

## [資料]

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(1) 調査団員・氏名

担当業務	氏名および所属	
総括	杉山 俊士	JICA 国際協力専門員
協力企画	西木 陽子	資金協力支援部実施監理第三課職員
業務主任／建設計画 ／運営維持管理計画 1	小川 雅	水産エンジニアリング(株)
建築・設備設計	内田 昭	水産エンジニアリング(株)
土木設計／自然環境調査	隠木 俊人	水産エンジニアリング(株)
運営維持管理計画 2 ／ソフトコンポーネント	高橋 邦明	水産エンジニアリング(株)
水産物流通調査 1	山根 聡	水産エンジニアリング(株)
施工計画／調達計画／積算 1	和知 裕一	水産エンジニアリング(株)
機材計画／積算 2／水産物流通調査 2	鳥居 道夫	水産エンジニアリング(株)
環境社会配慮	奥澤 信二郎	(株)エー・エス・エンジニアリング

(2) 調査行程

1) 現地調査①

			JICA	小川	隠木	内田	山根	鳥居
1	5月18日	土					成田(22:30)→	
2	5月19日	日					→トーハ→ダレスサラム ダレス市場調査	
3	5月20日	月					JICA 表敬 ダレス市場調査	
4	5月21日	火					ダレス市場調査 ダレスサラム→サンジバル	
5	5月22日	水					DFD 表敬 サイト状況確認、再委託調査打合せ	
6	5月23日	木					水揚状況調査 市内の水産物市場の状況調査	
7	5月24日	金					水揚状況調査 漁業関係者間の取引ルールの確認	
8	5月25日	土					再委託調査(第1回)監理	
9	5月26日	日					成田(22:30)→ →トーハ→ダレスサラム ダレス市場調査	島内の主要漁村調査(北部)
10	5月27日	月					大使館、JICA 表敬 ダレス市場調査	水産物取引の状況調査 マリンディ水揚場及び市内の市場
11	5月28日	火					建設事情調査 ダレスサラム→サンジバル	再委託調査(第2回)監理 鮮度劣化状況調査
12	5月29日	水					DFD 訪問、インセプションレポート・質問書の説明 サイト調査	水産物取引の状況調査 マリンディ水揚場及び市内の市場
13	5月30日	木					サイト調査、STCDA 協議 ZPC 協議	水産物取引の状況調査 マリンディ水揚場及び市内の市場
14	5月31日	金					DOE 協議、サイト調査 ZMC 協議	再委託調査(第3回)監理
15	6月1日	土		サイト調査 建設事情調査	サイト状況確認		島内の主要漁村調査(南東部)	成田(22:30)→
16	6月2日	日		建設事情調査	団内協議		→トーハ→ ダレスサラム ダレス市場調査	
17	6月3日	月		水道局(ZAWA) 協議 DFD 協議	周辺インフラ 調査	水道局(ZAWA) 協議 DFD 協議	水産物取引の状況調査 水産物劣化状況調査	ダレス市場調査 市場機材利用状況 調査
18	6月4日	火		電力公社 (ZECO)協議 水揚場視察	既存岸壁の 調査	電力公社 (ZECO)協議 水揚場視察	水産物取引の状況調査 水産物劣化状況調査	調達事情調査 ダレスサラム→サンジバル
19	6月5日	水		既存施設の現状 調査、建設局協 議 市内市場視察	自然条件調 査	既存施設の現状 調査、建設局協 議 市内市場視察	水産物取引の状況調査 マリンディ水揚場及び市内の市場	

			JICA	小川	隠木	内田	山根	鳥居	和知	奥沢
20	6月6日	木		建設事情調査、MLF協議(PS) 製氷・建設関連事情調査	自然条件調査	建設事情調査、MLF協議(PS) 製氷・建設関連事情調査		水産物取引の状況調査 マリンディ水揚場及び市内の市場		
21	6月7日	金		運営体制調査、STCDA協議 土地問題確認	土木設計調査	運営体制調査、STCDA協議 土地問題確認		水産物取引の状況調査 水産物劣化状況調査		
22	6月8日	土		建築事情調査	土木設計調査	建築事情調査		再委託調査(第4回)監理 水産物劣化状況調査		
			成田(22:30)→							
23	6月9日	日	→ドーハ→ダ ルエスサラーム	サンジバル→ダ ルエスサラーム ダルエス市場調査、団内協議		団内協議		島内の主要漁村調査(東部)		
									成田(22:30)→	成田(22:30)→
24	6月10日	月		ダルエス市場視察 大使館、JICA 表敬		既存インフラ調査		水産物流通量調査 路上販売者調査	→ドーハ→ダ ルエスサラーム	→ドーハ→ダ ルエスサラーム
25	6月11日	火		ダルエスサラーム→サンジバル MLF協議・現場視察		排水処理の調査		漁業状況調査	現地施工会社 訪問	ダルエス市場 視察
26	6月12日	水		MLF協議、ZMC運営体制調査 ZPC協議				再委託調査のデータ取 り纏め打合せ	既存施設の現 状調査	ステーキホルダ ー協議準備
									マリンディ水揚 場利用者集計	漁港周辺環境 調査
27	6月13日	木			船主聞き取り 土木設計調査	船主聞き取り		統計データ収集	既存施設の現 状調査	環境の現状調 査
28	6月14日	金		STCDA手続き確認、MLF協議 ZMC協議	土木設計調査	STCDA・DOE・ZMCとの協議	サンジバル→ ダルエスサラーム	水産物 流通量 調査	STCDA・DOE・ ZMCとの協議	世界遺産地区 内の開発認可 調査
							マリンディ水揚場利 用者集計	ダルエスサラーム →ドーハ	市内市 場調査	マリンディ水揚 場利用者集計
29	6月15日	土		STCDA協議	土木設計調査	現地資材調査	ドーハ→成田	漁業実 態調査	現地資材調査	収集資料整理
			島内水揚 げ場視察	団内協議		マリンディ水揚場利 用者集計	団内協議	資料整 理	マリンディ水揚 場利用者集計	調査分析機関 訪問

			JICA	小川	隠木	内田	鳥居	和知	奥沢
30	6月16日	日	団内協議		自然条件調査/	既存施設の現状調査	漁業活動調査	既存施設の現状調査	環境の現状調査
					土木設計調査	マリンディ水揚場利用者集計	市内市場調査	マリンディ水揚場利用者集計	団内協議
31	6月17日	月	草の根 NGO 協議、 一時移転地調査、 財務省協議、 STCDA 協議		自然条件調査/	施設計画調査	水産物流通量調査	現地施工会社訪問	DFD 協議
					土木設計調査	市内市場状況調査	漁業活動調査	市内市場状況調査	代替地視察、STCDA との協議
32	6月18日	火	ミニッツ協議		自然条件調査/	排水処理の調査	水産統計調査	排水処理の調査	EIA 関連調査(環境局)
					土木設計調査	既存施設の現状調査	水産物流通量調査	既存施設の現状調査	EIA 関連資料整理
33	6月19日	水	ミニッツ協議		自然条件調査/	施設計画調査	水産物流通量調査	現地施工会社協議	EIA 情報収集
					土木設計調査		漁業活動調査		EIA 情報整理
34	6月20日	木	代替案用地視察、 自警組織(STCP)協議		STCP 協議	代替案用地視察、 STCDA 協議	MLF 機材仕様調査	代替案用地視察、 STCP 協議	EIA 情報整理
					ミニッツ協議、調印		水産政策調査	既存施設の現状調査	
35	6月21日	金	サンジハル→ダレス サラーム 大使館・JICA 報 告、ダレスサラーム→ ドーハ		自然条件調査/	給排水・電気引込 の調査	水産統計調査	給排水・電気引込 の調査	計画情報整理
					土木設計 調査	ゴミ処理、排水処 理の調査	漁業活動調査	ゴミ処理、排水処 理の調査	
36	6月22日	土	ドーハ→成田		自然条件調査/	現地資材調査	水産物流通量調査	現地資材調査	遺跡影響評価調査
					土木設計調査		水質等検体採取・ 検査準備立会		代替地視察
37	6月23日	日			団内協議	団内協議	Fumba 水揚場調査	団内協議	団内協議
							大腸菌検体経過 確認		
38	6月24日	月			自然条件調査/	調達事情調査	水産統計調査	調達事情調査	EIA に関し環境局ヒア リング
					土木設計調査	給排水・電気引込 の調査	大腸菌検査結果 確認	給排水・電気引込 の調査	IEE 作業
39	6月25日	火			土木設計調査	建築構造基準確 認	水産物流通量調 査結果確認	建築構造基準確 認	環境スコーピング内容 検討
					サンジハル→ダレスサラーム		既存機材調査	サンジハル→ダレスサ ラーム	
40	6月26日	水			土木設計調査	現地施工会社訪 問	水産統計調査	現地施工会社訪問	自警団ヒアリング
						積算調査	水産物流通量調 査結果確認	積算調査	環境モニタリング検討
41	6月27日	木			土木設計調査	現地施工会社訪 問	水産統計調査、 水質結果確認	現地施工会社訪問	現地調査報告まとめ
						積算調査	漁業活動調査	積算調査	環境モニタリング(環 境局協議)
42	6月28日	金			土木設計調査	積算調査	サンジハル→ダレス サラーム	積算調査	サンジハル→ダレスサ ラーム
					ダレスサラーム→ドーハ				
43	6月29日	土			ドーハ→成田				

## 2) 現地調査②

			業務主任／建設計画 ／運営維持管理計画1(小川)	建築・設備設計 (内田)
1	8月31日	土		羽田→関西空港→
2	9月1日	日		→ドーハ→ダルエスサラーム 既存市場視察
3	9月2日	月		ダルエスサラーム→ザンジバル DFD 計画案説明、協議
4	9月3日	火		ZECO、ZAWA 先方負担事項協議、DFD 協議、DOE 協議 農林水産省訪問
5	9月4日	水		DFD・POFEDP・ZMC と運営体制協議 STCDA との協議、ZAYEDES(NGO)への計画案説明、ZPC との協議
6	9月5日	木		ZECO 現地調査立ち会い、STCDA・ZMC との協議・テクニカルノート署名 水揚場・建設事情 追加調査
7	9月6日	金		ザンジバル→ダルエスサラーム JICA 事務所報告、 大使館報告 ダルエスサラーム→ドーハ
8	9月7日	土		ドーハ→成田

## 3) 概要説明調査

			JICA 総括(杉山)	JICA 協力企画(西木)	業務主任／建設計画／ 運営維持管理計画1(小川)	土木設計／ 自然環境調査(隠木)
1	12月3日	火				成田→ドーハ
2	12月4日	水				ドーハ→ダルエスサラーム
3	12月5日	木	成田→ドバイ	成田→ドーハ	ダルエスサラーム→ザンジバル	関係機関への概要説明
4	12月6日	金	→ダルエスサラーム 大使館、JICA 事務所協議	→ダルエスサラーム 大使館、JICA 事務所協議		関係機関への報告書内容の説明、協議
5	12月7日	土		ダルエスサラーム→ザンジバル		サイト視察
						団内協議
6	12月8日	日				サイト視察・団内協議・ミニッツ案作成
7	12月9日	月				サイト視察・団内協議・ミニッツ案作成
8	12月10日	火				関係機関への報告書内容の説明、協議
9	12月11日	水				関係機関への報告書内容の説明、協議
10	12月12日	木				ミニッツ署名
11	12月13日	金			ザンジバル→ダルエスサラーム、大使館報告	
						ダルエスサラーム→ドーハ
12	12月14日	土	ダルエスサラーム→ アジスアベバ			ドーハ→成田

## (3) 関係者(面会者)リスト

氏名	所属／役職
<b>President's Office, Finance, Economy and Development Planning(Ministry of Finance)(大統領府財務省)</b>	
Mr. Khamis M.Omar	Principal Secretary
Ms. Bihindi Nassor Khatib	Economy & Development Planning
Mr. Kiksila A. Rashid	Officer
<b>Ministry of Livestock and Fisheries/ MLF(畜水産省)</b>	
Dr. Khassim G. JUMA	Principal Secretary
Dr. Omar A. AMIR	Deputy Principal Secretary
Mr. Shaaban S. JABIR	Director of Planning
Mr.Mussa Aboud JUMBE	Director of Fisheries, DFD
Mr. Mohammed Chum	Fisheries Officer, DFD
Ms. Ramla Talib Omar	Planning Officer, DFD
Mr. Omar Hakim FOUM	DFD, Marine Conservation Unit Marine Conservation Unit Coordinator
Mr. Daudi Haji PANDU	DFD, Marine Conservation Unit Assistant Marine Conservation Unit Coordinator
Ms. Bishara A. Juma	Officer, MCU
Mr. Khamis Abdulla Simba	Planning Officer, DFD
Mr. Mchansa S. Khamis	Officer
Mr. Anas M. Othman	Manager of Menai Bay Conservation Authority
Mr. Ali Said MKARAFUU	Planning Officer, DFD
Mr. Hamad Maoud	Officer, Department of Planning
Mr. Mwadiwi Haji	Officer, Department of Marine Resources
Mr. Hamad S. Uhatir	Officer, Department of Marine Resources
<b>Ministry of Agriculture and Natural Resources (農業天然資源省)</b>	
Mr. Khalfan M. Saleh	Programme Coordinator - Zanzibar, Marketing Infrastructure, Value Addition and Rural Finance Support Programme(MIVARF)
<b>Zanzibar Ports Corporation (ZPC)(ザンジバル港湾公社)</b>	
Mr. Abdalla Juma Abdalla	Director General
Mr. Abdi O. MAALIM	Technical Director
Mr. Ali H. HAJI	Planning Manager
Mr. Rashid Z SALIM	Assistant to Planning Manager
Mr. Maneno Moh'd MANENO	Director of Technical Services
Mr. Mbaroek H. MBAROWK	Port Engineer
Mr. Salum UDI	Civil Engineer
Mr. Makame Sheha USSI	Personal Secretary of Director General
Mr. Kassim Juma OTHMAN	Legal Officer
Mr. Hamza Moh'd Ali	Director of Administration and Human Resources
<b>Zanzibar Municipal Council(ザンジバル市役所)</b>	
Mr. Othman Abdacchah ALLY	Assistant Town Planning Office
Mr. Radab S. DaDab	Active Director
Mr. Said J. Ahmada	Administration Officer
Mr. Nurw S. Abdahrah	Planning Officer
Ms. Hidaya Masoud ALI	Revenue Officer
Mr. Hija Abdalla MAKAME	Chief Accountant
Mr. Mzee Khamis JUMA	Head of Construction & Environment
<b>Department of Construction , Ministry of Construction and Communication (建設通信省 建設局)</b>	
Mr. Jaffair Shauri HAJI	Chief Engineer
Mr. Mohammed S. NASSOR	Acting Director
Mr. Salum M. JUMA	Engineer



<b>Stone Town Conservation and Development Authority (STCDA)(ストーンタウン保全開発局)</b>	
Mr. Issa S. MAKARANI	Director General
Mr. Mussa Awesu BAKAR	Civil Engineer
<b>Zanzibar Water Authority (ZAWA)(ザンジバル水道局)</b>	
Mr. Mustafa Ali GARU	Director General
Mr. Mussa Ramadhan HAJI	Commercial Director
Mr. Masoud Kombo MASOUD	Head of Water Supply
Mr. Ali T. MOHAMED	Financial and Administration Director
Mr. Rashid Mohammed	Officer
<b>Zanzibar Electricity Company (ZECO)(ザンジバル電力公社)</b>	
Mr. Faki H. ALI	Zonal Engineer (Urban West)
Mr. Hassan A. MBAROUK	General Manager
Mr. Maulid SHIRAZI	Development Officer
<b>Department of Environment/ DoE(環境局)</b>	
Mr. Hamza Z. RIJAL	Head of Environmental Education Section
Mr. Makame M. HAJI	Head of Environmental Impact Assessment Section
Mr. Sheha Mjaja JUMA	Director
Mr. Ali Umair Pandey	Officer
Mr. Bakar A. Bakil	Officer
<b>ZAYEDES(ローカル NGO)</b>	
Mr. Omar T. Mattar	Chief Executive Officer
Ms. Lucy Majaliloa	General Secretary
<b>Stone Town Community Police (Police Jami) (ストーンタウン自警団)</b>	
Mr. Mwinyi Ameir	Government Police
Mr. Smo Sarym Nusse	Police Jami
Mr. Hahir Mohd A.	Police Jami
<b>Blue Horizon Investment Ltd.</b>	
Mr. Antar Hamou Ahmaed	Regional Manager
<b>University of Dar es salaam</b>	
Mr. A. L. Kyulule	Consultant Geotechnical Engineer
<b>Malindi Fishermen's Committee (マリンディ漁業組合)</b>	
Mr. Iddi Omar	Secretary
Mr. Himid Omar	Resident Leader
Mr. Abdulla Ismailshaib	Assistant of resident leader
Mr. Sorw Atnsowr Abud	Fisherman
<b>ダルエスサラーム魚市場 (イラーラ区)</b>	
Mr. Charles D. Kabongo	ダルエス魚市場長 Market Manager
Mr. Msongo Songoro	水産部長 Municipal Fisheries Office
Mr. Juma Msangi	ライセンスオフィサー License Officer
<b>邦人</b>	
島岡 強	Baraka Co., Ltd.取締役会長/ ザンジバル漁船 船主

(4) 討議議事録(M/D)

1) 現地調査①


**Minutes of Discussions on  
Preparatory Survey on  
the Project for Development of  
Malindi Fish Landing and Marketing Facilities**

In response to the request from the Revolutionary Government of the Zanzibar (hereinafter referred to as "Zanzibar"), the Japan International Cooperation Agency (hereinafter referred to as "JICA") decided to conduct a Preparatory Survey on the Project for Development of Malindi Fish Landing and Marketing Facilities (hereinafter referred to as "the Project") and sent the Preparatory Survey Team (hereinafter referred to as "the Team") to Zanzibar, which is headed by Mr. Shunji Sugiyama, Senior Advisor, JICA. The Team is scheduled to stay in the country from 8<sup>th</sup> to 21<sup>st</sup> June, 2013.

The Team held a series of discussions with officials concerned of Zanzibar and conducted field surveys at the study area.

As a result of the discussions and the field surveys, both parties confirmed the main items described in the attached sheets. The Team will proceed to further works and prepare the Preparatory Survey Report.

Zanzibar, 20<sup>th</sup> June 2013



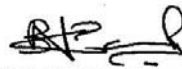
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Mr. Shunji Sugiyama  
Leader,  
Preparatory Survey Team,  
Japan International Cooperation Agency



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Dr. Omar A. Amir  
For Principal Secretary  
Ministry of Livestock and Fisheries  
Revolutionary Government of Zanzibar



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Ms. Bihindi Nassor Khatib  
For Principal Secretary  
President's Office, Finance, Economy &  
Development Planning  
Revolutionary Government of Zanzibar

## ATTACHMENT

### 1. Objective of the Project

The objective of the Project is that fishers and other users at the Malindi landing site conduct their landing/marketing operations more efficiently in a safer and more hygienic working condition, thus promoting stable supply of quality fish to the people of Zanzibar.

### 2. Project site

The project site is located in Malindi, Urban District of Zanzibar City, which consists of three areas, namely building construction area (Area A), marine civil work area (Area B) and peripheral area for associated work and temporary landing (Area C). The detailed area plan of the site is shown in the **Annex-1**.

The Ministry of Livestock and Fisheries (MLF) reported that an application for the land title of the project site has been submitted to the Central Government of Zanzibar for approval. Zanzibar through President's Office, Finance, Economy & Development Planning (POFEDP) affirmed that registration of land title shall be completed by 1<sup>st</sup> August, 2013. Upon completion of the registration process, it shall be reported to the JICA Tanzania Office promptly.

### 3. Responsible and Implementing Agency

MLF is the responsible agency of the Project, which oversees the implementation of the Project.

The Department of Fisheries Development (DFD) takes charge of the implementation of the Project. Their organization charts are shown in the **Annex-2**.

### 4. Items requested by Zanzibar

After the discussion with the Team, MLF made a revised list of requested items with indications of relative importance/priority of each item (**Annex-3**). The final composition of the Project components will be decided after further studies. JICA will assess the appropriateness of the requested items and will summarize it into the draft outline design report.

### 5. Environmental and social considerations

In order to ensure that appropriate environmental and social considerations are to be made for the Project, Zanzibar agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in addition to the national environmental regulations.

It was informed that the environmental and social impact assessment certificate had been obtained for the Project after conducting a rapid environmental impact assessment. However, it was recognized that this certificate needs to be renewed so as to fully comply with the above mentioned guidelines. MLF agreed to proceed with renewal process once the draft outline design of the Project is provided by JICA. It was also indicated by the Department of Environment that an Environment Management Plan needs to be formulated by MLF for the Project.



## 6. Stakeholder consultation

A stakeholder consultation meeting was held on 13th June, 2013 at Bwawani Hotel by inviting representatives from fishing communities, fish wholesalers/retailers, NGOs and relevant government authorities. In the meeting, participants were informed of the proposed development plan of the Malindi landing site, which could involve temporary relocation of landing and wholesale/retail areas during the construction work.

Participants have given their general consent for the proposed plan and there was no objection voiced during the meeting. The minutes of the meeting with the list of participants shall be sent to the Team and JICA Tanzania office by 1<sup>st</sup> August, 2013.

## 7. Japan's Grant Aid Scheme

Zanzibar understood the Japan's Grant Aid Scheme explained by the Team as described in the **Annex-4**. Zanzibar shall take the necessary measures as described in the **Annex-5** for smooth implementation of the Project.

## 8. Further schedule of the Study

- JICA will send another mission to Zanzibar in late August, 2013 for the purpose of confirming the conformity of outline design of the Project with the heritage conservation requirements of Stone Town Conservation and Development Authority (STCDA).
- Based on the survey results, JICA will prepare the draft outline design report and dispatch a mission to explain its contents in December, 2013.
- Once both sides agree in principle on the contents of the report, JICA will finalize the report and send it to Zanzibar by February, 2014.

## 9. Other relevant issues

### 9-1. Additional information on the project site

Further to the official letter from Zanzibar to JICA Tanzania office dated on 6<sup>th</sup> June, 2012 (**Annex-6**) informing JICA of the acceptance of exchange of the Lot A to Lot B as technically required (reference shall be made to the Minutes of Meetings signed on 23<sup>rd</sup> February 2012 by Zanzibar and JICA), Zanzibar confirmed the Team that there is no other development project approved by STCDA in the Lot B. A copy of the official letter clarifying the above fact shall be sent to JICA Tanzania office by 1<sup>st</sup> August, 2013.

### 9-2. Disposal of concrete debris

It is anticipated that significant volume of concrete debris will be produced from clearance work of the collapsed wharf and the existing foundation in the Project site. MLF, in order to minimize the negative environmental impacts of disposing such debris, requested the Team to consider utilizing the concrete debris for the civil work of the Project.

### 9-3. Operation and Management Plan

With regard to the operation and management plan of the Malindi fish landing and marketing facilities (hereinafter referred to as 'the Project facilities'), Zanzibar informed the followings:

- i). It was proposed that senior management staff of the Project facilities (i.e. manager and section heads) be recruited as government employees or seconded from relevant government authorities.
- ii). It was agreed that POFEDP will lead the discussion among MLF and other relevant ministries regarding the operation/management of the Project facilities and the existing fish market, the result of which shall be sent to JICA Tanzania office by 1<sup>st</sup> August, 2013.
- iii). In order to ensure integrated operation of the Project facilities and the existing fish market, and for the convenience of users and visitors of the site, functions of the existing fish market will be adjusted accordingly. Zanzibar Municipal Council (ZMC) will be closely consulted in the process to determine the new functions.
- iv). For the safety of fish landing and marketing operations, there shall be a regulation applied to the entire fish landing and marketing facilities. In this connection, it was informed that the adjacent sand beach area (commonly known as “diko”) shall be a part of the land title applied for the project site; hence these areas shall be managed by MLF as one landing site. This will enable MLF to control unloading of commercial merchandises such as logs and charcoals, and any other non-fisheries activities.
- v). MLF, together with ZMC, considers regulating fish retailers not to operate outside of the Project facilities. Such a measure is necessary to maintain good hygienic conditions in and around the Project facilities.
- vi). An appropriate supervisory mechanism of operation and management of the Project facilities shall be established according to the existing rules and regulations of Zanzibar. In this connection, the Team suggested that a management authority or Board be established with the proper representation of key stakeholders such as DFD, ZMC, Zanzibar Port Corporation, fishers (fishing boat owners), market vendors and local communities.

The Zanzibar agreed to revise the ‘Malindi fish landing and market facilities operational plan’ with due considerations of the points below;

- ♦ Elaboration of management authority’s terms of reference
- ♦ Elaboration of staff members’ terms of reference
- ♦ Revision of budget plan with more realistic setting of unit fees/charges and expenditures
- ♦ Detailed arrangement for fee collection and cleaning (whether it is conducted by own staff or outsourced)
- ♦ Financial assurance for proper and sustainable operation and maintenance of the Project facilities including creation of a special fund for this purpose.

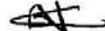
This task will be pursued by MLF and the revised plan shall be submitted to the JICA Tanzania Office by 1<sup>st</sup> August, 2013.

#### 9-4 Temporary fish landing and marketing sites during construction

It is envisaged by DFD that a great majority of existing users of the Malindi landing site can continue to use the same diko connected to the landing site for temporary fish landing and marketing. However, in case that there are those fishers who wish to use other areas, the existing fish landing site of Kizingo is to be used for temporary fish landing and marketing. In this regard, MLF shall adhere to the relevant rules and regulations applied in the country as well as JICA Guidelines for Environmental and Social Considerations.



3




9-5. Development permission (Planning and Building permit)

Prior to the implementation of the Project, it is necessary that a planning and building permit is attained from STCDA, process of which involves a heritage impact assessment. Upon receipt of draft outline design report of the project from JICA, MLF shall proceed with the application process and make necessary arrangements to obtain the permission before the end of November 2013.

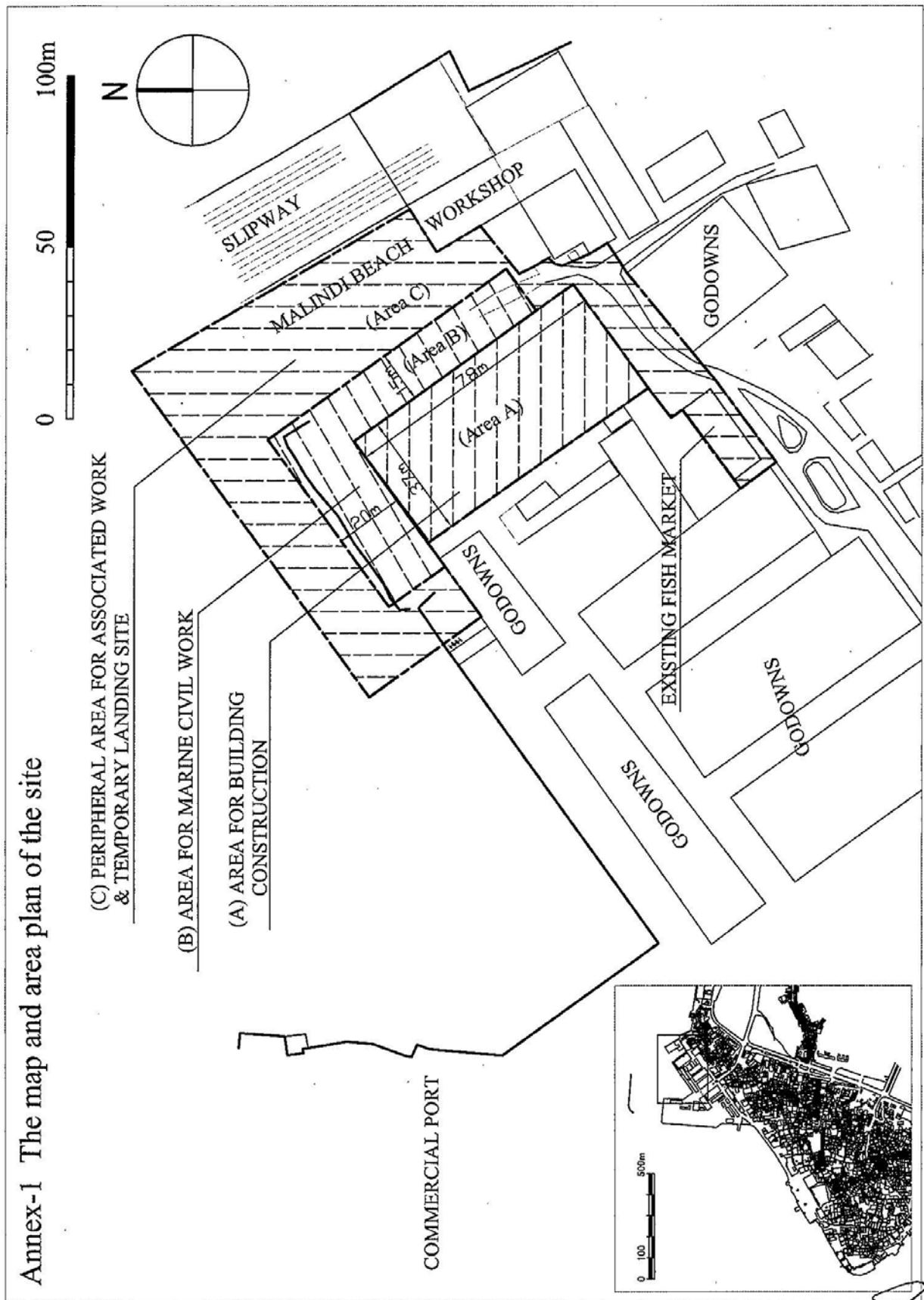
9-6. Construction permission

Zanzibar also promised to obtain the construction permission from STCDA prior to the implementation of the Project.

- Annex-1 The map and area plan of the site .
- Annex-2 Organization charts
- Annex-3 Revised list of equipment and facilities requested by the Government of Zanzibar
- Annex-4 Japan's grant aid scheme
- Annex-5 Major undertakings by each Government
- Annex-6 Official letter from Zanzibar to JICA Tanzania office



Annex-1 The map and area plan of the site

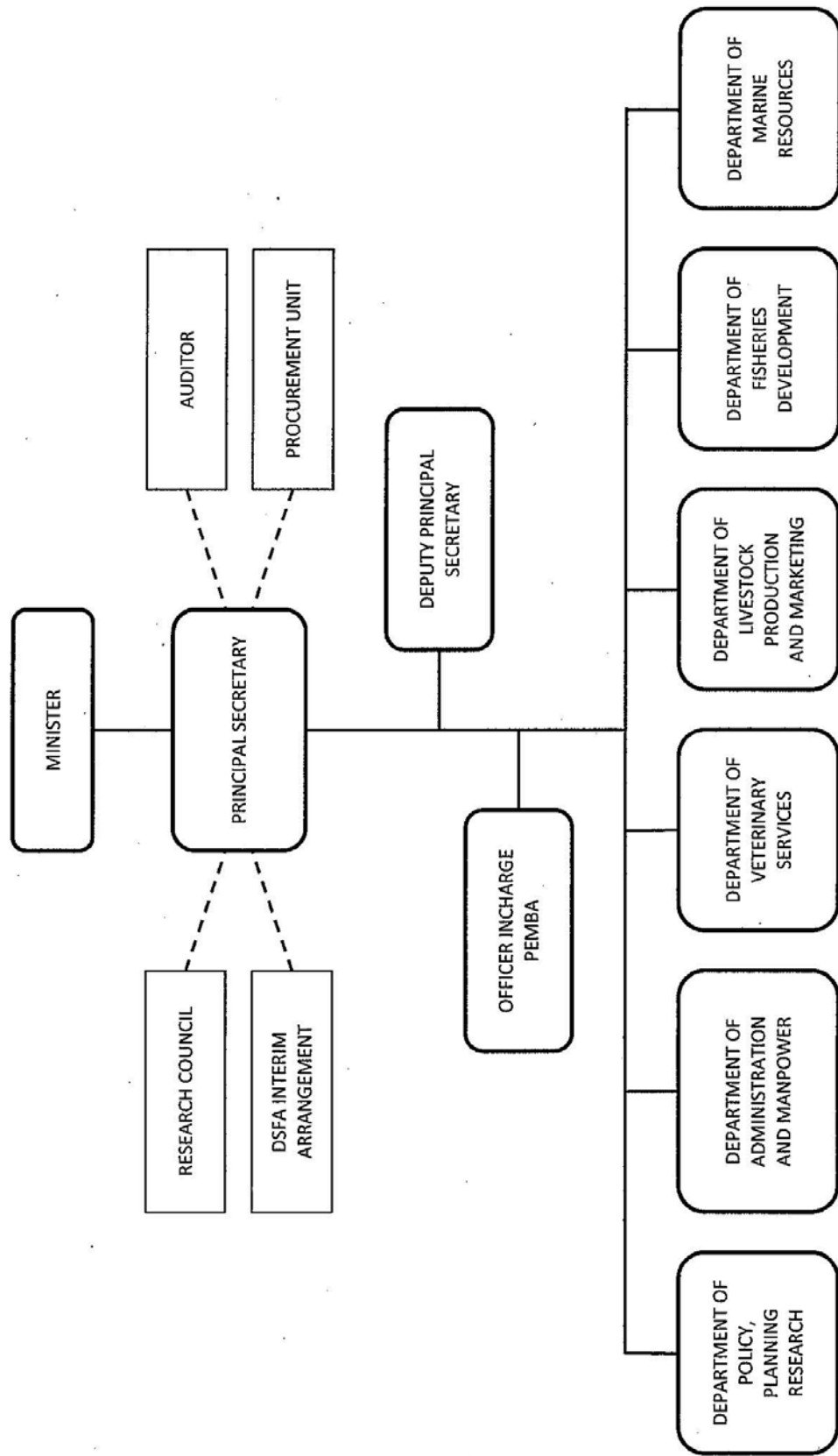


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Annex-2 Organization charts  
**ORGANISATION STRUCTURE OF THE MINISTRY OF LIVESTOCK AND FISHERIES (MLF)**



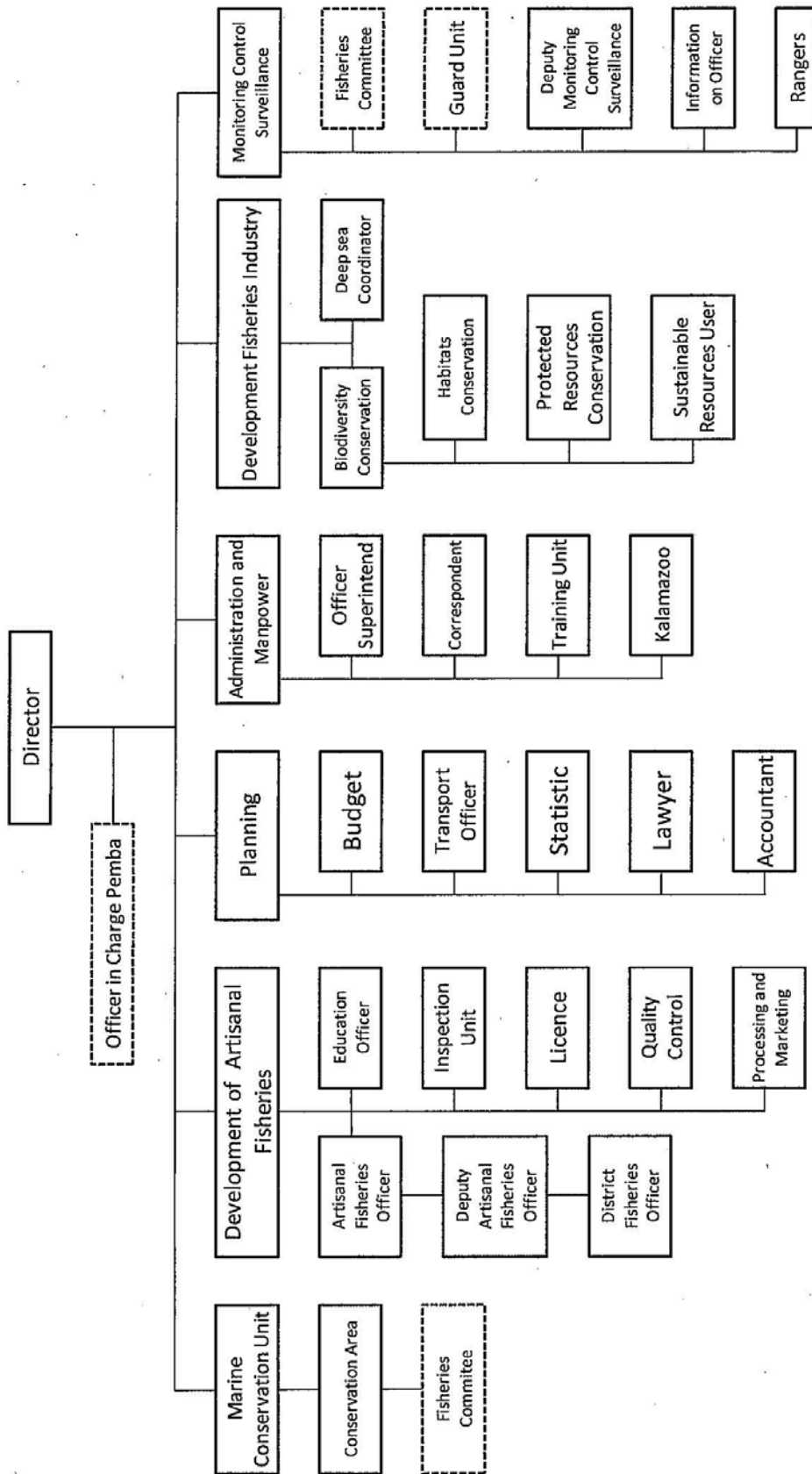
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**ORGANISATION STRUCTURE OF FISHERIES DEVELOPMENT DEPARTMENT (DFD)**



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## Revised list of requested items by the Government of Zanzibar

No.	Items requested	Priority		
		A	B	C
1	Fish landing facilities			
	1) Landing wharf	●		
	2) Seawall	●		
2	Buildings (Fish market building and administration office)			
	1) Auction hall	●		
	2) Fish retail market	●		
	3) Area for fish gutting and cleaning	●		
	4) Housing for ice plant and cold storage		●	
	5) Fishing gear and OBM spare parts shop			●
	6) Storage	●		
	7) Toilet for officers	●		
	8) Administration office	●		
3	Other Facilities			
	1) Generator house	●		
	2) Toilet for public	●		
	3) Garbage area	●		
	4) Sewage treatment systems for toilet and waste water	●		
4	Improvement of existing fish retail market		●	
5	Exterior works			
	1) Pavement including parking space		●	
	2) Drainage and water distribution	●		
	3) Lighting facilities	●		
6	Equipment			
	1) Ice making plant			●
	2) Ice storage			●
	3) Cold storage			●
	4) Insulated fish box		●	
	5) Fish box		●	
	6) Emergency Generator			●
	7) Handcart		●	
	8) Chest freezers		●	
7	Technical assistance (Soft-component)			
	1) Fish landing and market facility management, operation and maintenance	●		

A: Considered essential (First priority)

B: Considered necessary (Second priority)

C: Unjustifiable as a grant aid project component or given the lowest priority





## JAPAN'S GRANT AID SCHEME

The Government of Japan (hereinafter referred to as "the GOJ") is implementing the organizational reforms to improve the quality of ODA operations, and as a part of this realignment, a new JICA law was entered into effect on October 1, 2008. Based on the law and the decision of the Government of Japan (hereinafter referred to as "the GOJ"), JICA has become the executing agency of the Grant Aid for General Projects, for Fisheries and for Cultural Cooperation, etc.

The Grant Aid is non-reimbursable fund to a recipient country to procure the facilities, equipment and services (engineering services and transportation of the products, etc.) for economic and social development of the country under principles in accordance with the relevant laws and regulations of Japan. The Grant Aid is not supplied through the donation of materials as such.

### 1. Grant Aid Procedures

The Japanese Grant Aid is conducted as follows-

- Preparatory Survey (hereinafter referred to as "the Survey")
  - The Survey conducted by JICA
- Appraisal & Approval
  - Appraisal by The GOJ and JICA, and Approval by the Japanese Cabinet
- Determination of Implementation
  - The Notes exchanged between the GOJ and a recipient country
- Grant Agreement (hereinafter referred to as "the G/A")
  - Agreement concluded between JICA and a recipient country
- Implementation - Implementation of the Project on the basis of the G/A

### 2. Preparatory Survey

#### (1) Contents of the Survey

The aim of the Survey is to provide a basic document necessary for the appraisal of the Project by JICA and the GOJ. The contents of the Survey are as follows:

- Confirmation of the background, objectives, and benefits of the Project and also institutional capacity of agencies concerned of the recipient country necessary for the implementation of the Project.
- Evaluation of the appropriateness of the Project to be implemented under the Grant Aid Scheme from a technical, financial, social and economic point of view.
- Confirmation of items agreed on by both parties concerning the basic concept of the Project.
- Preparation of a basic design of the Project.
- Estimation of costs of the Project.

The contents of the original request by the recipient country are not necessarily approved in their initial form as the contents of the Grant Aid project. The Basic Design of the Project is confirmed considering the guidelines of the Japan's Grant Aid scheme.

JICA requests the Government of the recipient country to take whatever measures are necessary to ensure its self-reliance in the implementation of the Project. Such measures must be guaranteed even though they may fall outside of the jurisdiction of the organization in the recipient country actually implementing the Project. Therefore, the implementation of the Project is confirmed by all relevant organizations of the recipient country through the Minutes of Discussions.

#### (2) Selection of Consultants

For smooth implementation of the Survey, JICA uses (a) registered consulting firm(s). JICA selects (a) firm(s) based on proposals submitted by interested firms.

#### (3) Result of the Survey

The Report on the Survey is reviewed by JICA, and after the appropriateness of the Project is confirmed, JICA recommends the GOJ to appraise the implementation of the Project.

### 3. Japan's Grant Aid Scheme

#### (1) The E/N and the G/A



After the Project is approved by the Cabinet of Japan, the Exchange of Notes(hereinafter referred to as "the E/N") will be signed between the GOJ and the Government of the recipient country to make a plea for assistance, which is followed by the conclusion of the G/A between JICA and the Government of the recipient country to define the necessary articles to implement the Project, such as payment conditions, responsibilities of the Government of the recipient country, and procurement conditions.

(2) Selection of Consultants

The consultant firm(s) used for the Survey will be recommended by JICA to the recipient country to also work on the Project's implementation after the E/N and the G/A, in order to maintain technical consistency.

(3) Eligible source country

Under the Japanese Grant Aid, in principle, Japanese products and services including transport or those of the recipient country are to be purchased. When JICA and the Government of the recipient country or its designated authority deem it necessary, the Grant Aid may be used for the purchase of the products or services of a third country. However, the prime contractors, namely, constructing and procurement firms, and the prime consulting firm are limited to "Japanese nationals".

(4) Necessity of "Verification"

The Government of the recipient country or its designated authority will conclude contracts denominated in Japanese yen with Japanese nationals. Those contracts shall be verified by JICA. This "Verification" is deemed necessary to secure accountability to Japanese taxpayers.

(5) Major undertakings to be taken by the Government of the Recipient Country

In the implementation of the Grant Aid Project, the recipient country is required to undertake such necessary measures as Annex.

(6) "Proper Use"

The Government of the recipient country is required to maintain and use the facilities constructed and the equipment purchased under the Grant Aid properly and effectively and to assign staff necessary for this operation and maintenance as well as to bear all the expenses other than those covered by the Grant Aid.



(7) "Export and Re-export"

The products purchased under the Grant Aid should not be exported or re-exported from the recipient country.

(8) Banking Arrangements (B/A)

- a) The Government of the recipient country or its designated authority should open an account in the name of the Government of the recipient country in a bank in Japan (hereinafter referred to as "the Bank"). JICA will execute the Grant Aid by making payments in Japanese yen to cover the obligations incurred by the Government of the recipient country or its designated authority under the Verified Contracts.
- b) The payments will be made when payment requests are presented by the Bank to JICA under an Authorization to Pay (A/P) issued by the Government of the recipient country or its designated authority.

(9) Authorization to Pay (A/P)

The Government of the recipient country should bear an advising commission of an Authorization to Pay and payment commissions to the Bank.

(10) Social and Environmental Considerations

A recipient country must ensure the social and environmental considerations for the Project and must follow the environmental regulation of the recipient country and JICA socio-environmental guideline.

End.



## Major Undertakings to be taken by Each Government (建築)

\* 案件ごとに適宜変更のうえ使用

NO	Items	To be covered by the Grant	To be covered by Recipient side
1	To secure land		•
2	To clear, level and reclaim the site when needed	•	•
3	To construct gates and fences in and around the site	•	•
4	To construct the parking lot	•	
5	To construct roads		
	1) Within the site	•	
	2) Outside the site		•
6	To construct the building	•	
7	To provide facilities for the distribution of electricity, water supply, drainage and other incidental facilities		
	1) Electricity		
	a. The distributing line to the site		•
	b. The drop wiring and internal wiring within the site	•	
	c. The main circuit breaker and transformer	•	
	2) Water Supply		
	a. The city water distribution main to the site		•
	b. The supply system within the site ( receiving and/or elevated tanks )	•	
	3) Drainage		
	a. The city drainage main ( for storm, sewer and others ) to the site		•





	b.The drainage system ( for toilet sewer, ordinary waste, storm drainage and others ) within the site	•	
	4)Telephone System		
	a.The telephone trunk line to the main distribution frame / panel (MDF) of the building		•
	b.The MDF and the extension after the frame / panel	•	
	5)Furniture and Equipment		
	a.General furniture		•
	b.Project equipment	•	
8	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		
	1) Advising commission of A/P		•
	2) Payment commission		•
9	To ensure prompt unloading and customs clearance at the port of disembarkation in recipient country		
	1) Marine(Air) transportation of the products from Japan to the recipient country	•	
	2) Tax exemption and customs clearance of the products at the port of disembarkation		•
	3) Internal transportation from the port of disembarkation to the project site	(•)	(•)
10	To accord Japanese nationals whose services may be required in connection with the supply of the products and the services under the verified contract such facilities as may be necessary for their entry into the recipient country and stay therein for the performance of their work		•
11	To exempt Japanese nationals from customs duties, internal taxes and other fiscal levies which may be imposed in the recipient country with respect to the supply of the products and services under the verified contract		•



12	To maintain and use properly and effectively the facilities constructed and equipment provided under the Grant Aid		•
13	To bear all the expenses, other than those to be borne by the Grant Aid, necessary for construction of the facilities as well as for the transportation and installation of the equipment		•

(B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable)







**REVOLUTIONARY GOVERNMENT OF ZANZIBAR  
PRESIDENT'S OFFICE; FINANCE, ECONOMY AND DEVELOPMENT PLANNING**

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2230546

**Ref: OR/FUMM/ E.80/33 VOL. IV/43**

**Date: 6<sup>TH</sup> June, 2012**

**JICA Tanzania Office,  
3<sup>rd</sup> Floor Barclays House,  
1008/1 Ohio Street,  
P. O. Box 9450,  
Dar es Salaam.**

**RE: THE DEVELOPMENT OF MALINDI FISH LANDING AND  
MARKETING FACILITIES IN ZANZIBAR**

We have the honour to refer you to item no. 3 of the Agreed Minutes of Discussion on the preparatory study for the development of the above mentioned facilities.

We would like to inform you that, the President's Office - Finance, Economy and Development Planning has explored the possibility of designating new project site under recommended two possible options (I and II). We are hereby officially confirming that, the project site under option I (Exchange of lot A and B) has been accepted and will be the new project site. We therefore request your good office continue with your normal procedures so as to approve and swiftly implement this important project.

We extend our sincere appreciation to the Japanese Government for continued cooperation and support towards Zanzibar development efforts.

Sincerely yours,

**(Khamis M. Omar),  
Principal Secretary,  
President's Office; Finance, Economy and Development Planning,  
ZANZIBAR.**

**Cc: - Principal Secretary,  
Ministry of Livestock and Fisheries,  
ZANZIBAR.**

**- Fisheries Engineering Co. Ltd.**

## 2) テクニカルノート(現地調査②)

### **Technical Note on Preparatory Survey on the Project for Development of Malindi Fish Landing and Marketing Facilities**

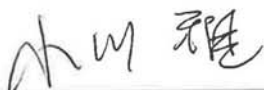
Based on the Minutes of Discussions dated 20th June 2013 among the Ministry of Livestock and Fisheries(MLF), the President's Office, Finance, Economy & Development Planning(POFEDP), and the Preparatory Survey Team of Japan International Cooperation Agency(JICA Team) on the Project for Development of Malindi Fish Landing and Marketing Facilities ("the Project"), the consultants of the JICA team in charge of the facility design (the Consultant) held discussions with DFD and Stone Town Conservation and Development Authority (STCDA) of Zanzibar from 1st to 5th September 2013 in order confirm the conformity of outline design of the Project with the heritage conservation requirements set by STCDA. This is to note the discussions that has been done as stated below:

- (1) The Consultant presented the following documents;
  - Proposed Draft Outline Design,
  - Perspectives (CG) / Design Sheet
  - Initial Environmental Examination (IEE) of Project (DRAFT)
  
- (2) As a result of the discussions, DFD and STCDA confirmed the contents and the designs described in the above-mentioned documents in principle.
  
- (3) DFD made the following comments.
  - The fish processing area should be properly drained and to be designed so that solid waste can be easily treated.
  - Ice machine and ice storage should be located in a secured space
  - DFD is planning to install a flake ice machine of 2 ton/day which will be procured with the budget 2013/14 of "Marketing Infrastructure Value Addition and Rural Financing Support Programme" (MIVARF) funded by AfDB. Technical details will be given to the Consultant soon. (the three ice plants procured under MACEMP will be installed in the other landing sites)
  - The equipment and its space for safety of fish boats such as an anemometer, a barometer, radios, information boards is necessary.
  - If solar power system can be applied, power cost can be reduced.
  - The government of Zanzibar is planning to alter the operation plan. The details will be presented to JICA before 1st October including an organization chart with duties of committees and staff, a financial plan with balance sheet, auditing plan, recruitment plan of the manager and the section heads, time schedule of advertising and hiring staff and contracting outsourced services
  - The government of Zanzibar is ready to allocate the budget for installing electricity and water supply, etc. in the budget of FY2014/15.
  
- (4) STCDA confirmed the conformity of the design with the heritage conservation requirements and



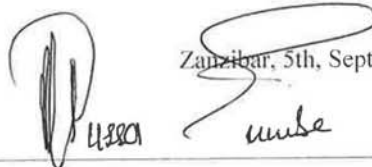
made the following comments.

- The final approval will be made after the notification to UNESCO
  - Out of two alternative elevations proposed by the Consultant, the Type-1 has been selected
  - The Consultant will make minor revision of the design according to the discussion as much as possible and report to STCDA by email.
  - -The design of the parapets will be altered to be simpler
  - -Aluminum windows will be designed to appear like traditional wooden windows
  - -The design of ventilation screens will be chosen from traditional Islamic designs
  - -As for the design of opening on the water tower, STCDA suggested suitable design options in Stone Town to which the Consultant will refer for improving the design.
  - -To apply a pattern of eaves fascia board existing in Stone Town
  - -To reduce the height of the water tower if proper pressure can be maintained
- (5) The Consultant will proceed to further works in Japan and prepare the Preparatory Survey Report, making the most of the comments from DFD and STCDA.



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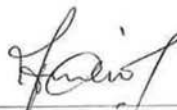
Mr. Tadashi OGAWA  
Chief Consultant,  
Preparatory Survey Team of JICA,  
Fisheries Engineering Co., Ltd.



Zanzibar, 5th, September 2013

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Mr. Mussa Jumbe  
Director of Department of Fisheries  
Development, Ministry of Livestock and  
Fisheries  
Revolutionary Government of Zanzibar



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Mr. Issa S Makarani  
Director General,  
Stone Town Conservation and Development  
Authority, Zanzibar



3) 概略設計概要説明調査


**MINUTES OF DISCUSSIONS  
ON  
THE PREPARATORY SURVEY  
ON  
THE PROJECT FOR DEVELOPMENT OF MALINDI FISH LANDING  
AND MARKETING FACILITIES  
(EXPLANATION OF DRAFT REPORT)**

In June and September 2013, Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched Preparatory Survey Teams on the Project for Development of Malindi Fish Landing and Marketing Facilities (hereinafter referred to as "the Project"), in response to the request from the Revolutionary Government of Zanzibar (hereinafter referred to as "the Government of Zanzibar"). Through discussions, field surveys and technical examination of the survey results in Japan, JICA prepared the draft report of the Project.

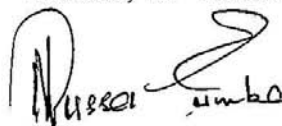
In order to explain and to discuss with the authorities concerned of the Government of Zanzibar about the components of the draft report, JICA sent a Preparatory Survey Team (hereinafter referred to as "the Team") to Zanzibar from 4th to 13th December, 2013 headed by Mr. Shunji SUGIYAMA, Senior Advisor, JICA.

As a result of discussions, both sides confirmed the main items described in the attached sheets.

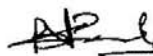
Zanzibar, 12<sup>th</sup> December 2013



Mr. Shunji Sugiyama  
Team Leader  
Preparatory Survey Team  
Japan International Cooperation Agency



Mr. Mussa Aboud Jumbe  
For Principal Secretary  
Ministry of Livestock and Fisheries  
Revolutionary Government of Zanzibar



Ms. Bihindi Nassor Khatib  
For Principal Secretary  
Ministry of Finance  
Revolutionary Government of Zanzibar

## ATTACHMENT

### 1. Components of the draft report

The Government of Zanzibar agreed and accepted the components of the draft report explained by the Team including obligations of the recipient country which are mentioned in the Chapter 3 of the draft report. It is understood that further request of change in the Project components shall not be considered; however, the components of the Project are still subject to change depending upon the result of the tender for contractor.

### 2. Japan's Grant Aid Scheme

The Government of Zanzibar reconfirmed its understanding of the Japan's grant aid scheme and major undertakings of each Government as described in the Annex 4 and 5 of the Minutes of Discussions signed on 20<sup>th</sup> June, 2013. The flow chart of Japan's grant aid procedures is given in the Annex 1.

### 3. Schedule of the survey

JICA will complete the final report in accordance with the confirmed items and send it to the Government of Zanzibar by the end of February, 2014.

### 4. Estimated cost of the Project

The Team provided the estimated cost of the Project as described in the Annex 2. Both sides affirmed that the information should never be duplicated or released to any outside party before signing of all the contract(s) for the Project.

The estimated cost of undertakings by the Government of Zanzibar was also provided as shown in the Annex 3. These figures are still provisional and shall be treated as indicative information.

### 5. Confidentiality

The Government of Zanzibar agreed that all the information related to the Project such as facility design and drawings, specifications of equipment, and the estimated project cost shall not be released to the third parties before conclusion of all the contract(s) for the Project since they are confidential documents that contain information related to the tender.

### 6. Environment and Social Considerations

#### 6-1. Environmental Impact Assessment

It was informed that the environmental impact assessment certificate obtained for the Project had been renewed on 4<sup>th</sup> September, 2013 to meet the requirements of JICA's guidelines for environmental and social considerations as well as the national environmental regulations.



6-2. Monitoring of the status of environmental and social considerations

The status of environmental and social considerations shall be periodically monitored by the Department of Fisheries Development (DFD), Ministry of Livestock and Fisheries (MLF) in accordance with the monitoring plan for the Project. The results will be provided to JICA on a quarterly basis until the completion of the Project by filling in the monitoring form as part of progress reports during the construction phase.

**7. Other Relevant Issues**

7-1. Timely fulfilment of obligations of the recipient country

It was assured that the Government of Zanzibar take necessary measures to fulfil those obligations listed below with due observation of respective time limit, a summary table of which is given in the Annex 4.

(1) Site clearance

The project site shall be secured and entirely cleared before tendering for the contractor. The site clearance includes removal of all the private properties of charcoal transporters and vendors temporarily using the area.

(2) Permits and authorizations for the construction work

All the necessary permits and authorizations for the construction work shall be obtained before tendering for the contractor, which include;

- Building permit and architectural permit from STCDA
- Authorization for renovation of the existing market from Zanzibar Municipal Council (ZMC)

(3) Allocation of necessary budget for the Project implementation

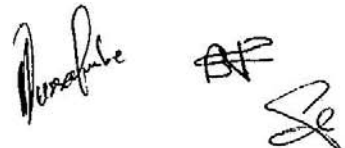
The allocation of sufficient budget shall be ensured for the implementation of “undertakings” of the Government of Zanzibar, estimated cost of which is given in the Annex 3. The timing of each task is indicated in the summary table (Annex 4).

(4) Installation of the equipment

Installation of an ice making machine/ice storage unit and an emergency generator at the Project site shall be completed at the expense of the Government of Zanzibar two months before completion of the construction work.

(5) Recruitment/assignment of senior management staff

Recruitment/assignment process of senior management staff namely landing site manager, head of finance section, head of market section and head of utilities and maintenance section shall be completed four (4) months before completion of the construction work.

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### 7-2. Proper operation and maintenance of the Project facilities

It was reconfirmed that the Government of Zanzibar assumes overall responsibilities for the proper operation and maintenance of the Malindi fish landing and marketing facilities (hereinafter referred to as “the Project facilities”) and duly undertake the following measures.

(1) Initial budget for operation

At the initial stage of operation, there is a possibility that the Project facilities do not generate sufficient revenue to meet the payment requirements for wages, utilities and other necessary expenses. When this happens, the Government of Zanzibar shall provide financial assistance so as to ensure continued operation of the Project facilities until their financial management has been stabilized.

(2) Special reserve fund for facility maintenance

For the purpose of financial assurance for proper maintenance of the Project facilities and renewal of the equipment, the Government of Zanzibar agreed to create a special reserve fund for the Project facilities, which shall be managed separately from the operation account, before completion of the construction work. At least 5 % of the revenue from the Project facilities shall be deposited in the reserve fund.

(3) Regulating informal activities around the Project facilities

In view of operational safety and maintenance of hygienic conditions, unloading of commercial merchandises (e.g. logs and charcoals) within the entire fish landing site including the adjacent sand beach area need to be controlled, and retailing of fish outside of the Project facilities need to be regulated. The Government of Zanzibar shall apply related laws and regulations for this purpose.

(4) Regular monitoring of the facility operation

In order to facilitate proper management of the Project facilities, the Government of Zanzibar agreed to establish a set of operation indicators. It is planned that adequate indicators and means of verification will be selected/identified during the soft component. It is urged that the management of the Project facilities regularly monitor and record the operational status of the Project facilities with these indicators. The copies of monitoring report shall be provided to JICA Tanzania office upon request.

### 7-3. Supervision of the Project facility management

In the Project facilities, the effectiveness and sustainability of management will be ensured from two dimensions; 1) provision of close supervision by the management board, members of which consists of permanent secretaries of relevant ministries, and 2) provision of a consultation/coordination mechanism in the form of advisory committee, whereby representatives of key stakeholders and facility users discuss various management issues.



It is advised that the Government of Zanzibar shall fully utilize the functions of these management mechanisms.

7-4. Nomination of counterpart personnel for the soft component

DFD shall nominate officers in charge of the implementation of the soft component.

ANNEXES:

Annex 1 Flow chart of Japan's grant aid procedures

Annex 2 Project cost to be borne by Japan's grant aid

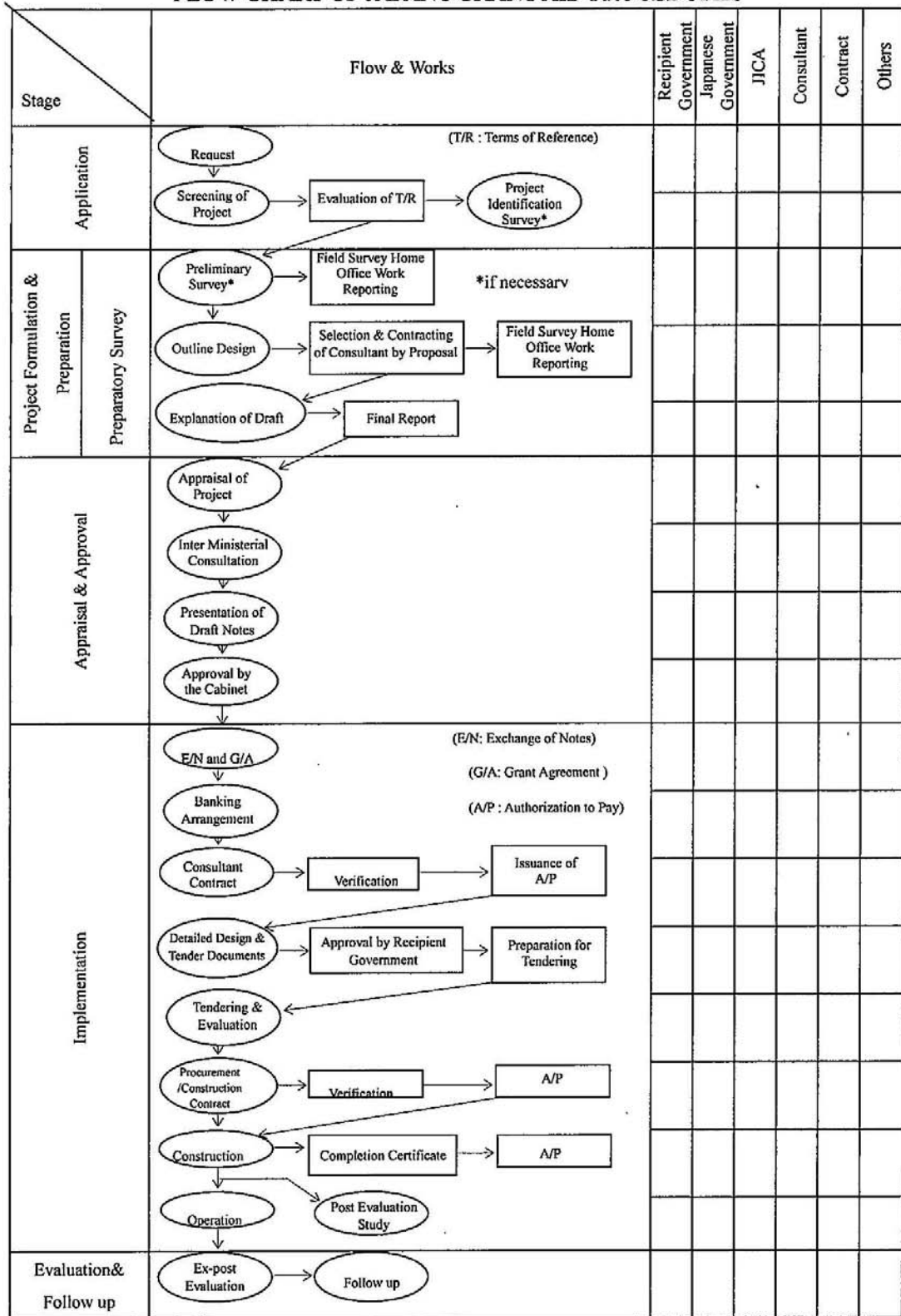
Annex 3 Project cost to be borne by the Government of Zanzibar

Annex 4 Undertakings of the Government of Zanzibar

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**Annex 1 Flow chart of Japan's grant aid procedures**

**FLOW CHART OF JAPAN'S GRANT AID PROCEDURES**



Annex 1-1

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## Annex 2 Project cost to be borne by Japan's grant aid

施工・調達業者契約認証まで非公表とする。

Annex 3 Project cost to be borne by the Government of Zanzibar

施工・調達業者契約認証まで非公表とする。

#### Annex 4 Undertakings of the Government of Zanzibar

Undertakings	Time limit	Initiated by
Banking Arrangement(B/A) & issuance of Authorization to Pay(A/P) for the consultant and the contractor	B/A: upon E/N & G/A A/P: upon contracts	DFD, Ministry of Finance
Securing and clearing the construction site (Including notification to charcoal transporters, venders, fishermen etc.)	before tendering for the contractor	DFD, ZPC, ZMC
Securing temporary work site for construction (Access road and the entire landing site)	before tendering for the contractor	DFD, ZPC, ZMC
Preparation of environmental check lists and monitoring sheets abiding by the guidelines of the Department of Environment and of JICA	before tendering for the contractor	DFD, DoE
Obtaining all permits and authorizations for the construction work	before tendering for the contractor	DFD, STCDA
Installing power cables to the site & a transformer on the site	before construction work	DFD, ZECO
Installing water supply line to the site	before construction work	DFD, ZAWA
Environmental monitoring	before, during & after construction	DFD, DoE
Safety precautions and information for users and boats in Malindi	during construction work	DFD, ZPC
Procedure for exemption of tax & customs duties	during construction work	MLF, Ministry of Finance
Designation of focal points in charge for the soft- component and to make them engaged in planning process	Before commencement of soft-component	DFD, MLF, Ministry of Finance
Budget allocation for the initial operational expenses (Including wages for the manager and heads of sections)	FY 2015/16	DFD, MLF, Ministry of Finance
Recruitment of operation staff and conclusion of contracts with service providers	Three (3) months before completion of construction	DFD, MLF, Ministry of Finance
Creation of a special reserve fund	before completion of construction	DFD, Ministry of Finance
Installation of an ice machine/ice storage unit	Two (2) months before completion of construction	DFD
Installation of an emergency generator	Two (2) months before completion of construction	DFD
Regulating informal activities in and around the fish landing site	Upon inauguration of facilities	DFD, ZMC

Annex 4-1

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## (5) ソフトコンポーネント計画書

### 1) 背景

マリンディ水揚げ場はザンジバルの水産物の水揚げ、取り引きの中心地となっている。しかしその水産物の取り扱いが水揚げ岸壁の劣化や取引施設の未整備によって劣悪な衛生環境のもとで行われており、水揚げ施設及び魚市場の整備が喫緊の課題となっている。

本プロジェクトにより整備される水揚げ場・魚市場は、マリンディにおいて安全で衛生的に水産物を供給し、ザンジバルの水産分野に係る食料安全保障を改善することを目標としている。

これまで、水揚げ場は適切な施設がないため、行政による運営管理が行われておらず、また水産物を扱う市内の既存消費市場はザンジバル市(Zanzibar Municipal Council: ZMC)によって運営されている。しかし施設や機器の維持管理について、現状の把握、対策の迅速な実行は不十分であり、故障した電気水道設備の修理や建物の補修などが行われず長期間放置されているなどの問題を抱えている。また徴収された施設利用料は一括して ZMC の一般会計に組み込まれ管理されているため、料金未収や市場毎の収支のチェックが困難で、維持管理引当金が準備されていないなどの問題を引き起こしている。

本計画施設の運営について、責任機関である畜水産省(Ministry of Livestock and Fisheries: MLF)及び実施機関である畜水産省 漁業開発局(Department of Fisheries Development: DFD)は、独立した運営組織の立ち上げと経営の透明性、健全性を確保するための枠組みを計画している(図 3-13)。また衛生面では、路上での無秩序、不衛生な鮮魚販売を取り締り、利用者に一定の取引のルールを課すことや、資源管理面では、一元的な管理による水揚統計を整備することを施設の整備に伴って実現したいと考えている。

本計画施設の効果を早期に発現し、持続性を確保するためには MLF が組織、体制をタイムリーに構築し、新たな組織が適切な施設運営、事業経営を行うことが必要であるが、これまでに省内に十分な施設運営管理の経験の蓄積がなく、さらに日本の無償資金協力の受け入れは省として本プロジェクトが最初となる。このため、準備調査の協議議事録においてザンジバル側より円滑な維持管理組織の立ち上げと運営体制の構築を支援するためのソフトコンポーネントが要請された。

このような背景から、以下のソフトコンポーネントを計画するものとする。

### 2) ソフトコンポーネントの目標

本ソフトコンポーネントの目標は、本プロジェクトで建設されるマリンディ水揚・市場施設の運営維持管理体制を確立し、運営維持を円滑に実施することである。このため、管理組織の定款策定及び役員職掌の明確化、組織運営規則、会計事務規則の策定、料金体系及び施設利用規約の策定、さらに民間委託業務の TOR 作成等に係る支援及び運営に係る会計手続き、経理処理、施設運営、維持管理の研修訓練を行う。特に料金体系や利用規約の策定については、運営維持管理体制の策定プロセスの中で漁民、卸売、仲買、小売人等の利用者との合意形成を図っていくこととする。

### 3) ソフトコンポーネントの成果

上記の目標を達成するために本ソフトコンポーネントに求められる成果は以下のとおりである。

表 A-1: ソフトコンポーネントの成果



4) 成果達成度の確認方法

上記の各成果の達成度は、ソフトコンポーネントの活動実施後に以下の方法で確認する。

表 A-2: 成果と指標

	成果	指標
(1)	管理組織の定款及び役員職掌が策定され、運営委員会及び維持管理組織の役割が明文化され、運営体制及び業務の責任分担範囲が明確になる。	管理組織定款案が策定され畜水産省に承認される。 管理組織の役員職掌案が畜水産省に承認される 管理組織の登記がされる。
(2)	組織運営規則、会計事務規則が策定され、使用料徴収・集計方法、会計帳簿、内部監査方法が改善される。	運営規約、会計規則 <sup>52</sup> が策定され畜水産省に承認される 本施設の特別会計、専用口座が開設される。
(3)	料金体系及び施設利用規約が策定され、売場管理、衛生管理、路上販売取締り、ゴミ収集・廃棄計画の実務手順と担当が明確になる。	施設利用規約が策定され畜水産省に承認される。 畜水産省による利用者への利用規約説明会が行われる。 市場の利用者が施設・機材の正しい使用法を理解する。
(4)	民間委託業務の TOR 案が作成され、民間業者への委託契約内容が具体化、明確化する。	民間委託業務指示書が策定され畜水産省に承認される。
(5)	定期点検、メンテナンス、備品管理等計画書及び記録簿が策定され、施設の維持管理計画が具体化、明確化する。	施設の維持管理計画書が策定され、施設の維持管理に利用される。
(6)	担当者が実務に習熟する。	諸手続き、管理手法を担当者が理解する。

5) ソフトコンポーネントの活動(投入計画)

以下に各成果に対して実施するべき活動を示す。これらの活動は本邦コンサルタント・現地コンサルタント及びザンジバル政府カウンターパートが共同して実施するものとする。

① 成果(1) に関する活動

- 運営委員会と管理組織の定款及び役員職掌の原案を作成する。

<sup>52</sup> タンザニア国本土では 2004 年以降、IFRS(International Financial Reporting Standards : 国際財務報告基準)の普及が進展している。本プロジェクトでも、国際的な整合性を確保し、競争力を強化する観点から、その導入を検討する。

- ・原案に基づき、適切な運営体制、業務内容を関係者、DFD、MLF、財務省(President's Office, Finance, Economy and Development Planning: POFEDP)、ZMC、ZPC と協議するためのワークショップを開催する。
- ・定款及び役員職掌の最終案を策定する。
- ・管理組織が公的に承認され、登記されるよう必要な規定・規約類の作成と手続きを支援する。
- ・運營業務の委託契約書案の作成を行い、畜水産省などの関係省庁と協議を行う。

#### ② 成果(2) に関する活動

- ・使用料徴収・集計方法、会計帳簿、内部監査方法を定めた組織運営規則、会計事務規則の原案を作成する。
- ・原案に基づき関係者によるワークショップを開催する。
- ・運営規則及び会計事務規則の最終案を策定する。
- ・関係者を対象とした研修を開催する。

#### ③ 成果(3) に関する活動

- ・関係者及び利用者代表者によるタンザニア国本土のダルエスサラーム魚市場における現状視察及び意見交換会を実施する。
- ・施設利用料、売場管理、衛生管理、路上販売取締り、ゴミ収集・廃棄計画の実務手順と担当を定めた施設利用規約の原案を作成する。
- ・原案に基づき関係者によるワークショップを開催する。
- ・修正案に基づき利用者(漁民、仲買、せり人、運搬業者、消費者)への公聴会を開催し、規則の周知を行う。
- ・施設利用規約の最終案を策定する。
- ・利用開始後の施設利用者に対する衛生指針・規約遵守等の定期説明会の実施計画を策定する。
- ・利用者の登録制を導入し、登録利用者に対して、施設・機材の正しい使用法を研修する。また、ポスターなどを用いて、利用規則を広く知らせる。

#### ④ 成果(4) に関する活動

- ・DFD、MLF 内で、民間委託とする業務の内容を協議し TOR の原案を作成する。
- ・原案に基づき関係者によるワークショップを開催する。
- ・民間委託業務内容(TOR・契約書)の最終案を策定する。

#### ⑤ 成果(5) に関する活動

- ・定期点検、メンテナンス、機材・備品管理等のチェックリスト、記録簿、作業スケジュール、担当者を定めた維持管理計画の原案を作成する。
- ・維持管理計画書の最終案を策定する。
- ・関係者を対象とした研修を開催する。



### ⑥ 成果(6)に関する活動

- ・管理組織の各役員及び運営管理に関する各関係者に対し、会計手続き、経理処理、施設運営、維持管理の研修訓練を行う。
- ・市場利用者が運営委員会と管理組織の定款を理解するようワークショップを開催する。
- ・民間委託業者が作業要員に対し行う研修訓練及びワークショップを監理・指導する。

### 6) ソフトコンポーネントの実施リソースの調達方法

ザンジバルには、施設の維持管理を含む運営・会計に通じた人材、コンサルタント事務所が極めて限られているため、本邦からの要員を派遣するコンサルタント直接支援型及びタンザニア本土からのローカルリソース活用を組み合わせた支援として計画する。本邦要員はソフトコンポーネント全体を統括し、ローカルリソースによる活動内容の指示、監理、指導を行うため、本計画と運営計画の枠組みを熟知している必要がある。またローカルリソースは経営、会計、施設管理にかかる知見を有した人材とする。必要な機材は、書類、研修教材の作成にかかる事務機器等である。

### 7) ソフトコンポーネントの実施工程

施設の利用開始前の、ザンジバル予算年度の2015/16年度より運用が開始できるよう、2014/15年度に原案の作成を行う。原案提示後に先方での検討期間において協議、ワークショップ等を実施する。

表 A-3: ソフトコンポーネントの実施工程案

西暦	2014												2015												2016																	
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5															
手続き	▲ENIGA			▲コンサル契約			公示	▲入札・工事契約																	検査・引渡▲																	
ザンジバル側負担事項	水道・電気			引込工事			～運営予算案～					運営予算執行▲					職員公募・雇用/外注手続き																									
施設建設													撤去工事					土木工事(10ヶ月)					建築工事(13ヶ月)																			
ソフトコンポーネント													選定					再委託先選定・契約																								
原案作成													原案																													
協議													協議																													
ワークショップ													WS										WS																			
最終確認りまとめ													最終案																													
関係者研修													<- 成果(1) ~ 6)に係る活動 ->										研修																			
報告書作成																							<- 成果(1)に係る活動 ->					報告書														
ソフトコンポーネント担当者	(現地2.67/国内1.15/合計3.82MM)												0.5					1.27					0.5					0.83					0.75					2.15				

### 8) ソフトコンポーネントの成果品

- ・ソフトコンポーネント完了報告書
- ・運營業務の委託契約書案
- ・運営規則及び会計事務規則
- ・運営委員会と管理組織の定款及び役員職掌
- ・施設利用規約
- ・民間委託業務内容(TOR・契約書)
- ・維持管理計画書

## 9) ソフトコンポーネントの概略事業費

表 A-4: ソフトコンポーネント概略事業費

費目	金額(日本円)
直接経費	10,720,000
直接経費(再委託費以外)	2,953,000
現地再委託費	7,767,000
直接人件費	2,971,000
間接費	3,804,000
合計	17,495,000

## 10) 相手国側の責務

### ① 委託契約、雇用、外部委託手続き等の迅速な実行

ソフトコンポーネントで行う研修については、運営組織がザンジバル政府からの正式な委託契約により承認され、研修の対象となる運営管理実務の担当者が運営管理計画策定後に速やかに人選されることが前提となる。

### ② 政府関係機関からの人材派遣及び計画プロセスへの参加

DFD では準備調査の協議議事録で確認されたザンジバル側準備作業として、施設の自律的な運営体制にかかる関係機関との協議を開催し、その枠組みについて調査団側に概ねの方向性を示すまでに至っている。管理組織を管轄する運営委員会の参加者、監理組織の所長及び各課長職については政府内の関係機関から人材が派遣される計画であり、早期に人員が確定すれば、ソフトコンポーネントの実施により具体化した運営体制が共有され、効果的で持続可能な施設の運営が実現されることが期待される。

### ③ 改善活動の継続

さらに効果を持続し発展させるためには、施設建設後にソフトコンポーネントにより策定される運営維持管理計画が活用されるとともに、引き続き定期的なセミナーや OJT、実際の活動状況を反映した計画の見直し・修正が行われることが必要である。

(6) 参考資料

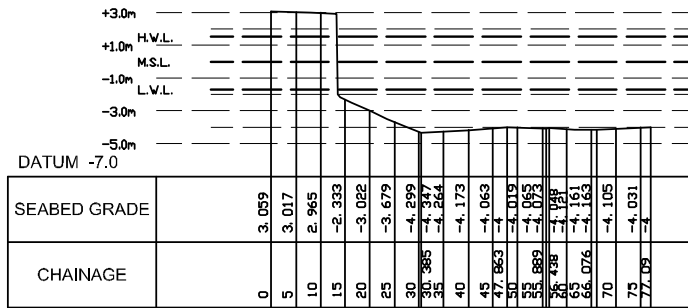
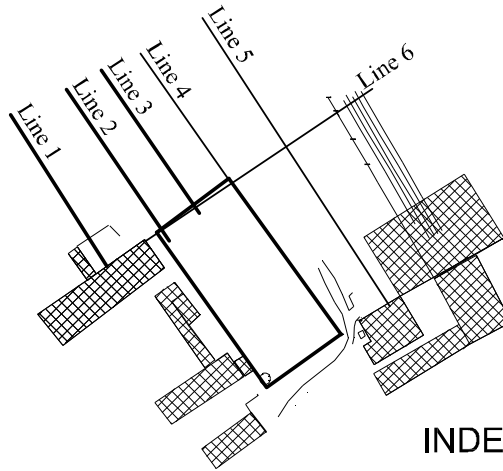
No.	分野	名称	形式	入手先
1	都市計画	Zanzibar A Plan for the Historic Stone Town 1996	オリジナル	The Aga Khan Trust for Culture Historic Cities Support Programme
2	統計資料	2010Tanzania Demographic & Health Survey 2010	データ	National Bureau of Statistics, Tanzania
3	統計資料	2009/10Household Budget Survey final report 2012	データ	Office of Chief Government Statistician, Zanzibar
4	水産	Guide book to Fisheries Beach Recorders 2010	オリジナル	Department of Fisheries Development, Zanzibar

(7) その他の資料・情報

(7)-1 測量図

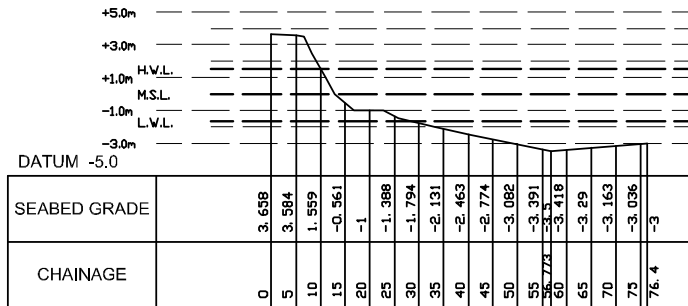


# MALINDI FISH MARKET - SEABED PROFILES 1



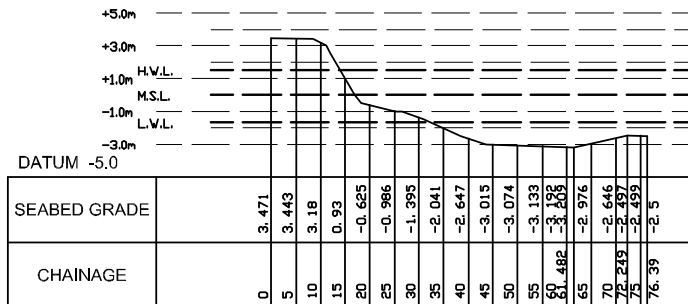
PROFILE - LINE 1

A3: Hz scale 1:1000 : Vt scale 1:300



PROFILE - LINE 2

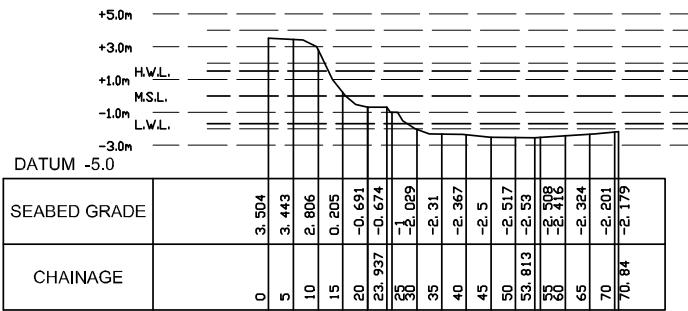
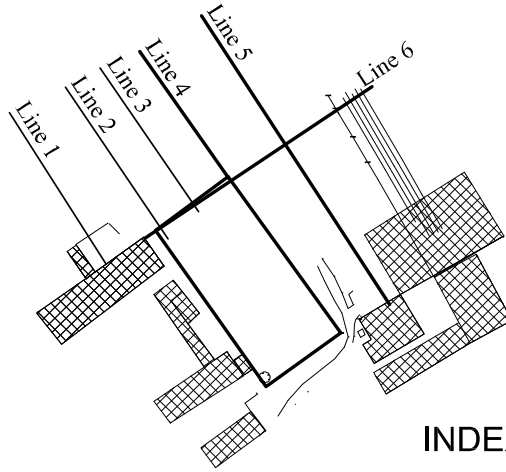
A3: Hz scale 1:1000 : Vt scale 1:300



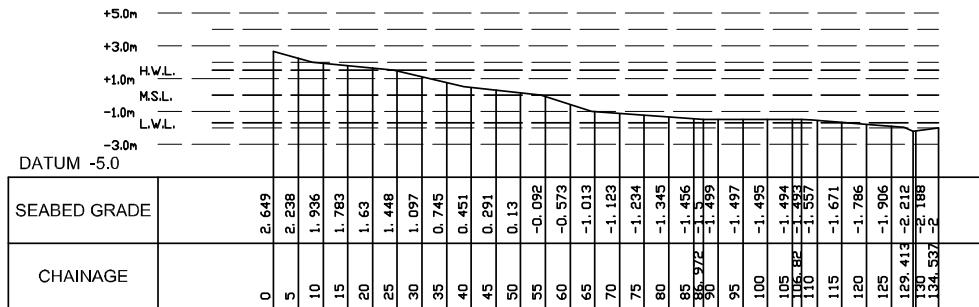
PROFILE - LINE 3

A3: Hz scale 1:1000 : Vt scale 1:300

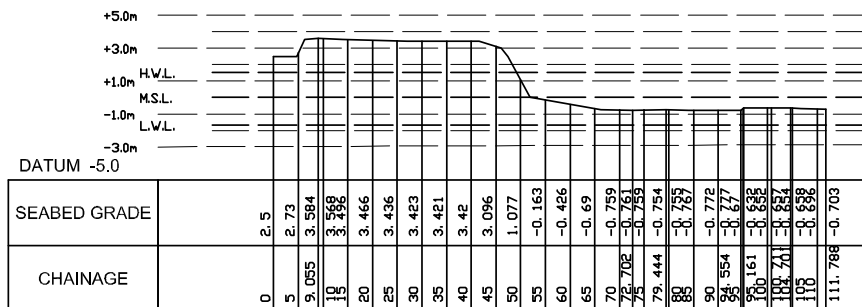
## MALINDI FISH MARKET - SEABED PROFILES 2



PROFILE - LINE 4  
A3: Hz scale 1:1000 : Vt scale 1:300



PROFILE - LINE 5  
A3: Hz scale 1:1000 : Vt scale 1:300



PROFILE - LINE 6  
A3: Hz scale 1:1000 : Vt scale 1:300

