expert	External Finance Relation Dept., MOF
7	Mr. Nguyen Tuong	Vice Director General	Int'l Cooperation Dept., MOT
8	Mr. Doan Ngoc Moc	Vice Director General	Shipping Dept., MOT
9	Mr. Nguyen Hoang	Expert	Legal Dept., MOT
10	Mr. Trinh Ngoc Thanh	Expert	Finance Dept., MOT
11	Ms. Nguyen Thanh Hang	Senior Expert	Planning & Investment Dept., MOT
12	Mr. Le Vu Khanh	Vice Director	Infrastructure Management Dept., VINAMARINE
13	Ms. Tran T.T.Mai Anh	Desk officer	Infrastructure Management Dept., VINAMARINE

### Japanese Delegation

No.	Name of participant	Title	Name of Organization
1	Mr. Hiroshi IZAKI	Senior Deputy Resident Representative	JICA Vietnam Office
2	Mr. Tsutomu NAKANO	JICA Expert	TDSI, MOT
3	Mr. Hidehiko KURODA	President (Chief Advisor)	OCDI
4	Mr. Takashi OWAKI	(Concession / Port Management)	OCDI
5	Mr. Tadao YAMADA	(Port Security / Concession / Documentation)	OCDI
6	Mr. Jiro TAKETOMI	(Port Operation / Concession)	OCDI
7	Mr. Hiromichi NAGANO	(Financial Analysis / Project Finance)	OCDI
8	Mr. Seiji TOCHIGI	(Port Management / Maritime Legal System)	OCDI
9	Mr. Yosuke AGARI	(Coordinator)	OCDI



### Third Joint Coordination Committee (3<sup>rd</sup> JCC)

#### Vietnamese Delegation

No.	Name of participant	Title	Name of Company
1	Mr. Vuong Dinh Lam	Chairman	VINAMARINE
2	Dr. Nguyen Ngoc Hue	Vice Chairman	VINAMARINE
3	Mr. Tran Bo	Vice Director General	Infrastructure & Urban Development Dept., MPI
4	Ms. Pham Thu Hien	Expert	External Economic Relation Dept., MPI
5	Mr. Nguyen Tuong	Vice Director General	Int'l Cooperation Dept., MOT
6	Mr. Nguyen Cong Bang	Expert	Shipping Dept., MOT
7	Mr. Nguyen Hoang	Senior Expert	Legal Dept., MOT
8	Ms. Tran T.T.Mai Anh	Desk officer	Infrastructure Management Dept., VINAMARINE

#### Japanese Delegation

No.	Name of participant	Title	Name of Company
1	Mr. Yasuhiro TOJO	Senior Deputy Resident Representative	JICA Vietnam Office
2	Mr. Katsutoshi KOMORI	Deputy Resident Representative	Ditto
3	Ms. Ayako OCHIAI	Assistant Resident Representative	Ditto
4	Mr. Hidehiko KURODA	President (Chief Advisor)	OCDI
5	Mr. Takashi OWAKI	(Concession / Port Management)	OCDI
6	Mr. Tadao YAMADA	(Port Security / Concession / Documentation)	OCDI
7	Mr. Seiji TOCHIGI	(Port Management / Maritime Legal System)	OCDI
8	Mr. Yosuke AGARI	(Coordinator)	OCDI



#### Fourth Joint Coordination Committee (4<sup>th</sup> JCC)

##### Vietnamese Delegation

No.	Name of participant	Title	Name of Company
1	Mr. Vuong Dinh Lam	Chairman	VINAMARINE
2	Dr. Nguyen Ngoc Hue	Vice Chairman	VINAMARINE
3	Mr. Nguyen Huu Hoan	Vice Director	Planning and Investment Dept., VINAMARINE
4	Mr. Nguyen Hoang	Expert	Legal Dept., MOT
5	Mr. Pharr Hung Vinh	Senior Expert	External Finance Relation Dept., MPI
6	Ms. Nguyen Thanh Hang	Senior Expert	Planning & Investment Dept., MOT
7	Mr. Le Tuan Anh	Vice Director	Int'l Cooperation Dept., VINAMARINE
8	Ms. Tran T.T.Mai Anh	Desk officer	Int'l Cooperation Dept., VINAMARINE
9	Ms. Do Thi Hao	Director	Finance Dept., VINAMARINE
10	Mr. Do Hong Thai	Director	Seaport Dept., VINAMARINE
11	Mr. Vu Huy Cuong	Director	Planning and Investment Dept., VINAMARINE

##### Japanese Delegation

No.	Name of participant	Title	Name of Company
1	Mr. Yasuhiro TOJO	Senior Deputy Resident Representative	JICA Vietnam Office
2	Mr. Kenichi KOBAYASHI	Deputy Resident Representative	Ditto
3	Ms. Le Thi Thu Hang	Assistant Program Officer	Ditto
4	Mr. Hidehiko KURODA	President (Chief Advisor)	OCDI
5	Mr. Shuichi TSUDA	(Concession / Port Management)	OCDI
6	Mr. Tadao YAMADA	(Port Security / Concession / Documentation)	OCDI
7	Mr. Jiro TAKETOMI	(Port Operation / Concession)	OCDI
8	Mr. Hiromichi NAGANO	(Financial Analysis / Project Finance)	OCDI
9	Mr. Seiji TOCHIGI	(Port Management / Maritime Legal System)	OCDI
10	Atty. Hiroshi MAEDA	(Documentation / Maritime Legal System)	Nishimura & Partners
11	Mr. Yuji Osaki	(Coordinator)	OCDI



### Fifth Joint Coordination Committee (5<sup>th</sup> JCC)

#### Vietnamese Delegation

No.	Name of participant	Title	Name of Company
From VINAMARINE			
1	Mr. Vuong Dinh Lam	Chairman	VINAMARINE
2	Dr. Nguyen Ngoc Hue	Vice Chairman	VINAMARINE
3	Mr. Nguyen Viet Dung	Director	Int'l Cooperation Dept., VINAMARINE
4	Mr. Le Tuan Anh	Vice Director	Int'l Cooperation Dept., VINAMARINE
5	Ms. Tran T.T.Mai Anh	Desk officer	Int'l Cooperation Dept., VINAMARINE
6	Mr. Nguyen Huu Hoan	Director	Planning and Investment Dept., VINAMARINE
7	Mr. Phan Nguyen Hai Ha	Vice Director	Maritime Safety & Inspection Dept., VINAMARINE
8	Mr. Nguyen Van Hien	Director	Science Technology Dept., VINAMARINE
9	Mr. Le Minh Dao	Vice Director	Seaport Dept., VINAMARINE
10	Mr. Nguyen Hoang Tiem	Director	Transport & Service Dept., VINAMARINE
From other Ministries			
1	Mr. Tran Bo	Vice Director General	Infrastructure & Urban Development Dept., MPI
2	Mr. Pham Hung Vinh	Expert	Int'l Cooperation Dept., MPI
3	Mr. Nguyen Tuong	Expert	Int'l Cooperation Dept., MOT
4	Mr. Ha Khac Hao	Vice Director	Planning & Investment Dept., MOT
5	Ms. Nguyen Thanh Hang	Expert	Planning & Investment Dept., MOT
6	Mr. Trinh Ngoc Thanh	Expert	Finance Dept., MOT
7	Mr. Nguyen Hoang	Expert	Legal Affairs Dept., MOT

#### Japanese Delegation

No.	Name of participant	Title	Name of Company
1	Mr. Hiroaki NAKAGAWA	Resident Representative	JICA Vietnam Office
2	Mr. Manabu WATANABE	Leader of Mid-term Evaluation Team	JICA
3	Mr. Masatoyo ISHIHARA	Member of Mid-term Evaluation Team	JICA
4	Phan Le Binh	Program Officer	JICA Vietnam Office
5	Mr. Hidehiko KURODA	President (Chief Advisor)	OCDI
6	Mr. Tatsuyuki SHISHIDO	(Concession Contract Document)	OCDI
7	Mr. Shuichi TSUDA	(Concession / Port Management)	OCDI



8	Mr. Tadao YAMADA	(Port Security / Concession / Documentation)	OCDI
9	Mr. Jiro TAKETOMI	(Port Operation / Concession)	OCDI
10	Mr. Hiromichi NAGANO	(Financial Analysis / Project Finance)	OCDI



### Sixth Joint Coordination Committee (6<sup>th</sup> JCC)

#### Vietnamese Delegation

No.	Name of participant	Title	Name of Organization
From VINAMARINE			
1	Mr. Vuong Dinh Lam	Chairman	VINAMARINE
2	Dr. Nguyen Ngoc Hue	Vice Chairman	VINAMARINE
3	Mr. Nguyen Viet Dung	Director	Int'l Cooperation Dept., VINAMARINE
4	Mr. Le Tuan Anh	Vice Director	Int'l Cooperation Dept., VINAMARINE
5	Ms. Tran T.T.Mai Anh	Desk officer	Int'l Cooperation Dept., VINAMARINE
6	Mr. Tran Quoc Hiep	Vice Director	Planning and Investment Dept., VINAMARINE
7	Mr. Le Hai Luu	Expert	Legal Affairs Dept., VINAMARINE
8	Ms. Do Thi Hao	Director	Finance Dept., VINAMARINE
From other Ministries			
1	Mr. Tran Bo	Vice Director General	Infrastructure & Urban Development Dept., MPI
2	Mr. Bui Thien Thu	Vice Director	Int'l Cooperation Dept., MOT
3	Ms. Nguyen Thanh Hang	Expert	Planning & Investment Dept., MOT
4	Ms. Nguyen Hong Khang	Expert	Finance Dept., MOT
5	Mr. Nguyen Cong Bang	Expert	Transport Dept., MOT
6	Mr. Nguyen Hoang Ling	Expert	Int'l Cooperation Dept., MPI
7	Mr. Nguyen Van Thuan	Expert	Legal Affairs Dept., MOT

#### Japanese Delegation

No.	Name of participant	Title	Name of Organization
1	Mr. Jin KIMOTO	First Secretary	Embassy of Japan
2	Mr. Yasuhiro TOJO	Senior Deputy Resident Representative	JICA Vietnam Office
3	Mr. Kenichi KOBAYASHI	Deputy Resident Representative	Ditto
4	Ms. Le Thi Thu Hang	Assistant Program Officer	Ditto
5	Mr. Hidehiko KURODA	President (Chief Advisor)	OCDI
6	Dr. Sumio SUZUKI	(Port Planning)	OCDI
7	Mr. Naota IKEDA	(Concession / Port Management)	OCDI
8	Mr. Susumu NARUSE	(Port Accounting)	OCDI
9	Mr. Shintaro SAITO	(Port Management / Maritime Legal System)	OCDI



## Seventh Joint Coordination Committee

### Vietnamese Delegation

No.	Name of participant	Title	Name of Organization
1	Vuong Dinh Lam	Chairman	Vinamarine
2	Nguyen Ngoc Hue	Vice Chairman	Ditto
3	Nguyen Hoang	Deputy Director	Legislation Department - MoT
4	Nguyen Van Hien	Deputy Director	Transportation Department - MoT
5	Nguyen An Phong	Expert	Transportation Department - MoT
6	Nguyen Huu Quan	Expert	Infrastructure Department - MoT
7	Nguyen Van Tho	Expert	Legislation Department - MoT
8	Ha Hong Khang	Expert	Finance Department - MoT
9	Vu Huy Cuong	Director	Planning and Investment Dept. - Vinamarine
10	Do Thi Hao	Director	Finance Dept. - Vinamarine
11	Nguyen Thanh Tung	Chief	Administration Dept. - Vinamarine
12	Vu The Quang	Director	Legislation Dept. - Vinamarine
13	Phan Nguyen Hai Ha	Deputy Director	Maritime Safety Dept. - Vinamarine
14	Khuat Van Liem	Deputy Director	Transportation and Services Dept. - Vinamarine
15	Le Tuan Anh	Deputy Director	International Cooperation Dept. - Vinamarine
16	Tran Thi Tuyet Mai Anh	Deputy Director	International Cooperation Dept. - Vinamarine
17	Vu Tuan Hung	Expert	Science and Technology Dept. - Vinamarine

### Japanese Delegation

No.	Name of participant	Title	Name of Company
1	Mr. Kenichi KOBAYASHI	Deputy Resident Representative	JICA Vietnam Office
2	Mr. Hozumi KATSUTA	Leader of Terminal Evaluation Team	Ditto
3	Ms. Kyoko OKAMURA	Member of Terminal Evaluation Team	JICA
4	Ms. Tuat	Assistant Program Officer	JICA Vietnam Office
5	Mr. Hidehiko KURODA	President (Chief Advisor)	OCDI
6	Dr. Sumio SUZUKI	(Port Planning)	OCDI
7	Mr. Tadao YAMADA	(Port Security / Concession / Documentation)	OCDI
8	Mr. Yuji Osaki	(Coordinator)	OCDI





## Conclusion of 1<sup>st</sup> JCC

**CONCLUSION  
OF  
THE FIRST JOINT COORDINATING COMMITTEE  
FOR  
THE PROJECT ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM  
IN  
SOCIALIST REPUBLIC OF VIETNAM**

Following the ANNEX V of the RECORD OF DISCUSSIONS BETWEEN JAPAN INTERNATIONAL COOPERATION AGENCY AND AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE SOCIALIST REPUBLIC OF VIETNAM ON JAPANESE TECHNICAL COOPERATION PROJECT ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM signed on December 16, 2004 (hereinafter referred to as "the R/D") and the ATTACHED DOCUMENT to the MINUTES OF MEETINGS on THE PROJECT signed on December 16, 2004 (hereinafter referred to as "M/M"). The first Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project on the Improvement of Port Management System (hereinafter referred to as "The Project") in The Socialist Republic of Vietnam was held on March 17, 2005.

At the meeting of the first JCC, the Inception Report including the first annual work plan of The Project was presented and proposed by the Executive Committee (hereinafter referred to as "E/C").

AS the results of discussion, JCC has approved the proposed annual work plan of The Project for the first year attached hereto without any amendment and with full understandings of the Inception Report.

Hanoi, March 17, 2005

*for* Dr. TRAN DOAN THO  
Chairperson of JCC  
Vice Minister  
Ministry of Transport



**Conclusion of 3<sup>rd</sup> JCC**

**CONCLUSION  
OF  
THE THIRD JOINT COORDINATING COMMITTEE  
FOR  
THE PROJECT ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM  
IN  
THE SOCIALIST REPUBLIC OF VIETNAM**

Following the ANNEX V of the RECORD OF DISCUSSIONS BETWEEN JAPAN INTERNATIONAL COOPERATION AGENCY AND AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE SOCIALIST REPUBLIC OF VIETNAM ON JAPANESE TECHNICAL COOPERATION PROJECT ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM signed on December 16, 2004 (hereinafter referred to as "the R/D") and the ATTACHED DOCUMENT to the MINUTES OF MEETINGS on THE PROJECT signed on December 16, 2004 (hereinafter referred to as "M/M"), The third Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project on the Improvement of Port Management System (hereinafter referred to as "The Project") in The Socialist Republic of Vietnam was held on March 6, 2006.

At the meeting of the third JCC, the Progress Report II including the outputs of the first operating year of The Project and draft interim evaluation on the progress of capacity building was reported by the Executive Committee (hereinafter referred to as "E/C").

As the results of discussion, JCC has acknowledged the result of annual work plan and the progress of the technical cooperation as more than expected and any major issue on the project implementation to be discussed was not identified.

JCC has also approved the annual plan of operation for the second year proposed in the said report.

Hanoi, March 6, 2006

Above conclusion is hereby confirmed by

**Mr. Vuong Dinh LAM**  
Chairperson of JCC  
Chairman, VINAMARINE



## Conclusion of 4<sup>th</sup> JCC

**CONCLUSION  
OF  
THE Fourth JOINT COORDINATING COMMITTEE  
FOR  
THE PROJECT ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM  
IN  
THE SOCIALIST REPUBLIC OF VIETNAM**

Following the ANNEX V of the RECORD OF DISCUSSIONS BETWEEN JAPAN INTERNATIONAL COOPERATION AGENCY AND AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE SOCIALIST REPUBLIC OF VIETNAM (Hereinafter referred to as GSRV) ON JAPANESE TECHNICAL COOPERATION PROJECT ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM signed on December 16, 2004 (hereinafter referred to as "the RID") and the ATTACHED DOCUMENT to the MINUTES OF MEETINGS on THE PROJECT signed on December 16, 2004 (hereinafter referred to as "M/M"). The fourth Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project on the Improvement of Port Management System (hereinafter referred to as "The Project") in The Socialist Republic of Vietnam was held on 25<sup>th</sup> September, 2006.

At the meeting of the fourth JCC, the Executive Committee (hereinafter referred to as "E/C") presented the Progress Report III including :

- a) Report on the operation for the first half of the second year of the Project ;
- b) Draft interim evaluation on the progress of capacity building, and
- c) Proposal for the revision of the Project Design Matrix (PDM) which is to be discussed with JICA for its agreement at the end of the second operating year.

As the results of discussion, JCC has acknowledged the implementation progress of the technical cooperation and has agreed, in principle, to propose the revision of the PDM for the next year onward to JICA.

Hanoi, 25<sup>th</sup> September, 2006

Vtiong      Dinh      LAM  
Chairperson of JCC Chairman,  
VINAMARINE



Conclusion of 5<sup>th</sup> JCC

**MINUTES OF MEETINGS**  
**BETWEEN**  
**JAPAN INTERNATIONAL COOPERATION AGENCY**  
**AND**  
**VINAMARINE OF THE GOVERNMENT OF**  
**THE SOCIALIST REPUBLIC OF VIETNAM**  
**ON**  
**JAPANESE TECHNICAL COOPERATION PROJECT**  
**ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM**


The Japanese Mid-term Evaluation Team (hereinafter referred to as "the Team"), organized by Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Satoru WATANABE visited the Socialist Republic of Vietnam from 20 to 24 March 2007 for the purpose of conducting a mid-term evaluation of the Project on the Improvement of Port Management System in the Socialist Republic of Vietnam (hereinafter referred to as "the Project"), jointly with VINAMARINE.

During its stay in the Socialist Republic of Vietnam, the Team had a series of discussions and exchanged views on the Project with the Vietnamese authorities concerned as well as counterparts and experts of the Project.

As a result of the discussions, the Team and the Vietnamese side agreed upon the matters referred to in the document attached hereto.

Hanoi, 23 March, 2007

  
Mr. Satoru WATANABE  
Leader  
Mid-term Evaluation Team  
Japan International Cooperation Agency

  
Dr. Nguyen Ngoc HUE  
Vice Chairman  
Vietnam Maritime Administration



## Conclusion of 6<sup>th</sup> JCC

**CONCLUSION  
OF  
THE SIXTH JOINT COORDINATING COMMITTEE  
FOR  
THE PROJECT ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM  
IN  
THE SOCIALIST REPUBLIC OF VIETNAM**

Following the Annex V of the Record of Discussions Between Japan International Cooperation Agency and Authorities Concerned of the Government of the Socialist Republic of Vietnam on Japanese Technical Cooperation Project on the Improvement of Port Management System signed on December 16, 2004 (hereinafter referred to as "R/D") and the Attached Document to the Minutes of Meetings on the Project signed on December 16, 2004 (hereinafter referred to as "M/M"), the sixth Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project on the Improvement of Port Management System (hereinafter referred to as "the Project") in the Socialist Republic of Vietnam was held on March 10, 2008.

At the meeting of the sixth JCC, the Executive Committee (hereinafter referred to as "E/C") presented the Progress Report V including:

- a) Report on the operation for the third fiscal year of the Project;
- b) Draft interim evaluation on the progress of capacity development, and
- c) Proposal for the plan of operation of the Project from April to November, 2008.

As the results of discussion, JCC has acknowledged the implementation and progress of the technical cooperation, and has agreed to the proposal for the plan of operation of the Project from April to November, 2008.

Hanoi, March 10, 2008

Vuong Dinh LAM

Chairman of JCC

Chairman, VINAMARINE



**Conclusion of 7<sup>th</sup> JCC**

MINUTES OF MEETING  
BETWEEN  
THE JAPANESE FINAL EVALUATION TEAM  
AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE SOCIALIST REPUBLIC OF VIETNAM  
ON  
JAPANESE TECHNICAL COOPERATION PROJECT  
ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM

The Japan International Cooperation Agency (hereinafter referred to as “JICA”), dispatched the Final Evaluation Team (hereinafter referred to as “the Team”) headed by Mr. Hozumi KATSUTA to the Socialist Republic of Vietnam from September 15<sup>th</sup> to September 29<sup>th</sup>, 2008 for the purpose of conducting the joint final evaluation on the Project for the Improvement of Port Management System in Vietnam (hereinafter referred to as “the Project”).

The Joint Evaluation Team, which consists of members from JICA and members from VINAMARINE of the Socialist Republic of Vietnam, was jointly organized for the purpose of conducting the final evaluation and preparation of necessary recommendations to the respective Governments.

After intensive study and analysis of the activities and achievements of the Project, the Joint Evaluation Team prepared the Final Evaluation Report (hereinafter referred to as “the Report”), which was presented to the Joint Coordinating Committee (hereinafter referred to as “JCC”).

JCC discussed the major issues pointed out in the Report, and agreed to recommend to the respective Governments the matters attached hereto.

Hanoi, September 29, 2008

**Mr. Hozumi KATSUTA**

Leader

Japanese Final Evaluation Team

Japan International Cooperation Agency

Japan

**Mr. Vuong Dinh Lam**

Chairman

Vietnam Maritime Administration



## Conclusion of 8<sup>th</sup> JCC

**CONCLUSION  
OF  
THE EIGHTTH JOINT COORDINATING COMMITTEE  
FOR  
THE PROJECT ON THE IMPROVEMENT OF PORT MANAGEMENT SYSTEM  
IN  
THE SOCIALIST REPUBLIC OF VIETNAM**

Following the Annex V of the Record of Discussions Between Japan International Cooperation Agency and Authorities Concerned of the Government of the Socialist Republic of Vietnam on Japanese Technical Cooperation Project on the Improvement of Port Management System signed on December 16, 2004 (hereinafter referred to as "R/D") and the Attached Document to the Minutes of Meetings on the Project signed on December 16, 2004 (hereinafter referred to as "M/M"), the eighth Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project on the Improvement of Port Management System (hereinafter referred to as "the Project") in the Socialist Republic of Vietnam concluded as follows on November 14, 2008.

The Executive Committee (hereinafter referred to as "E/C") presented the Project Completion Report on the Implementation of Port Management System in the Socialist Republic of Vietnam (hereinafter referred to as "Project Completion Report") including:

- a) Outline and Outputs of the Project
- b) Implementation Schedule & Record of JCCs
- c) Inputs from Japanese Side and Vietnamese Side
- d) Approach to the Strengthening Capacity of VINAMARINE on Port Administration and Management
- e) Lessons Learned

By circulating the Project Completion Report, JCC has agreed to the Project Completion Report and acknowledged the implementation of the Project from February, 2005 to November, 2008.

Hanoi, November 14, 2008

Vương Đình LAM

Chairman of JCC

Chairman, VINAMARINE



#### IV. Inputs

##### 3. Inputs from Japanese Side

During the 4 years period of Project operation, following inputs are made from Japanese side.

##### (1) Inputs of Japanese Experts

Number of Man-month Inputs of Japanese Experts for each year of operation is shown in the following table.

Field of Expertise	Name of Expert	1 <sup>st</sup> Year	2 <sup>nd</sup> Year	3 <sup>rd</sup> year	4 <sup>th</sup> year	Total
Chief Advisor/port administration•policy	H. Kuroda	8.0	6.0	4.25	2.93	21.17
Port management1 /port administration	T. Owaki /T. Tsuda /N. Ikeda	8.3	5.7	7.5	5.77	27.27
Port management 2/ legal system 1	S. Tochigi/ S. Saitoh	7.0	2.5	5.5	4.2	19.2
Port operation/ non state sectors' participation4	J. Taketomi	6.0	6.5	2.75	0.5	15.75
Port facilities maintenance and management plan	E. Hasebe	1.5	2.0	0	0	3.5
Maritime business administration/ non state sectors' participation2	Y. Tateno	3.7	0	0	0	3.7
Financial analysis•project finance	H. Nagano	5.0	5.2	0	0	10.2
Concession Contract 1	T. Shishido	0	1.8	1.0	0	2.8
Port security/concession contract 3/ non state sectors' participation 3	T. Yamada	9.0	6.5	2.5	2.37	20.37
Legal system 2/ concession contract 2	H. Maeda	1.6	0.8	0	0	2.4
Port information system	M. Ichinose	0	0	2.0	0.9	2.9
Port planning	S. Suzuki	0	0	5.5	4.03	9.53
Port Engineering	O. Kunita	0	0	3.0	1.3	4.3
Port statistics	K. Saka	0	0	4.0	1.0	5.0
Port accounting system / Port Information System 2	S. Naruse / M. Yoshimi	0	0	1.0	2.5	3.5
Coordinator	Y. Agari/ Y. Osaki	2.0	1.0	1.0	2.0	6.0
						157.59

For the purpose of evaluation of efficiency of the operation, input ratio (actual performance of the inputs for workshops in terms of average preparation days versus





actual man-months input) is calculated as follows:

2005.2.28-2008.11.22

	Exparts	Kuroda	Owaki Tsuda Ikeda	Tochigi Saito	Taketomi	Hasebe	Tateno	Nagano	Ouchi Shishid o	Yamada	Maeda	Ichinose	Suzuki	Kunita	Saka	Naruse Yoshimi	Total
A1	a.1.1	0.25	0.38	0.63	0.75	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.25
	a.1.2	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	1.13	0.00	0.00	0.00	0.00	0.00	0.00	1.63
	a.1.4	0.00	1.38	0.00	0.75	0.00	0.88	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	3.25
	a.1.5	0.00	1.13	0.00	0.50	0.00	1.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
	a.1.6	0.25	2.13	0.00	1.25	0.00	0.88	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.25
	a.1.7	1.13	0.75	0.50	0.00	0.00	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	3.13
	a.1.8	0.38	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.38	0.00	0.00	0.00	0.00	0.00	0.00	1.13
	Site	0.25	0.75	0.25	0.75	0.25	0.75	0.75	0.00	0.50	0.25	0.00	0.00	0.00	0.00	0.00	4.50
	Overseas	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.50
	Subcontract	0.50	0.50	1.50	1.50	0.00	1.00	1.50	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	7.50
Subtotal	2.75	8.13	2.88	5.50	0.25	5.13	3.00	0.00	4.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	32.13
A2	a.2.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	a.2.2	1.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.13	0.38	0.00	0.00	0.00	0.00	0.00	2.75
	a.2.3	0.75	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	1.25
	a.2.4	0.00	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.63	0.00	0.00	0.00	0.00	0.00	0.00	1.00
	a.2.5	0.88	0.00	0.00	0.50	0.00	0.00	0.00	0.00	1.13	0.25	0.00	0.00	0.00	0.00	0.00	2.75
	a.2.6	1.00	0.00	0.00	0.38	0.50	0.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.13
	a.2.7	2.13	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.75	0.75	0.00	0.00	0.00	0.00	0.00	3.88
	a.2.8	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.38	0.00	0.00	0.00	0.00	0.00	0.00	1.38
	a.2.9	0.75	0.25	0.00	0.25	0.00	0.25	0.00	0.00	0.63	0.00	0.00	0.00	0.00	0.00	0.00	2.13
	a.2.10	0.25	2.13	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	3.00
	a.2.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	a.2.12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal	7.00	4.25	0.38	1.13	0.50	0.25	1.25	0.00	4.88	1.63	0.00	0.00	0.00	0.00	0.00	0.00	21.25
A3	a.3.1	0.25	1.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.38
	a.3.2	0.00	0.00	0.38	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.75
	a.3.3	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.63	0.50	0.00	0.00	0.00	0.00	0.00	4.13
	a.3.4	0.88	0.38	0.00	0.00	0.00	0.00	0.00	0.00	1.38	0.75	0.00	0.00	0.00	0.00	0.00	3.38
	a.3.5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Subtotal	3.13	2.50	0.38	0.38	0.00	0.00	0.00	0.00	2.00	1.25	0.00	0.00	0.00	0.00	0.00	9.63
A4	a.4.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.13	0.00	0.00	0.00	0.00	0.00	0.00	1.13
	a.4.2	0.50	0.50	0.50	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
	a.4.3	0.00	0.75	1.13	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.38
	a.4.4	1.38	4.13	2.13	0.00	0.00	0.00	0.00	1.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.38
	a.4.5	1.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.50	0.00	0.00	0.75	11.25
	a.4.6	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	3.75
	a.4.7	1.25	2.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.25	3.00	0.00	0.00	8.13
	a.4.8	0.25	0.38	2.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.25
	a.4.9	1.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.38	1.75
	a.4.10	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.00	1.00
	a.4.11	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	1.50	0.00	0.00	0.00	0.00	1.75
	a.4.12	1.50	1.75	1.38	0.25	0.00	0.00	0.00	0.00	1.50	0.00	0.00	1.38	0.00	0.00	0.25	8.00
Subtotal	7.25	14.88	8.50	0.50	0.00	1.00	0.00	1.75	2.63	0.00	1.50	8.13	3.25	3.00	1.38	36.50	
A5	a.5.1	2.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.25	0.00	0.00	0.00	0.00	0.00	0.00	4.38
	a.5.2	1.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	3.38
	a.5.3(1)	1.25	0.00	0.00	1.25	0.38	0.00	0.50	0.00	0.88	0.00	0.00	0.00	0.00	0.00	0.00	4.25
	a.5.3(2)	1.13	0.00	0.00	1.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.25
	a.5.3(3)	0.50	0.00	0.00	0.50	0.00	0.00	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.50
	a.5.3(4)	0.25	0.00	0.00	0.25	0.00	0.00	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.88
	a.5.3(5)	1.50	0.00	0.00	1.00	0.38	0.00	1.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.75
	a.5.3(6)	2.00	0.00	0.00	1.75	0.25	0.00	1.00	0.00	1.38	0.00	0.00	0.00	0.00	0.00	0.00	6.38
	a.5.4	0.75	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	2.25
	a.5.5	0.88	0.25	0.00	0.88	0.00	0.00	0.38	0.00	0.88	0.00	0.00	0.00	0.00	0.00	0.00	3.25
	a.5.6(1)	0.25	0.00	0.00	0.00	0.00	0.00	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.63
	a.5.6(2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	a.5.7	0.63	0.00	0.00	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.25
	a.5.8	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.63
	a.5.9	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.63
	a.5.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Subtotal	13.63	0.25	0.00	8.13	1.00	0.00	6.00	0.00	8.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A	Total	33.75	30.00	12.13	15.63	1.75	6.38	10.25	1.75	21.88	3.38	1.50	8.13	3.25	3.00	1.38	136.88
Inputs (up to 11/22/2008)																	
B	11/22/2008	21.2	28.3	18.2	15.8	3.5	3.7	10.2	2.8	20.4	2.3	2.9	9.5	4.3	5.0	3.5	151.5
	Grade	1	2	3/4	3	3	2	3	3	3	2	4	2	2	3	3	
Activities/Inputs MM																	
	A/B(%)	159%	106%	67%	99%	50%	172%	100%	63%	107%	147%	52%	85%	76%	60%	39%	90%



## (2) Input of Equipment

Input of equipment for the Project was only personal computers for formulation of financial models and exercising statistics compilation and others and projectors for the presentation of their works. They are shown in the following table.

Equipment	# of Unit	VND
Computers	11	232,203,619
Color Printer	1	37,944,000
Project Screen	1	1,500,000
Projector	1	33,738,540

## (3) Counterpart Training

Counterpart Trainings for the taskforce member were held in Japan with 3 persons each per year and training of non state sectors' participation case study were held in Thai Land and Indonesia at the first year of operations. Summary of these trainings are shown in the following tables.

### Training in Japan

Year	2005	2006	2007	2008
# of persons	3	3	3	3

### First Training: 2005/8/14~8/27

#### (1) Trainees

Name	Position	Department
Mr. Nguyen Huu Hoan	Deputy Director	Planning and Investment Dept.
Ms. Tran Thi Tuyet Mai Anh	Desk Officer	Infrastructure Management Dept.
Mr. Vung Canh Xuan	Desk Officer	Finance Dept.

#### (2) Theme

Case study on Port Management and Port Facility Security

##### 1) Case Study on the Japanese Port Management System

Lectures on legal framework on Japanese port management and operation, port planning and port facility security and site visits

##### 2) Case Study on PFI system in Japanese Ports

Lectures on introduction of PFI system in Japanese port management system and site visits

#### (3) Place

JICA, MLIT, OCDI, Port of Yokohama, Port of Naha, Port of Kita-Kyushu



**Second Training: 2006/8/13~26**

(1) Trainees

Name	Position	Department
Mr. Le Tuan Anh	Vice Director	International Cooperation Dept.
Mr. Khuat Van Liem	Vice Director	Transport & Service Dept.
Mr. Nguyen Anh Tuan	Desk Officer	Seaport Dept

(2) Theme

Case Study on Management and Operation of Gateway ports in Japan

1) Case Study on management and operation system of Japanese gateway ports

Lectures and site visits

2) Case Study on Port Statistic and EDI system in Japanese Ports

Lectures and interviews in the EDI system introduced port

3) Preliminary discussions on PDM-revision

Discussion on the training results in Japan

(3) Place

JICA, MLIT, OCDI, Port of Yokohama, Port of Nagoya, Port of Fukuoka, Port of Hakata, Port of Kita-Kyushu

**Third Training: 2007/8/11~8/24**

(1) Trainees

Name	Position	Department
Mr. Be Hai Long	Expert	Planning and Investment Dept.
Mr. Pham Minh Hanh	Expert of Maritime Legislation	Maritime Administration of Haiphong
Mr. Nguyen Binh Duong	Legal officer	Maritime Administration of Quang Ninh

(2) Theme

Case Study on Management and Operation of Gateway ports in Japan

1) Case Study on management and operation system of Japanese gateway ports

Lectures and site visits

2) Case Study on Port Statistic and EDI system in Japanese Ports

Lectures and interviews in the EDI system introduced port

(3) Place

JICA, MLIT, OCDI, Port of Yokohama, Port of Kita-Kyushu, Port of Nagoya, Port of Tokyo



#### Fourth Training: 2008/7/7~7/20

##### (1) Trainees

Name	Position	Department
Mr. Phan Nguyen Hai Ha	Vice Director	Maritime Safety Dept.
Mr. Vu Tuan Hung	Expert	Science and Technology Dept.
Ms. Duong Thi Phuong Thuy	Expert	International Cooperation Dept.

##### (2) Theme

- 1) Case Study on management and operation system of Japanese gateway ports  
Lectures and site visits
- 2) Case Study on Basic Policy on Port Development and Preservation of Japan  
Lectures on Basic Policy on Port Development and Preservation
- 3) Discussion on Draft Plan on Port Management and Administration in Vietnam  
Discussions

##### (3) Place

JICA, MLIT, OCDF, Port of Yokohama, Port of Shimizu, Port of Hitachinaka, Port of Oarai, Port of Kashima, Port of Tokyo

#### **Training outside**

Place	Thailand	Indonesia
# of persons	2	2

#### Training outside: Thailand (2005/4/18~4/21) & Indonesia (2005/4/17~4/23)

##### (1) Trainees

##### 1) Thailand

Name	Position	Department
Mr. Le Vu Khanh	Vice Director	Infrastructure Management Dept.
Mr. Le Hai Luu	Desk Officer	Legal Dept.

##### 2) Indonesia

Name	Position	Department
Ms. Tran Thi Tuyet Mai Anh	Desk Officer	Infrastructure Management Dept.
Mr. Le Minh Dao	Expert	Seaport Dept.

##### (2) Theme

- 1) Review and analysis of the port operation procedures in major ports of Asia
- 2) Review of the roles on port management in Asia

##### (3) Place

Thailand: Port of Bangkok and Port of Leam Chabang

Indonesia: Port of Tanjung Priok and Port of Surabaya



#### (4) Inputs of Other Expenses

(Unit: Million Yen)

Contract Year	First Year	Second Year	Third Year	Fourth Year	Fifth Year	Full amount
Contract Year & month Close out Year & month	Feb-2005 Jul-2005	Aug-2005 Mar-2006	Apr-2006 Mar-2007	Apr-2007 Mar-2008	Apr-2008 Dec-2008	Feb-2005 Dec-2008
General Operating Expense	6.44	8.70	10.34	11.70	13.91	51.09
[1] Personal Expense	1.70	3.19	2.95	3.21	3.88	14.93
[2] Supplies Expense	0.03	0.20	0.20	0.43	0.88	1.74
[3] Travel & Transportation Expense (Local airfare)	0.40	0.20	0.18	0.32	0.75	1.85
[4] Communications Expense (Telephone & Internet)	0.41	0.26	0.28	0.34	0.35	1.64
[5] Documents printing Expense	0.00	0.00	0.00	0.00	0.22	0.22
[6] Leasing Expense (Office, Car & related facilities)	3.29	4.59	6.73	7.10	6.86	28.57
[7] Training Expense (Seminar)	0.08	0.26	0.00	0.30	0.97	1.61
[8] Others	0.53	0.00	0.00	0.00	0.00	0.53
Report Writing Expense	0.51	0.18	0.38	0.11	1.08	2.26
Total	6.95	8.88	10.72	11.81	14.99	53.35

From First to Fourth = Year: Based on Adjusted amount

Fifth Year = Contract amount

Other than those specified above, expenses shown in the following table were input excluding these expenses exclude the amount for subcontracting and equipment.



(5) Employment of Local Consultants

During the operation of the Project, collection of data and information was entrusted to the local consultants. Entrusted works and summary of sub-contractings are shown in the following Table.

Name	Period	Contractor	Contract Amount
Cargo Traffic Survey	3.5 months include preparation after conclusion of the contract (April 2005)	Construction Consultation Joint Stock Company For Maritime Building (CMB)	VND620,101,900
Consulting Services for The Maritime Legal System Survey	3.5 months include preparation after conclusion of the contract (April 2005)	Nam A Lawyer's Office	VND504,603,000
Consulting Services for The Case Study of Non-State Sectors' Participation	3.5 months include preparation after conclusion of the contract (April 2005)	Nam A Lawyer's Office	VND601,939,800
The Port Labor Survey	3.5 months include preparation after conclusion of the contract (April 2005)	Construction Consultation Joint Stock Company For Maritime Building (CMB)	VND328,356,600
Consulting Service for The Study of Present Condition on Development, Management and Operation on Vietnamese Ports	5.5 months include preparation after conclusion of the contract (October 2005)	Construction Consultation Joint Stock Company For Maritime Building (CMB)	VND568,000,000
Legal Due Diligence	8.0 months include preparation after conclusion of the contract (May 2006)	Dzungst & Associates	VND492,061,900
Consulting Services for The Study of The Basic System of Port Management	7.0 months include preparation after conclusion of the contract (June 2007)	Construction Consultation Joint Stock Company For Maritime Building (CMB)	VND476,700,000
Consulting Services for The Study of Guidelines for Port Planning and Technical Standards for Port Facilities	4.0 months include preparation after conclusion of the contract (June 2008)	Long Hung Law Firm	VND490,325,000



#### 4. Inputs from Vietnamese Side

##### (1) Joint Coordinating Committee

At the initial stage of the Project, JCC was chaired by Vice Minister Mr. Tho and afterward, chairman was transferred to Chairman of VINAMARINE Mr. Lam.

Member of JCC for Vietnamese Side was in the following list.

Name	Position	Department
Mr. Vuong Dinh Lam	Chairman	VINAMARINE
Mr. Hà Khắc Hao	Deputy Director - DPI	MOT
Ms. Nguyen Thanh Hang	Expert – Planning & Investment Dept.	MOT
Mr. Đoàn Ngọc Mọc	Deputy Director – Transport Dept.	MOT
Mr. Nguyen Hoàng	Expert – Legislation Dept.	MOT
Mr. Tranh Ngọc Thành	Expert – Finance Dept.	MOT
Mr. Tran Bo	Deputy Director – Infrastructure & Urban Dept.	MPI
Mr. Nguyen Xuân Tien	Division Manager – External Economics Dept.	MPI

##### (2) Executive Committee

Executive Committee was held between Vice Chairman of VINAMARINE, Dr. Hue and Chief Advisor, Mr. Kuroda in principle, but for the important issues, following members were invited.

Name	Position	Department
Mr. Nguyen Ngoc Hue	Vice Chairman	VINAMARINE
Mr. Nguyen Viet Dũng	Director	Int'l Relations
Mr. Lê Tuan Anh	Deputy Director (Leader of TF Team)	Int'l Relations
Ms. Tran Thi Tuyet Mai Anh	Deputy Director (secretary of the Project)	Int'l Relations
Mr. Vũ Huy Cuong	Director	Planning & Investment
Mr. Nguyen Huu Hoàn	Deputy Director (deputy of TF Team)(Retired)	Planning & Investment
Ms. Đo Thi Hao	Director	Finance
Mr. Đo Hong Thái	Director	Seaport
Mr. Nguyen Văn Hien	Director	Science- Technology
Mr. Nguyen Hoàng Tiem	Director	Transport Service
Mr. Vũ The Quang	Deputy Director	Legislation
Mr. Trinh Viet Hai	Director	Maritime Safety



## (3) Taskforce

Taskforce of the VINAMARINE for the implementation of the Project was formed and members are shown in the following table.

No.	Name	Department	Position	Participation duration	
1	Mr. Le Vu Khanh	Vice Director / International Cooperation Dept.	Head of TF	9 Mar. 05 -- 30 Mar. 06	13 months
2	Mr. Le Tuan Anh	Vice Director / International Cooperation Dept.	Head of TF	24 May 05 -- up to now	39 months
3	Mr. Nguyen Huu Hoan	Vice Director / Planning & Investment Dept.	Deputy of TF	9 Mar. 05 -- 30 Jun. 08	40 months
4	Ms. Tran Thi Tuyet Mai Anh	Vice Director / International Cooperation Dept.	Secretary	9 Mar. 05 -- up to now	42 months
5	Mr. Khuat Van Liem	Vice Director / Transport & Service Dept.	Deputy of TF	9 Mar. 05 -- up to now	42 months
6	Mr. Nguyen Quang Anh	Expert / International Cooperation Dept.	TF member	9 Mar. 05 -- 28 Feb. 08	36 months
7	Mr. Le Minh Dao	Vice Director / Seaport Dept.	- ditto-	9 Mar. 05 -- 30 Jan. 08	35 months
8	Mr. Phan Nguyen Hai Ha	Vice Director / Maritime Safety & Inspection Dept.	- ditto-	9 Mar. 05 -- up to now	42 months
9	Mr. Be Hai Long	Expert / Planning & Investment Dept.	- ditto-	24 May 05 -- up to now	39 months
10	Mr. Le Hai Luu	Expert / Legal Affairs Dept.	- ditto-	9 Mar. 05 -- up to now	42 months
11	Mr. Nguyen Anh Tuan	Expert / Seaport Dept.	- ditto-	24 May 05 -- up to now	39 months
12	Ms. Do Thi Hao	Director / Finance Dept.	- ditto-	9 Mar. 05 -- 26 Apr. 05	2 months
13	Mr. Vuong Canh Xuan	Expert / Finance Dept.	- ditto-	9 Mar. 05 -- up to now	42 months
14	Mr. Le Dang Tuan	Vice Director / Science Technology	- ditto-	9 Mar. 05 -- 26 Apr. 05	2 months
15	Mr. Vu Tuan Hung	Expert / Science & Technology Dept.	- ditto-	9 Mar. 05 -- up to now	42 months
16	Mr. Do Trung Hieu	Expert / Administration Dept.	- ditto-	24 May 05 -- up to now	39 months
17	Mr. Nguyen Binh Duong	Expert of Port Management Dept- Quang Ninh Maritime Administration	- ditto-	11 Oct. 05 -- up to now	35 months
18	Ms. Mai Thi Anh Tuyet	Expert / Port Infrastructure Management Dept.	- ditto-	9 Mar. 05 -- 1 Jan. 07	22 months
19	Mr. Tran Trung Thong	Expert / Port Infrastructure Management Dept.	- ditto-	2 Jul. 07 -- up to now	14 months
20	Ms. Duong Thi Quynh Nga	Expert / MPMU III	- ditto-	24 May 05 -- up to now	39 months
21	Ms. Tran Thi My Minh	Expert / MPMU III	- ditto-	12 Sep. 06 -- up to now	24 months
22	Mr. Nguyen Van Ngong	Maritime Safety - Hai Phong Maritime Administration	- ditto-	11 Oct. 05 -- 15 Nov. 05	1 months
23	Mr. Nguyen Hong Duc	Expert of Legal Affairs Dept.- Hai Phong Maritime Administration	- ditto-	11 Oct. 05 -- 15 Nov. 05	1 months
24	Mr. Pham Minh Hanh	Expert of Legal Affairs Dept.- Hai Phong Maritime Administration	- ditto-	11 Oct. 05 -- up to now	35 months
25	Mr. Nguyen Binh Duong	Expert of Port Management Dept- Quang Ninh Maritime Administration	- ditto-	11 Oct. 05 -- up to now	35 months
26	Ms. Nguyen Thi Thanh Huyen	Staff / International Cooperation Dept.	- ditto-	2 Sep. 07 -- up to now	12 months
27	Ms. Duong Thi Phuong Thuy	Expert / International Cooperation Dept.	- ditto-	2 Sep. 07 -- up to now	12 months

Cut-off date: 31 August, 2008

Performance of the taskforce is shown in the following tables.

Average rate of participation to the workshops were from 65% to 75% except latter half year of the 2<sup>nd</sup> operation year when their routine works were at the peak.

Some of the members were changed during the Project period, but as a whole, principal members of the VINAMARINE had achieved to the satisfactory level.





1st Year Workshop Attendance (1/2)  
(JICA 1st Contracting Year)

1st Year Workshop Attendance (2/2)  
(JICA 2nd Contracting Year)

Date		Attendance	P/R	Date		Attendance	P/R
9-Mar-05		9	69%	6-Sep-05	a.m.	13	81%
22-Mar-05	a.m.	8	62%	7-Sep-05	p.m.	12	75%
	p.m.	8	62%			12	75%
23-Mar-05	a.m.	6	46%	13-Sep-05	a.m.	13	81%
	p.m.	6	46%		p.m.	11	69%
29-Mar-05		7	54%	14-Sep-05		12	75%
5-Apr-05		8	62%	20-Sep-05	a.m.	11	69%
12-Apr-05		8	62%		p.m.	12	75%
26-Apr-05		8	62%	27-Sep-05	a.m.	11	69%
24-May-05		9	56%		p.m.	14	88%
31-May-05		12	75%	4-Oct-05	a.m.	10	63%
7-Jun-05	a.m.	12	75%		p.m.	9	56%
	p.m.	13	81%	11-Oct-05	a.m.	15	83%
21-Jun-05	a.m.	10	63%		p.m.	15	83%
	p.m.	10	63%	18-Oct-05		14	78%
28-Jun-05		13	81%	25-Oct-05		15	83%
6-Jul-05	a.m.	14	88%	8-Nov-05	a.m.	15	83%
	p.m.	10	63%		p.m.	15	83%
12-Jul-05	a.m.	12	75%	15-Nov-05	a.m.	10	56%
	p.m.	9	56%		p.m.	10	56%
19-Jul-05	a.m.	14	88%	22-Nov-05		11	61%
	p.m.	10	63%	29-Nov-05		15	83%
22-Jul-05	p.m.	11	69%	6-Dec-05		14	78%
		23	1517%	20-Dec-05		13	72%
Average			66%	22-Dec-05		13	72%
				29-Dec-05		12	67%
				3-Jan-06		14	78%
				10-Jan-06	a.m.	11	61%
					p.m.	13	72%
				9-Feb-06		13	72%
				14-Feb-06	a.m.	10	56%
					p.m.	15	83%
				23-Feb-06	a.m.	11	61%
					p.m.	11	61%
				34		2458%	
				Average		72%	

Workshop Hours :

a.m. : 09:00 -- 11:00

p.m. : 14:00 -- 16:00



2nd Year Workshop Attendance (1/2)  
(JICA 3rd Contracting Year – 1/2)

2nd Year Workshop Attendance (2/2)  
(JICA 3rd Contracting Year – 2/2)

Data		Attendance	P/R	Data		Attendance	P/R
09-May-06		13	76%	12-Sep-06	a.m.	10	59%
10-May-06		13	76%		p.m.	11	65%
17-May-06	a.m.	13	76%	20-Sep-06	a.m.	10	59%
	p.m.	13	76%		p.m.	11	65%
23-May-06	a.m.	14	82%	26-Sep-06	a.m.	12	71%
	p.m.	14	82%		p.m.	12	71%
24-May-06		12	71%	29-Sep-06		10	59%
29-May-06		13	76%	10-Oct-06	a.m.	10	59%
06-Jun-06	a.m.	14	82%		p.m.	9	53%
	p.m.	14	82%	13-Oct-06		10	59%
13-Jun-06	a.m.	13	76%	17-Oct-06		10	59%
	p.m.	13	76%	24-Oct-06	a.m.	9	53%
19-Jun-06		15	88%		p.m.	9	53%
20-Jun-06		15	88%	05-Dec-06	a.m.	6	35%
27-Jun-06	a.m.	13	76%		p.m.	7	41%
	p.m.	13	76%	12-Dec-06	a.m.	7	41%
28-Jun-06		14	82%		p.m.	8	47%
05-Jul-06		12	71%	14-Dec-06		8	47%
06-Jul-06		11	65%	19-Dec-06		7	41%
07-Jul-06		12	71%	21-Dec-06		6	35%
11-Jul-06	a.m.	13	76%	28-Dec-06		9	56%
	p.m.	14	82%	02-Jan-07	a.m.	9	56%
13-Jul-06		10	59%		p.m.	9	56%
18-Jul-06		11	65%	09-Jan-07		9	56%
20-Jul-06		13	76%	09-Mar-07	a.m.	7	44%
25-Jul-06		12	71%		p.m.	7	44%
26-Jul-06		11	65%	13-Mar-07	a.m.	7	44%
		27	2047%		p.m.	8	50%
		Average	76%	16-Mar-07	a.m.	8	50%
					p.m.	7	44%
						30	1571%
						Average	52%

Workshop Hours :  
a.m. : 09:00 -- 11:00  
p.m. : 14:00 -- 16:00



3rd Year Workshop attendance  
(JICA 4th Contracting Year)

4th Year Workshop attendance  
(JICA 5th Contracting Year)

Data		Attendance	P/R	Data		Attendance	P/R
08-May-07		11	69%	29-Apr-08		11	61%
16-May-07		13	81%	06-May-08		12	67%
22-May-07		12	75%	13-May-08		10	56%
29-May-07		11	69%	20-May-08		14	78%
06-Jun-07		12	75%	27-May-08		11	61%
12-Jun-07		10	63%	06-Jun-08		9	50%
19-Jun-07		12	75%	10-Jun-08		14	78%
26-Jun-07		14	88%	17-Jun-08		12	67%
03-Jul-07		11	65%	24-Jun-08		10	56%
10-Jul-07		12	71%	01-Jul-08		14	82%
17-Jul-07		13	76%	31-Jul-08		12	71%
24-Jul-07		9	53%			11	725%
		12	858%			Average	66%
		Average	72%	05-Aug-08		11	65%
11-Sep-07		12	63%	12-Aug-08		14	82%
18-Sep-07		13	68%	19-Aug-08		10	59%
25-Sep-07		14	74%	26-Aug-08		14	82%
02-Oct-07		11	58%	04-Sep-08		9	53%
09-Oct-07		12	63%	16-Sep-08		12	71%
17-Oct-07		10	53%	03-Oct-08		10	59%
23-Oct-07		11	58%			7	471%
20-Nov-07		14	74%			Average	67%
27-Nov-07		13	68%				
04-Dec-07		9	47%				
11-Dec-07		14	74%				
19-Dec-07		8	42%				
25-Dec-07		14	74%				
15-Jan-08		11	58%				
22-Jan-08		10	53%				
28-Jan-08		12	63%				
19-Feb-08		12	67%				
26-Feb-08		12	67%				
04-Mar-08		10	56%				
10-Mar-08		10	56%				

20 1234%

Average 62%

Workshop Hours : 08:00 — 12:00

#### (4) Local Fund

Local fund specifically used for the Project was not allocated except for the necessary fund of 1 billion VND for the procurement of local consultant to work for the Master Plan of Seaport in Vietnam.



## V. Approach to the Strengthening Capacity of VINAMARINE on Port Administration and Management

### 1. Workshops and Seminars

During 4 years of Project Implementation, various workshops and seminars were held according to the Plan of Operation decided by the Executive Committees. Around 230 Workshops were held for the purpose of providing basic knowledge and skills related to port administration and management and cultivating the skills on the administration of ports through discussions and debates.

Workshops corresponding to the work breakdown structures held during the Project implementation are shown in tables in Annex VI.

Several Seminars were held mainly for the purpose that the related organizations can understand the direction of reform of the port administration and management system in Vietnam and necessary procedures to solve the important issues on port management and administration to achieve the target of the Project.

Following seminars were held during the Project implementation.

Date & Place	Title & Presentation	No. of Participants
2005.3.18 Hanoi	"Presentation on Introduction of Non-state Sector's Participation in Port Operation" ①Mr. Kuroda "What is Concession of port and how to proceed concession?"	Total=60 JICA=2 Vinamarine=35 Vinalines=5 Others(MOT, MPI, MOF)=10 OCDI=8
2006.3.13 Ho Chi Minh City	"Strategy for the Promotion and Management of Vietnam Gateways Port" ①Dr. Owaki "Promotion Plan of Cai Mep-Thi Vai Port - As a model case of Gateway Ports in Vietnam" ②Dr. Hue "Plan for the Promotion and Management of Gateways Port in Vietnam"	Total= 49 Vinamarine =42 OCDI= 7
2007.7.6 Hanoi	"The Contents of Ports Concession Contract" ①Mr. Kuroda "Essence and Important Points of Port Concession Contract" and "The necessity of the establishment of Port Management Body (PMB)"	Total=50 JICA=2 EOJ=1 Vinamarine=38 OCDI=9
2008.6.24 Hanoi	"Seaport State Administration in Vietnam" ①Dr. Hue "Vietnam Seaport System and Infrastructure Management" ②Mr. Kuroda "What is Port Authority & Port Management Body (PMB)?"	Total=70 JICA=3 EOJ=1 Vinamarine=34 Vinalines=4 MOT=11 MPI=1 Others=6 OCDI=10
2008.11.12 Hanoi	"Wrap-up Seminar on the Project on the improvement of Port Management System in the Socialist Republic of Vietnam" ①Dr. Hue "Management Aspects of Vietnam's Seaport System – Yesterday, Today and Tomorrow"	Total=76 JICA=4 EOJ=1 Vinamarine=36 MOT=7



	②Mr. Kuroda "Summary of Port Management System Improvement Project" ③Dr. Suzuki "Draft Plan for the Improvement of Port Administration and Management in Vietnam"	MPI=3 MOF=2 Others=15 OCDI=8
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## PCR on the Improvement of the Port Management System in Socialist Republic of Vietnam

WBS : OUTPUT 1 - Enhancement of capacity for preparation of the draft policy on promotion of gateway ports																	
WBS-1	activity	point	detailed activity		Level-5												
Level-1	Output 1	Enhancement of capacity for preparation of the draft policy on promotion of gateway ports	85%														
Level-2	1.1	Preparation of the draft policy on non-state sectors' participation to port operation of gateway ports	100%	a.1.3	Formulation of the draft policy on non-state sectors' participation to port operation of gateway ports	Sep-06 -Dec-06	Discussion and formulation of the policy on non-state sectors' participation to port operation of gateway ports	08-Sep-08	Finalization by VINAMARINE								
Level-3	1.1.1	Review and analysis of the port/maritime situation in Vietnam	100%	a.1.1	Review and analysis of the port / maritime situation regarding international container cargo flow	22-Mar-05	Text-1 : Discussion paper - Review and Analysis of the port / maritime situation Power Point Slide : Method of Review and Analysis of the Port	24-May-05	Text-2 : Discussion Paper - Review and Analysis of the port / maritime situation- Overview of the Port and Maritime sector-								
Level-4	1.1.1.1	Review and analysis of the present situation on management and operation on Vietnamese ports	100%	a.4.2	Review and analysis of the present condition on management and operation on Vietnamese ports	Sep-05 -Feb-06	Survey work for the present condition on management and operation on Vietnamese ports										
	1.1.1.2	Review and analysis of port operation procedures in major ports of Asia	100%	a.1.2	Review and analysis of port operation procedures in main Asian ports	12-Apr-05	Text-10 : Outline of Port of Colombo(Sri Lanka) / Port of Salalah(Oman)	26-Apr-05	Power Point Slide & Report (by Khanh, Mai Anh, Dao): Indonesia and Thailand								
Level-2	1.2	draft plan for the promotion of CM/TV Port	100%	a.1.6	Preparation of the draft plan for the promotion of	06-Sep-05	Text-11 : Formulation of promotion and operation strategy of Cai Mep-Thi Vai Port - Projected strategy structure and contents - Discussion on SWOT analysis (Results of Homework)	13-Sep-05	Text-12 : Ditto - Demand forecast and productivity target -	14-Sep-05	Text-S13 What is going on -In the world's container terminal business scene-	12-Oct-05	Home work check Text-S14 Outline of SWOT analysis	15-Nov-05	Text-S15 The 1st draft of strategy	13-Dec-05	Text-S16 : Formulation of strategy - Requirements for investment, Business scale -
						22-Dec-05	Text-14 : Draft of Strategy on management and promotion of Cai Mep-Thi Vai Port -	10-Jan-05	Text-S18 : Formulation of strategy - Draft of strategy-								
Level-3	1.2.1	Review and analysis of the port/maritime situation of CM/TV Port	85%	a.1.1	Review and analysis of the port / maritime situation regarding international container cargo flow	22-Mar-05	Text-1 : Discussion paper - Review and Analysis of the port / maritime situation Power Point Slide : Method of Review and Analysis of the Port	24-May-05	Text-2 : Discussion Paper - Review and Analysis of the port / maritime situation- Overview of the Port and Maritime sector-								
Level-4	1.2.1.1	Review and analysis of cargo traffic situation of southern ports of Vietnam	100%	a.1.4	Analysis of the logistic system related to Cai Mep-Thi Vai Port based on the cargo traffic survey	22-Mar-05	Text-3 : Discussion Paper - Analysis of the logistic system related to Cai Mep-Thi Vai port based on the cargo traffic -	30-Mar-05	Discussion in HCMC	7-Jun-05	Text-4 : Analysis of the logistic system related to Cai Mep-Thi Vai port based on the cargo traffic -	12-Jul-05	Text-5 : Survey results analysis				
	1.2.1.2	Analysis of the market and competitive environment of CM/TV Port	100%	a.1.5	Analysis of the market and competitive environment of Cai Mep-Thi Vai Port	29-Mar-05, 30-31-Mar-05	Text-6 : Discussion Paper - Analysis of the market and competitive environment of Cai Mep-Thi Vai port - Interview sheets	9-11-Jun-05	Text-7 : Major Items for Interview in HCMC	14-Jun-05	Text-8 : Workshop Memo	19-Jul-05	Text-9 : Analysis of the market and competitive environment of Cai Mep-Thi Vai port - Competitive Landscape of SFEA ports among Major Asian Ports				
	1.2.1.3	Financial Analysis of operator and PMB	75%	a.1.1(3)	Review and analysis of the port / maritime situation regarding international container cargo flow	24-May-05	Text-2 : Discussion Paper - Review and Analysis of the port / maritime situation- Overview of the Port and Maritime sector-	05-Jul-05	Outline of financial analysis Text-4 (financial analysis for concession plan)	12-Jul-05	Text-4:Supplement of financial analysis and cost estimation and pricing system Text-8:(Tariff structure and samples)	14-Sep-05	pricing supplement & discussion for CM/TV				
	1.2.1.4	Analysis of present situation of port related industries and their activities	100%	a.1.1(4)		22-Mar-05	Text-1 : Discussion paper - Review and Analysis of the port / maritime situation Power Point Slide : Method of Review and Analysis of the Port	24-May-05	Text-2 : Discussion Paper - Review and Analysis of the port / maritime situation- Overview of the Port and Maritime sector-	14-Jun-05	Text-8 : Workshop Memo	Sep-05 -Feb-06	Survey work for the present condition on management and operation on Vietnamese ports				
	1.2.1.5	Review of Port Plan of Saigon Area and procedures of port management and operation	100%	a.1.1(1)		22-Mar-05	Text-1 : Discussion paper - Review and Analysis of the port / maritime situation Power Point Slide : Method of Review and Analysis of the Port	24-May-05	Text-2 : Discussion Paper - Review and Analysis of the port / maritime situation- Overview of the Port and Maritime sector-	14-Jun-05	Text-8 : Workshop Memo						

			WBS : OUTPUT 2 - Preparation of establishment of PMB of CM-TV port & redefinition of the roles on port management and operation														
WBS-2		activity	point	detailed activity			level 5										
Level 1	Output 2	Preparation of establishment of PMB of CM-TV port & redefinition of the roles on port management and operation	90%	a.2.8	preparation of plan of redefinition	08-Nov-05	Proposed Demarcation of powers and authorities	20-Dec-05	Draft Article and Institution Discussion	29-Dec-05	final draft of articles and institution	9-Feb-06	text-20 modified articles and institution	14-Feb-06	text-21 legal framework	23-Feb-06	Homework 3 clarification
level 2	2.1	preparation of the the guideline for partnership	90%	a.2.9	preparation of the draft guideline	11-Oct-05	guideline draft skeleton	3-Jan-06	draft guideline discussion	23-Feb-06	guideline reporting						
level 3	2.1.1	Redefinition of PMB's status, roles and mandates, definition of reporting, supervising relation among the related agencies	100%	a.2.7	comparison of alternative plans for redefinition	6-Sep-05	Redefinition of Powers and Authorities-Text 5	20-Sep-05	Method of comparison of authorities and powers and necessary licenses among agencies/ necessity of protection of public interest and means to realize-Text 6	27-Sep-05	Method of comparison of authorities and powers and necessary licenses among agencies/ necessity of protection of public interest and means to realize-Text 7	04-Oct-05	Text 8 Examples of demarcation of authorities and powers				
				a.2.4	review of the roles on port management in Asia	17-Apr-05	Indonesia, Thailand	22-Jun-05	Report by C/P								
				a.2.5	analysis of the risks of the non state sectors participation to port operation	28-Jun-05	text-3 (analysis and management of risks involved in concession).scope and schedule of lectures	13-Sep-05	risk allocation in contract & homework discussion	20-Sep-05	sample clauses on risk allocation						
level 4	2.1.1.1	institutional review of port & maritime sector	100%	a.2.4	review of the roles on port management in Asia	17-Apr-05	Indonesia, Thailand	22-Jun-05	Report by C/P								
				a.2.2	identification of technical & economic regulation	23-Mar-05	text-2(reform of regulatory framework) and TOR for subcontract (port & maritime legal system)	5-Apr-05	Text-1	22-Jun-05	discussion of homework-1	19-Jul-05	sample analysis on Cai Lan Lease and homework assigned	13-Sep-05	homework discussion & evaluation		
				a.4.2	survey on the present situation of port management and operation in Vietnam	12-Oct-05	Discussion on TOR	28-Feb-06	Review of the study results								
level 3	2.1.2	Formulation of pricing standard of public facilities	80%	a.2.2	identification of technical & economic regulation	12-Apr-05	Text-1(environment for the introduction of nonstate sector participation to port operation)	22-Jun-05	discussion of homework-1(prime minister's decision 228)	19-Jul-05	sample analysis on Cai Lan Lease and homework assigned	13-Sep-05	homework discussion & evaluation				
				a.2.6	analysis of cost sharing between port management body and non state sectors	5-Jul-05	outline of financial analysis text-4(financial analysis for concession plan)	12-Jul-05	text-4suplement of financial analysis and cost estimation and pricing system text-8(tariff structure and samples)	14-Sep-05	pricing supplement & discussion for CM/TV						
level 4	2.1.2.1	analysis of the principle of contract management & its procedure	90%	a.3.3	preparation of draft regulatory framework	6-Sep-05	Redefinition of Powers and Authorities-Text 5	20-Sep-05	general approach for drafting a port law Text-6	27-Sep-05	establishment of port concession law	4-Oct-05	sample demarcation of powers and authorities in maritime law and port concessionlaw	22-Dec-05	text-16 draft regal framework	14-Feb-06	reporting regulatory framework
level 2	2.2	Preparation of draft articles and institutional plan of CM/TV PMB	85%	a.2.10	preparation of draft articles and institutional plan of PMB	8-Nov-05	samples of articles and institution of PMB	15-Nov-05	articles and institution alternative discussion	29-Nov-05	articles and institution alternative discussion	20-Dec-05	draft articles and institution discussion	29-Dec-05	final draft of articles and institution	7-Feb-06	modified plan of article and institution
level 3	2.2.1	Identification of the problem of the economic & technical regulations	100%	a.2.2	identification of technical & economic regulation	5-Apr-05	Text-1	22-Jun-05	discussion of homework-1	19-Jul-05	sample analysis on Cai Lan Lease and homework assigned	13-Sep-05	homework discussion & evaluation				
level 4	2.2.1.1	analysis of present situation of economic & technical regulations	100%	a.2.2	identification of technical & economic regulation	5-Apr-05	Text-1	22-Jun-05	discussion of homework-1	19-Jul-05	sample analysis on Cai Lan Lease and homework assigned	13-Sep-05	homework discussion & evaluation				
	2.2.1.2	Identification of necessary items of economic & technical regulation and identification of regulatory authorities	100%	a.2.2	identification of technical & economic regulation	23-Mar-05	text-2(reform of regulatory framework) and TOR for subcontract (port & maritime legal system)	5-Apr-05	Text-1	22-Jun-05	discussion of homework-1	19-Jul-05	sample analysis on Cai Lan Lease and homework assigned	13-Sep-05	homework discussion & evaluation		



WBS-3			WBS : OUTPUT 3 - Preparation of the draft regulatory framework to promote non state sectors' participation to port operation														
activity		point	detailed activity				level 5										
level 1	Output 3	Preparation of the draft regulatory framework to promote non state sectors' participation to port operation	85%	There is no consensus on the draft decree among related organizations													
level 2	3.1	preparation of the draft regulatory framework	85%	a.3.3	preparation of draft regulatory framework	6-Sep-05	Redefinition of Powers and Authorities-Text 5	20-Sep-05	general approach for drafting a port law Text-6	27-Sep-05	establishment of port concession law	4-Oct-05	sample demarcation of powers and authorities in maritime law and port concessionlaw	22-Dec-05	text-16 draft regal framework	14-Feb-06	reporting regulatory framework
level 3	3.1.1	analysis of the regulations on non state sectors participation to port operation	100%	a.2.3	analysis of the regulation on non state sectors participation to port operation	23-Mar-05	text-2(reform of regulatory framework) and TOR for subcontract	5-Jul-05	Text-2, port economics								
				a.2.2	identification of technical & economic regulation	5-Apr-05	Text-1	22-Jun-05	discussion of homework-1	19-Jul-05	sample analysis on Cai Lan Lease and homework assigned	13-Sep-05	homework discussion & evaluation				
				a.2.5	analysis of the risks of the non state sectors participation to port operation	28-Jun-05	text-3 (analysis and management of risks involved in concession),scope and schedule of lectures	13-Sep-05	risk allocation in contract & homework discussion	20-Sep-05	sample clauses on risk allocation						
level 4	3.1.1.1	analysis of regulation on vertical partnership (corporate law, fair competition law, currency control law, labor law, environment law, police law etc.	100%	a.2.3(1)	analysis of the regulation on non state sectors participation to port operation	23-Mar-05	text-2 and TOR for subcontract	5-Jul-05	Text-2, port economics								
				a.2.5	analysis of the risks of the non state sectors participation to port operation	28-Jun-05	text-3 (analysis and management of risks involved in concession),scope and schedule of lectures	13-Sep-05	risk allocation in contract & homework discussion	20-Sep-05	sample clauses on risk allocation						
	3.1.1.2	analysis of regulations on horizontal partnership (inland transportation , vessel services etc.)	100%	a.2.3(2)	analysis of the regulation on non state sectors participation to port operation	23-Mar-05	text-2 and TOR for subcontract	5-Jul-05	Text-2, port economics								
				a.2.5	analysis of the risks of the non state sectors participation to port operation	28-Jun-05	text-3 (analysis and management of risks involved in concession),scope and schedule of lectures	13-Sep-05	risk allocation in contract & homework discussion	20-Sep-05	sample clauses on risk allocation						
	3.1.1.3	analysis of regulations on non state sectors participation to infra-management	100%	a.3.1	analysis on regulations on participation to infra-management	23-Mar-05	TOR for sub-contract	7-Jun-05	analysis of regulation on Cai Lan Lease	19-Jul-05	Text-2						
level 3	3.1.2	preparation of draft of regulatory framework of port sector	85%	a.3.3	preparation of draft regulatory framework	6-Sep-05	Redefinition of Powers and Authorities-Text 5	20-Sep-05	general approach for drafting a port law Text-6	27-Sep-05	establishment of port concession law	4-Oct-05	sample demarcation of powers and authorities in maritime law and port concessionlaw	20-Dec-05	draft framework discussion	14-Feb-06	reporting regulatory framework
level 4	3.1.2.1	preparation of draft of regulations of redefined public organization, PMB, regulatory authority	85%	a.3.3	preparation of draft regulatory framework	6-Sep-05	Redefinition of Powers and Authorities-Text 5	20-Sep-05	general approach for drafting a port law Text-6	27-Sep-05	establishment of port concession law	4-Oct-05	sample demarcation of powers and authorities in maritime law and port concessionlaw	20-Dec-05	draft framework discussion	14-Feb-06	reporting regulatory framework
				*a.2.7	comparison of alternative plans for redefinition	20-Sep-05	basic concession law and related provisions of contract ≡rights and obligations of parties	27-Sep-05	alternative structures (El salvador, Indonesia, Oman)	20-Dec-05	comparison and wrap up for alternative redefinition						
	3.1.2.2	preparation of draft laws and regulations contorling contract (licence, lease, concession etc.)	85%	a.3.3	preparation of draft regulatory framework	6-Sep-05	Redefinition of Powers and Authorities-Text 5	20-Sep-05	general approach for drafting a port law Text-6	27-Sep-05	establishment of port concession law	4-Oct-05	sample demarcation of powers and authorities in maritime law and port concessionlaw	20-Dec-05	draft framework discussion	14-Feb-06	reporting regulatory framework
a.2.2				identification of technical & economic regulation	5-Apr-05	Text-1	22-Jun-05	discussion of homework-1	19-Jul-05	sample analysis on Cai Lan Lease and homework assigned	13-Sep-05	homework discussion & evaluation					
a.2.5				analysis of the risks of the non state sectors participation to port operation	28-Jun-05	text-3 (analysis and management of risks involved in concession),scope and schedule of lectures	13-Sep-05	risk allocation in contract & homework discussion	20-Sep-05	sample clauses on risk allocation							
level 3	3.1.3	analysis on regulations on port labor	100%	a.3.2	analysis of regulation on port labor	31-May-05	outline of labor problem	22-Jul-05	presentation by consultant & discussion								
level 2	3.2	preparation of legal due diligence report	100%	a.3.4	legal due diligence report	27-Sep-05	Legal Due diligence in Cai Lan Lease Project & Method of Legal Due diligence	10-Jan-06	case study on legal due diligence	10-May-06	Draft TOR of the Legal Survey	11-Jul-06	Lecture by Law Office on the issues of possible structure of the company as the terminal operator	26-Sep-06 12-Dec-06 ??-Mar-07	Draft of Legal Due Diligence Report		



## PCR on the Improvement of the Port Management System in Socialist Republic of Vietnam

WBS-4			WBS : OUTPUT 4 - VINAMARINE prepares the draft plan for port administration and management													Level-5									
Level-1	Output 4	activity	point	detailed activity																					
Level-1	Output 4	VINAMARINE prepares the draft plan for port administration and management	90%	12-Aug-08	Proposal for the improvement plan for the state administration on port planning and technical standard	19-Aug-08	Proposal for the improvement plan for the state administration on port planning and technical standard	26-Aug-08	Draft of the improvement plan for port administration and management	04-Sep-08	Draft of the improvement plan for port administration and management	03-Oct-08	Draft of the improvement plan for port administration and management	14-Nov-08	Draft of the improvement plan for port administration and management										
Level-2	4.1	Formulation of port facility security plan	100%	a.4.1	Formulation of port facility security plan	18-Oct-05	Formulation of port security plan (Presentation by VINAMARINE on the present situation of port security plan in Vietnam)	25-Oct-05	Formulation of port security plan (Discussion on port security in Vietnam)	06-Jun-08	Review of current situation of port facility security	10-Jun-08	Proposal on port administration and management plan, focused on port facility security pain												
Level-3	4.1.1	Analysis of present situation of port security system	100%																						
	4.1.2	Analysis and improvement of port facility security plan (PFSP)	100%																						
Level-4	4.1.1.1	Analysis of the present situation of port management and operation in Vietnam	100%	a.4.2	Review and analysis of the present condition on management and operation on Vietnamese ports	Oct-05 - Mar-06	The study of present condition on development, management and operation on Vietnamese ports																		
	4.1.2.1	Analysis of port facility security assessment (PFSA)	100%	a.4.1	Formulation of port facility security plan	18-Oct-05	Formulation of port security plan (Presentation by VINAMARINE on the present situation of port security plan in Vietnam)	25-Oct-05	Formulation of port security plan (Discussion on port security in Vietnam)																
Level-2	4.2	Proposal of the port management system by each category of the ports	90%	a.4.4	Proposal of the port management system by each category of the ports	09-May-06	Text-C4 Definition of gateway ports, international ports and the classification by VMC	17-May-06	Text-C3 Review of present situation of Vietnamese ports	13-Jun-06	Text-C5 Basic concept of the port management system by each category in Vietnam	11-Jul-06	Text-C6 Draft of port classification by each category	20-Sep-06	Text-C7 Basic concept of the port management system in Vietnam	29-Sep-06	Text-C8 Port Classification in Vietnam (Review of Criteria)								
			* 1			10-Oct-06	Text-C9 Proposal of the port management system by each category of the ports	14-Dec-06	Text-C10 Basic concept of the port management system by each category of the ports in Vietnam	28-Dec-06	Text-C11 Basic concept of port classification	23-Jan-07	Text-C11 Proposal of the port management system by each category of the ports	22-May-07	Text-C14 Proposal of the port management system by each category of the ports	29-May-07	Text-C15 Proposal of the port management system by each category of the ports/ Expected functions of PMB for Cai Mep-Thi Vai project								
Level-3	4.2.1	Analysis of the roles and the classification of all ports in Vietnam	100%	a.4.3	Review and analysis of the port / maritime situation regarding international container cargo flow	06-Sep-05	Text-C1 Analysis of the roles and the classification of all ports in Vietnam	07-Sep-05	Text-C2 Analysis of the roles and the classification of all ports in Vietnam -Case study of classification of ports-	6-Dec-05	Text-C3 Analysis of the roles and the classification of all ports in Vietnam -Draft of classification of Vietnamese ports-	8-May-07	Text-C13 On Port Management System	19-Jun-07	Text-C16 Economic effect of port activities	26-Jun-07	Text-BP2 Comments and modification of draft decree on management of seaport operation								
Level-4	4.2.1.1	Analysis of the present situation of port management and operation in Vietnam	100%	a.4.2	Review and analysis of the present condition on management and operation on Vietnamese ports	Oct-05 - Mar-06	The study of present condition on development, management and operation on Vietnamese ports																		
Level-2	4.3	Proposal of the basic policy on the port and navigation channel development and preservation	90%	a.4.5	Proposal of the basic policy on the port and navigation channel development and preservation	26-Aug-08	Proposal of the basic policy on the port and navigation channel																		
Level-3	4.3.1	Analysis of the basic policy on the port and navigation channel development and preservation	90%			06-Jun-08	Analysis on the basic policy on the port and navigation channel development and preservation	25-Jun-08	Analysis on the basic policy on the port and navigation channel development and preservation	01-Jul-08	Analysis on the basic policy on the port and navigation channel development and preservation	05-Aug-08	Proposal of the basic policy on the port and navigation channel	19-Aug-08	Proposal of the basic policy on the port and navigation channel										
Level-4	4.3.1.1	Proposal of the strategy for development of ports and channels	85%			11-Dec-07	Text-PP11,13 Review the role of the Port Management Body and Proposal of the basic port policy - Basic port policy for VN	19-Feb-08	Text-PP14 Basic Policy - reconsideration on the establishment of the state administration for seaport	26-Feb-08	Text-PP15 Policy on financing for port investment and charging for the use of port	20-May-08	Analysis on the basic policy on the port and navigation channel development and preservation												
Level-4	4.3.1.1	Proposal of necessary items for the basic policy in Vietnam	100%			12-Jun-07	Text-PP1 Basic Guidelines on Development, Utilization and Maintenance of Ports and Harbors in Japan	26-Nov-07	Text-PP2 Comments and modification of draft decree on management of seaport operation	11-Sep-07	Text-PP3,4 Case examples US and UK	02-Oct-07	Text-PP5 Proposal of the basic policy on the port and navigation channel development and preservation	17-Oct-07	Text-PP6,7 Case examples of China	27-Nov-07	Text-PP8,12 Case examples of EU, US, UK, China, Japan and Vietnam	4-Dec-07	Text-PP9 Review of the master plan and discussion on key points	13-Aug-08	Text-PP10 Roles, Responsibilities and Function of the Port Authority, Harbormaster and Maritime Administration	Analysis on the basic policy on the port and navigation channel development and preservation			
Level-2	4.4	Proposal of the guideline for port planning and technical standard for port facilities	90%			12-Aug-08	Proposal on the improvement plan for the state administration on port planning and technical standard	02-Sep-08	Proposal on the improvement plan for the state administration on port planning and technical standard																
Level-3	4.4.1	Proposal of port planning standard	85%	a.4.7	Proposal of the guideline for port planning and technical standard for port facilities	13-May-08	Selection and Analysis of necessary items on the improvement plan for the state administration on port planning and technical standard	20-May-08	Analysis on the basic policy on the port and navigation channel development and preservation with consideration of port planning and technical standard	27-May-08	Proposal for the improvement plan for the state administration on port planning and technical standard	10-Jun-08	Review of present situation on technical standard applied to ports and channels taking into account of joining to WTO	17-Jun-08	Review of present situation on technical standard applied to ports and channels taking into account of joining to WTO	01-Jul-08	Proposal for the improvement plan for the state administration on port planning and technical standard	12-Aug-08	Proposal on the improvement plan for the state administration on port planning and technical standard						
Level-4	4.4.1.1	Selection and analysis of necessary items for port planning standard in Vietnam	90%			29-May-07	Text-TS1 Case study on the technical standard for port planning in Japan	17-Oct-07	Text-TS6 Guideline for Port Planning and Technical Standard / discussion on the necessity items for the technical standard in Vietnam																
Level-3	4.4.2	Proposal of technical standard for port facilities	100%			06-Jun-07	Text-TS2 Case study on the technical standard for port facilities in Japan	26-Jun-07	Text-TS3 Review of present situation on technical standard applied to ports and channels in Vietnam	18-Sep-07	Text-TS4 Case study on the technical standard for the safety of port facilities	25-Sep-07	Text-TS5 Technical Standard for the Port and Harbor Facilities	25-Sep-07	Text-TS5 Principal point of agreement on Technical Barriers	15-Jan-08	Text-TS7 Institutional Organisation of Port Administration & Management	22-Jan-08	Text-TS8 Technical Regulation s on Port Development						
						26-Feb-08	Text-TS9 The system to secure the technical standards and its significance in Japan																		
Level-4	4.4.2.1	Selection and analysis of necessary items for technical standard for port facilities in Vietnam	100%			06-May-08	Terms of Reference for the Review of Guidelines for Port Planning and Technical Standards	13-May-08	Selection and Analysis of necessary items on the improvement plan for the state administration on port planning and technical standard	27-May-08	Proposal for the improvement plan for the state administration on port planning and technical standard	10-Jun-08	Review of present situation on technical standard applied to ports and channels taking into account of the joining to WTO	17-Jun-08	Review of present situation on technical standard applied to ports and channels taking into account of the joining to WTO										
Level-2	4.5	Proposal of model rules and regulations on port water area and port land premise	100%	a.4.8	Proposal of model rules and regulations on port water area and port land premise	17-Jun-08	Analysis of model rules and regulations on port water area and port land premise	25-Jun-08	Proposal of model rules and regulations on port water area and port land premise	12-Aug-08	Proposal of model rules and regulation on port water area and port land premise	02-Sep-08	Proposal of model rules and regulation on port water area and port land premise												
Level-3	4.5.1	Analysis of model rules and regulations on port water area and port land premise	100%			17-Jul-07	Text-PA4 Analysis of situation of settling the port area																		
Level-4	4.5.1.1	Proposal of the necessary items of the rules and regulation on the port area	100%			06-Jun-07	Text-PA1 Purpose and necessity of the regulations on port area	19-Jun-07	Text-PA2 Case study on the rules and regulation on port area in Japan	3-Jul-07	Text-PA3 Analysis of situation of settling the port area TOR of subcontract for study on port management	29-Feb-08	Text-PA5 Examination of necessary items for the rules and regulations on port area												
Level-2	4.6	Proposal of financial reporting and auditing system for port management body	100%	a.4.9	Proposal of financial reporting and auditing system for port management body	25-Dec-07	Text-RA3 Draft Plan of financial reporting and auditing system of PMB																		
Level-3	4.6.1	Analysis of financial reporting and auditing system for port management body	100%			18-Dec-07	Text-RA3 Draft Plan of financial reporting and auditing system of PMB																		
Level-4	4.6.1.1	Analysis of the items and procedure of financial reporting and auditing system	100%			24-Jul-07	Text-RA1 Purpose and necessity of financial reporting and auditing system	24-Jul-07	Text-RA1 Discussion on Financial Report System in Vietnam	24-Jul-07	Text-RA1 Financial Report for Quang Ninh Port	23-Oct-07	Text-RA3 Basic rule of accounting report												
Level-2	4.7	Proposal of the system on compilation of port facilities ledger	100%	a.4.10	Proposal of the system on compilation of port facilities ledger	25-Dec-07	Text-FL2 Proposal of the system on compilation of port facilities ledger																		
Level-3	4.7.1	Examination of the system on compilation of port facilities ledger	100%			25-Dec-07	Text-FL2 Proposal of the system on compilation of port facilities ledger																		
Level-4	4.7.1.1	Examination of contents of the system on compilation of port facilities ledger	100%			25-Sep-07	Text-FL1 Purpose and necessity of the system on compilation of port facilities, Case study on the system in Japan	25-Sep-07	Text-FL1 Examination of contents of the system on compilation of port facilities ledger																
Level-2	4.8	Proposal of the appropriate port statistic system	100%	a.4.6	Proposal of the appropriate port statistic system	19-Aug-08	Proposal of the appropriate Port Statistics System																		
Level-3	4.8.1	Development of the appropriate port statistics system	100%			10-Jun-08	Proposal of the appropriate Port Statistics System	27-May-08	Proposal of the appropriate Port Statistics System																
Level-4	4.8.1.1	Examination of introduction of IT system for port statistics	100%			02-Oct-07	Text_IT1 The project on the Improvement of the Port Management System - Port EDI (1)	19-Dec-07	Text_PSS Examination of establishment of the organisation in charge of port statistics																
	4.8.1.2	Preparation of rules and procedure of port statistics	100%			12-Jun-07	Text_PS1 Purpose and necessity of port statistics	26-Jun-07	Text_PS2 Analysis of contents of international standard of port statistics	10-Jul-07	Text_PS3 Review of Vietnamese port statistics system TOR of subcontract for study on port management	18-Sep-07	Text_PS4 Discussion on improvement port statistics in Vietnam												
Level-3	4.8.2	Examination of establishment of the organization in charge of port statistical work	100%			19-Dec-07	Text_PSS Examination of establishment of the organization in charge of port statistical work																		
Level-2	4.9	Proposal of the improvement plan for EDI system	100%	a.4.11	Proposal of introduction of EDI system	20-May-08	Proposal of the improvement plan for EDI System	26-Aug-08	Proposal of introduction of EDI system																
Level-3	4.9.1	Analysis of desirable EDI system to be improved	100%			06-May-08	Analysis of desirable EDI system to be improved in Vietnam																		
Level-4	4.9.1.1	Analysis of items / codes required from port related authorities and agencies	100%			02-Oct-07	Text-IT1 The project on the Improvement of the Port Management System - Port EDI (1)	27-Nov-07	Intranet of VINAMARINE	04-Dec-07	Text-IT2 The project on the Improvement of the Port Management System - Port EDI (2) - Case study on Port EDI	04-Dec-07	Review of the Port EDI System (Intranet) of Vietnam and PMBs Information System in Japan												

\* 1 : The establishment of PMB in Cai Mep and Thi Vai Port is not officially decided.





WBS : OUTPUT 5 - VINAMARINE prepares the draft documents necessary for the selection of port operator and the concession plan of Cai Mep-Thi Vai Port as a model case.																			
WBS-5		activity	point	detailed activity in PDM		level 5													
level 1	Output 5	VINAMARINE prepares the draft documents necessary for the selection of port operator and the concession plan of Cai Mep-Thi Vai Port as a model case.	75%	Because of the elements in the oncessionplan changed, it should be revised before authorization															
level 2	5.1	preparation of Concession Plan for CM/TV port	90%	a.5.3(6)	preparation of concession plan for CM/TV port	13-Jun-06	Text-5 Contents of Concession Plan	11-Jul-06	Text-16 Relationship between concession conditions & financial model	12-Sep-06	Text-29(1) Draft Table of Contents of Plan on Concession	12-Sep-06	Text-29(1) Draft Table of Contents of Plan on Concession	2006/10/24 2006/12/05 2006/12/12 2006/12/19	Text-29(1) Draft Table of Contents of Plan on Concession	12-Sep-06	Text-29(1) Draft Table of Contents of Plan on Concession		
level 3	5.1.1	Setting the premises for concession plan	90%	a.5.3(1)	setting the premises of the concession plan	Jun-06 ~ Oct-06	Setting premises of concession plan												
level 4	5.1.1.1	Assessment of competitive power of CM/TV	90%			27-Jun-06	Review of Promotion Plan(Text-9)												
	5.1.1.2	Definition of investment plan	90%			27-Jun-06	Analysis of the market and competitive environment of CM/TV Port as a model case (year by year)(Text-9)	28-Jun-06	Definition of necessary services and their providers(Text-12)	24-Oct-06	Estimation of productivity (profitability) of the project (Text(2))								
	5.1.1.3	Specification of investment requirements on infrastructure	90%			27-Jun-06	Specification of necessary facilities and equipment for the terminals (year by year)(Text-10)	6-Jul-06	Setting of maintenance and renewal plan of equipment and facilities (Text-15)	26-Jul-06	Specification of obligatory investment items (Text-17)	24-Oct-06	Specification of necessary investment for environment protection (Text-29(2))						
level 3	5.1.2	Preparation of alternative plan of allocation of rights and obligations	90%	a.5.3(2)	preparation of alternative plan of allocation of rights and obligations	May-06 ~ Jan-07	preparation of alternative plan of allocation of rights and obligations												
level 4	5.1.2.1	Specification of rights and obligations of the parties of contract	90%			28-Jun-06	Definition of necessary services and their providers (13/Jun) (Text-12)	24-Oct-06	Specification of rights and obligations of the parties of contract (Text-29(2))										
	5.1.2.2	Specification of costs	90%			24-Oct-06	Manning plan for operator and PMB and estimation of expenses (Text(2))	26-Jul-06	Estimation of obligatory investment expense(Text-17)	23-May-06	Specification of initial investment, maintenance investment and repayments (Text-FN-2)	20-Sep-06 26-Sep-06	specification of costs (Text-20)						
	5.1.2.3	Preliminary setting of necessary qualifications of operator	90%			23-May-06	Standard procedures on concession and selection of operator (Text-1)	6-Jun-06	Structure of basic plan of concession and process of formulation (Text-4)	13-Jun-06	Discussion of area of concession (Text-6)	19-Jun-06	Text-7 Major conditions of Concession Contract of other projects-1	20-Jun-06	Text-7 Major conditions of Concession Contract of other projects-1	27-Jun-06	Text-8 Major conditions of Concession Contract of other projects-2		
level 3	5.1.3	Preliminary setting of tariff code	90%	a.5.3(3)	preliminary setting of tariff codes	18-Jul-06	Text-FN-3-1 Structure of Financial Model (Part III-1)	25-Jul-06	Text-FN-3-2 Structure of Financial Model (Part III-2)	12-Sep-06 26-Sep-06	Preliminary setting of tariff code (Text-19)								
level 4	5.1.3.1	Setting of scenario on tariff & charges	90%	a.5.6(1)	setting alternative tariff codes	29-May-06	Setting the alternatives of tariff & charges (Text-3)	20-Sep-06 26-Sep-06	Setting of scenario on tariff & charges (Text-19)										
level 3	5.1.4	Preparation of financial model	100%	a.5.3(5)	Preparation of financial model	May-06 ~ Oct-06	preparation of financial model												
level 4	5.1.4.1	Preparation of draft financial model	100%			17-May-06	Identification of basic function and structure of financial model (Text-FN-1)	5-Jul-06	Text-13 Inquiry of the issues on Financial Conditions	7-Jul-06	Text-13 Inquiry of the issues on Financial Conditions	11-Jul-06	Text-16 Relationship between concession conditions & financial model	13-Jul-06	Text-FN-2-1 Structure of Financial Model (Part II-1)	18-Jul-06	Text-FN-3-1 Structure of Financial Model (Part III-1)		
	5.1.4.2	Evaluation of business size and profitability of the project	100%			17-May-06	Identification of basic function and structure of financial model (Text-FN-1)	5-Jul-06	Text-13 Inquiry of the issues on Financial Conditions	7-Jul-06	Text-13 Inquiry of the issues on Financial Conditions	24-Oct-06	Evaluation of business size and profitability of the project (Text-29(2))						
level 3	5.1.5	Preliminary setting of rent & fees	90%	a.5.3(4)	Preliminary setting of rent and fees	Jul-06 ~ Oct-06	preliminary setting of rent and fees												
level 4	5.1.5.1	Preparation of draft framework for rent fee	90%			6-Jul-06	Identification of basic function and structure of financial model (Text-14)	25-Jul-06	Text-FN-3-2 Structure of Financial Model (Part III-2)	10-Oct-06 17-Oct-06	Preparation of draft framework for rent fee (Text-21)								
level 3	5.1.6	Formulation of risk management plan	90%	a.5.5	formulation of risk management plan	May-06 ~ Dec-06	Formulation of risk management plan												
level 4	5.1.6.1	Identification of risks	90%			26-Sep-06 12-Dec-06	Legal due diligence (Text-17,25)	10-Oct-06	Discussion on risk analysis and management (Text-22)	23-May-06	Text-2 Analysis and management of risks								
level 3	5.1.7	Preparation of Tariff Code	90%	a.5.6	preparation of tariff code	29-May-06	Text-3 PPT : Tariff and Charge System	12-Sep-06 26-Sep-06	Preparation of tariff code (Text-19)										
level 4	5.1.7.1	Assessment of financial impact of draft tariff code	90%	a.5.6(2)	formulation of draft tariff code	18-Jul-06	Formulation of input table of tariff and its corresponding estimated demand (Text-FN-3-1)	10-Oct-06 17-Oct-06	Assessment of financial impact of draft tariff code (Text-21&22-1,23)										
level 3	5.1.8	Preparation of framework of rent & fees	90%	a.5.7	preparation of framework of rent & fees	6-Jul-06	preparation of framework of rent & fees												
level 4	5.1.8.1	Assessment of financial impact of rent fees	90%			6-Jul-06	Comparative analysis of framework for rent fees (Text-14)	10-Oct-06 17-Oct-06	Assessment of financial impact of rent fees (Text-21&22-1,23)										
level 3	5.1.9	Preparation of necessary qualifications for port operator	100%	a.5.8	preparation of necessary qualifications for port operator	16-May-07 22-May-07	Standard bidding documents and contract documents												
level 4	5.1.9.1	Setting of requirements for pre-qualification	90%			26-Sep-06 12-Dec-06	Legal due diligence (Text-17,25)	13-Jun-06	Review of basic conditions of concession (Text-6)										
level 3	5.1.10	Preparation of support plan by the government	100%	a.5.9	preparation of support plan by the government	10-Jul-07	preparation of support plan by the government												
level 4	5.1.10.1	Preparation of possible support plan by the government	100%			10-Oct-06 17-Oct-06	Review of risk analysis/ analysis on impacts of taxes and dues (Text-21,22,23)	19-Jun-07	Discussion of draft regulations on non state sectors' participation to the operation/ management of infrastructures										
level 2	5.2	VINAMARINE prepares the draft documents necessary for the selection of port operator	50%																
level 3	5.2.1	Preparation of the standard bidding documents	100%	a.5.1	Preparation of standard bidding documents for the selction of port operator	16-May-07 22-May-07	Discussion on of standard bidding documents	10-July-07 17-July-07	Discussion on of standard bidding documents	16-May-07 22-May-07	Standard bidding documents and contract documents								
level 4	5.2.1.1	Review of basic concession plan	90%			23-Jan-07	Analysis of sample tender documents (Text-30)	23-May-06	Text-1 Standard process of concession and procedure of selection of operator	6-Jun-06	Text-4 Standard form of Tender Document for Selection of Concessionaire	2-Jan-07	Review of basic concession plan (Text-26)						
level 3	5.2.2	Preparation of the standard contract documents	100%	a.5.2	preparation of standard contract documents	16-May-07 22-May-07	Discussion of standard contract documents	10-July-07 17-July-07	Discussion of standard contract documents	6-Jul-07	Seminar on Port Cossession Contract	16-May-07 22-May-07	Standard bidding documents and contract documents						
level 4	5.2.2.1	Specification of general clauses and specific clauses	100%			13-Jun-06	Analysis of sample contract documents (Text-6)	26-Sep-06 12-Dec-06	Legal due diligence (Text-17,25)	19-Jun-06	Text-7 Major conditions of Concession Contract of other projects-1	20-Jun-06	Text-7 Major conditions of Concession Contract of other projects-1	27-Jun-06	Text-8 Major conditions of Concession Contract of other projects-2	2-Jan-07	Specification of general clauses and specific clauses (Text-26)		
level 3	5.1.9	Preparation of necessary qualifications for port operator	100%	a.5.8	preparation of necessary qualifications for port operator	16-May-07 22-May-07	Standard bidding documents and contract documents												
level 4	5.1.9.1	Setting of requirements for pre-qualification	90%			26-Sep-06 12-Dec-06	Legal due diligence (Text-17,25)	13-Jun-06	Review of basic conditions of concession (Text-6)										
Progress Level			100%																
			75%																
			50%																
			25%																
			0%																



## 2. Monitoring and Tests

In order to evaluate the progress of capacity building of Taskforce, monitoring work had been done through discussion with taskforce and paper tests and home works and results were recorded in the monitoring sheets and reported to the JCCs.

For the 1<sup>st</sup> and 2<sup>nd</sup> year operation of the Project, homework were mainly focused on ①the role and functions of PMB and MOT/VINAMARINE, ②method to grasp the port activities, ③ risk analysis on the introduction of non state sectors' in the port operation, and ④necessary regulations for the introduction of non state sectors' in the port operation.

For the 4<sup>th</sup> year of operation, to review all the tasks implemented in the past three years, test was focused on ①promotion strategy (SWOT analysis), ②roles and functions of PMB and MOT, ③regulatory framework on port water area and port land premise, ④necessary regulation to be amended to VMC and Decree 71 for the introduction of non state sectors' in the port operation, ⑤purpose and contents of concession plan, contents of concession bidding documents and contract documents and ⑥ necessary elements for the public-private partnership, management of the risks in PPP.

At the level of taskforce, results of the tests shows the capacity of taskforce as satisfactory level.



m.1	Monitoring Sheet for the executive capacity on the promotion of gateway ports and the introduction of non state sectors' participation to the ports										Date: Sept.-08				
Code	Outputs				Objectively Verifiable Indicator (PDM)	Target	Initial	2005		2006		2007	2008		Remarks
	Level - 1							Sep.	Mar.	Sep.	Mar.		Mar.	Sep.	
	Level - 2														
	Level - 3														
1	Enhancement of capacity for preparatiønn of the draft policy on promotion of gateway ports				•The draft policy on non state sectors' participation to the operation is prepared. •The draft plan for the promotion of Cai Mep-Thi Vai Port is prepared as a model case which will be modified for other gateway ports in Vietnam.	5	1	1	3	3	4	4	4		
1.1	Preparation of the draft policy on non state sectors' participation in port operation of gateway ports					5	1	1	2	2	3	3	3		
1.2	Preparation of the draft plan for the promotion of CM/TV Port as a model case					5	1	1	4	4	4	4	4		
1.1.1 1.2.1	Review and analysis of the port/maritime situation in Vietnam					5	2	4	5	5	5	5	5		

m.2	Monitoring Sheet for the progress of establishment of PMB of Cai Mep-Thi Vai Port and executive capacity on port management to realize Public Private Partnership										Date: Sept.-08			
Code	Outputs			Objectively Verifiable Indicator (PDM)	Target	Initial	2005		2006		2007	2008		Remarks
	Level - 1						Sep.	Mar.	Sep.	Mar.		Mar.	Sep.	
	Level - 2													
	Level - 3													
2	Preparation of establishment of PMB of CM/TV Port (Redefinition of the roles of public and private sectors to promote non state sectors' participation to port operation)			•The draft guideline for Public-Private Partnership of port management and operation is prepared.	5	2	1	4	4	4	4	4		
2.1	Preparation of the draft guideline for the public private partnership on port management and operation				5	2	2	4	4	4	4	4		
2.1.1	Redefinition of PMB's status, roles and mandates, and definition of reporting and supervising relationship between port related organization and operator				5	1	2	4	5	5	5	5		
2.1.2	Formulation of pricing standard of public facilities				5	2	2	5	5	5	5	5		
2.2	Preparation of the draft article and institutional plan of CM/TV Port (preparation of establishment of PMB)				5	1	1	4	4	4	4	4		
2.2.1	Identification of the problems of the economic and technical regulations on port management and operation				5	1	3	4	4	4	4	4	4	



m.3	Monitoring Sheet for the capacity on the preparation of the regulatory framework to promote non state sectors' participation to the port operation										Date: Sept.-08			
Code	Outputs			Objectively Verifiable Indicator (PDM)	Target	Initial	2005		2006		2007	2008		Remarks
	Level - 1						Sep.	Mar.	Sep.	Mar.		Mar.	Sep.	
	Level - 2													
	Level - 3													
3	Preparation of the draft regulatory framework to promote non state sectors' participation to port operation			•The draft regulatory framework to promote non state sectors' participation is prepared.	5	1	1	4	4	4	4	4		
3.1	Preparation of the draft regulatory framework to promote non state sectors' participation				5	1	1	4	4	4	4	4		
3.1.1	Analysis of regulations on non state sectors' participation to port operation				5	1	3	4	4	4	4	4		
3.1.2	Formulation of draft of the new regulatory framework for port sector				5	1	2	4	4	4	4	4		
3.1.3	Analysis of the regulations on port labor				5	1	5	5	5	5	5	5		
3.2	Preparation of the review report on laws and regulations				5	1	1	3	4	5	5	5		



m.4	Monitoring Sheet for the enhancement of the capacity on port administration and management										Date: Sept.-08				
Code	Outputs			Objectively Verifiable Indicator (PDM)	Target	Initial	2005		2006		2007		2008		Remarks
	Level - 1						Sep.	Mar.	Sep.	Mar.	Mar.	Sep.			
	Level - 2														
	Level - 3														
4	VINAMARINE prepares the draft plan for port administration and management			-The draft port administration and management plan based on all relevant activities under Module 1 and 2 is prepared.	5	NA	NA	NA	NA	NA	3	4			
4.1	Formulation of Port Facility Security Plan				5	3	3	4	5	5	5	5			
4.1.1	Analysis of present situation of port security system				5	4	4	4	4	4	5	5			
4.1.2	Analysis and improvement of port facility security plan				5	3	3	4	4	4	5	5			
4.2	Proposal of the port management system by each category of the port				5	2	3	3	3	4	4	5			
4.2.1	Analysis of the roles and the classification of Vietnamse ports				5	2	3	4	5	5	5	5			
4.3	Proposal of the basic policy on the port and navigation channel development and reservation				5	1	NA	NA	NA	NA	3	4			
4.3.1	Analysis of the basic policy on the port and navigation channel development and reservation				5	1	NA	NA	NA	NA	3	4			
4.4	Proposal of the guideline for port planning and technical standard for port facilities				5	1	NA	NA	NA	NA	3	4			
4.4.1	Proposal of port planning standard				5	1	NA	NA	NA	NA	3	4			
4.4.2	Proposal of technical standard for port facilities				5	1	NA	NA	NA	NA	3	4			
4.5	Proposal of model rules and regulations on port water area and port land premise				5	1	NA	NA	NA	NA	3	5			
4.5.1	Analysis of model rules and regulations on port water area and port land premise				5	1	NA	NA	NA	NA	3	5			
4.6	Proposal of financial reporting and auditing system for port management body				5	1	NA	NA	NA	NA	5	5			
4.6.1	Analysis of financial reporting and auditing system for port management body				5	1	NA	NA	NA	NA	5	5			
4.7	Proposal of the system on compilation of port facilities ledger				5	1	NA	NA	NA	NA	5	5			
4.7.1	Analysis of the system on compilation of port facilities ledger				5	1	NA	NA	NA	NA	5	5			
4.8	Proposal of the appropriate port statistic system				5	2	NA	NA	NA	NA	3	5			
4.8.1	Development of the apropiate port statistics system				5	2	NA	NA	NA	NA	3	5			
4.8.2	Establishment and classification of the organization in charge of port statistics				5	2	NA	NA	NA	NA	3	5			
4.9	Proposal of introduction of EDI system				5	1	NA	NA	NA	NA	3	5			
4.9.1	Analysis of desirable EDI system to be introduced into Vienam				5	1	NA	NA	NA	NA	3	5			



m.5	Monitoring Sheet for the capacity on the preparation of the documents necessary for the selection of port operators in general										Date: Sept.-08							
Code	Outputs				Objectively Verifiable Indicator (PDM)	Target	Initial	2005			2006			2007		2008		Remarks
	Level - 1							Sep.	Mar.	Sep.	Mar.	Mar.	Sep.					
	Level - 2																	
	Level - 3																	
5	Enhancement of procedural capacity to select non state sector's operator				• The documents necessary for the selection of port operators of CM/TV Port (concession plan) is drafted as a model case.  • Standard bidding documents and contract documents between a PMB and port operators are drafted.	5	2	NA	NA	3	4	4	4					
5.1	Preparation of the concession plan of CM/TV Port					5	2	NA	NA	3	4	4	4					
5.1.1	Setting the premises for concession plan					5	2	NA	NA	4	4	4	4					
5.1.2	Preparation of alternative plan of allocation of rights and obligations					5	2	NA	NA	3	4	4	4					
5.1.3	Preliminary setting of tariff code					5	3	NA	NA	3	4	4	4					
5.1.4	Preparation of financial model					5	2	NA	NA	3	4	4	4					
5.1.5	Preliminary setting of rent & fees					5	2	NA	NA	4	4	4	4					
5.1.6	Formulation of risk management plan					5	2	NA	NA	2	4	4	4					
5.1.7	Preparation of Tariff Code					5	3	NA	NA	3	4	4	4					
5.1.8	Preparation of framework of rent & fees					5	2	NA	NA	3	4	4	4					
5.1.9	Preparation of necessary qualifications for port operator					5	2	NA	NA	3	3	5	5					
5.1.10	Preparation of support plan by the government					5	1	NA	NA	1	3	5	5					
5.2	Preparation of the draft documents necessary for the selection of port operator					5	1	NA	NA	2	3	3	3					
5.2.1	Preparation of the standard bidding documents					5	1	NA	NA	3	3	5	5					
5.2.2	Preparation of the standard contract documents					5	1	NA	NA	2	3	5	5					
5.1.9	Preparation of necessary qualifications for port operator					5	1	NA	NA	3	3	5	5					

### 3. Lesson Learned

Through the 4 years' operation, following lessons are learned:

#### 1) Importance of Preparation Work on Designing PDM

Effectiveness of the Project is dependent on the applicability of the outputs into actual administrative procedure. Commonly in the world, capacity of the organization (in this case, of VINAMARINE) is dependent on the legal documents which governs the administration work of the organization and number of staffs able to deal with administrative tasks and amount of budget usable for the administrative work.

For the preparation of Plan of Operation, expert team followed the activities in PDM as well as the specification given by JICA. Applicability of the output to the administration system of the recipient country different from country to country (especially such organization as port management body which influences on the basic administration system of the country) should be carefully assessed and consensus should be gotten from the recipient country.



Counter part organization of the Project is VINAMARINE whose competence of reform of the administration system is extremely limited and there is still limited assurance of realization of outputs by the counter organization.

## 2) Close Tie-up of the Related Project

The Project was designed to be tied up with the JBIC financed port development project of CM-TV and it was presumed that out puts of Module 2, establishment of port management body and necessary documents for the selection of terminal operator will be directly applied to the CM-TV project.

In the JBIC loan Agreement, these premises are not mentioned officially and there has been no consensus of establishment of port management body in CM-TV among the related government agencies of Vietnam. The fact above implies limited assurance of application of project output to the real situation.

It is recommended that such important premises should be clearly defined in the loan agreement as the covenant as is commonly applied in the finance of international organizations such as ADB and World Bank.

## 3) Setting up the Inter-ministerial Working Group

For the reform of the administrative system and introduction of non-state sectors into the port management and operation, many government agencies are concerned and hence, as is indicated in the toolkit by World Bank, it is a must to form the inter-ministerial working group and clearly define the mandate of each member of working group to achieve the objectives.

Therefore, it is recommended that at the time of Project Design, to form the inter-ministerial working group as a counter part of the Project.