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## 付属資料

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付属資料 1: プロジェクト活動実績表

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プロジェクト活動実績表（中間評価「前」PDM指標）

上位目標	指標	情報源	実績										
フィリピン沿岸警備隊の業務遂行能力が向上する	PCG の 2007 年-2011 年の平均海難対応率が 2002 年-2006 年の平均対応率に比較して 30%改善される	海難事故・オペレーションレコード (CGIF、CG-3)	<ul style="list-style-type: none"> <li>海難事故に対するミッション派遣率実績は以下のとおり：42% (2002), 25% (2003), 37% (2004)。</li> <li>2004 年の海難事故対応派遣数は 84 ミッションであり、2002 年 65 ミッション、2003 年 63 ミッションと比較して、04 年のミッション数は増大したが、海難事故の絶対数増加のために対応率自体は減少した。そのため本指標の見直しが今般中間評価調査時に行われた（別表プロジェクト活動実績および改訂 PDM 参照）。</li> </ul>										
	PCG の 2007 年-2011 年の平均海洋環境事案対応率が 2002 年-2006 年の平均対応率に比較して 30%改善される	MEPCOM オペレーションレコード (MEPCOM)	<ul style="list-style-type: none"> <li>油流出事故に対するミッション派遣率は 100%である。</li> <li>事故の性格上、流出事故の発生・出動要請に伴わないミッションが派遣されるため、派遣率は基本的には 100%となる。そのため本指標についても見直しが今般中間評価調査時に行われた（別表プロジェクト活動実績および改訂 PDM 参照）。</li> </ul>										
	PCG の 2007 年-2011 年における平均海上犯罪対応率が 2002 年-2006 年の平均対応率に比較して 30%改善される	オペレーションレコード (CGIF、CG-3)	<ul style="list-style-type: none"> <li>海上犯罪に対するミッション派遣率は 100%である。</li> <li>油流出事故同様に、事件・事故の発見、出動要請に伴わないミッションが派遣されるため、派遣率は基本的には 100%となる。そのため本指標についても見直しが今般中間評価調査時に行われた（別表プロジェクト活動実績および改訂 PDM 参照）。</li> </ul>										
プロジェクト目標	指標	情報源	実績										
フィリピン沿岸警備隊の業務実施に必要な知識・技能を有した職員が育成される	海難救助、航行安全、海洋環境保全・油防除、法令励行の技術を有したフィリピン沿岸警備隊職員が 2007 年までに計 2,050 人育成される（訓練される）	プロジェクト記録	<ul style="list-style-type: none"> <li>プロジェクトではこれまで海難救助、航行安全、海洋環境保全・油防除、法令励行の分野で下表（参加者数）のごとく、PCG 職員に対する訓練活動を行ってきた。</li> </ul> <table border="1"> <thead> <tr> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>計</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>434</td> <td>778</td> <td>449</td> <td>1,665</td> </tr> </tbody> </table>	2002	2003	2004	2005	計	4	434	778	449	1,665
	2002	2003	2004	2005	計								
4	434	778	449	1,665									
他の官民関係機関の海難救助、航行安全、海洋環境保全・油防除、防災責任者が 2007 年までに計 450 人育成	プロジェクト記録	<ul style="list-style-type: none"> <li>プロジェクトではこれまで海難救助、航行安全、海洋環境保全・油防除、法令励行の分野で下表（参加者数）のごとく、関連官民機関の職員に対する訓練活動を行ってきた。</li> </ul> <table border="1"> <thead> <tr> <th>2002</th> <th>2003</th> <th>2004</th> <th>2005</th> <th>計</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	2002	2003	2004	2005	計						
2002	2003	2004	2005	計									



	される (訓練される)		0	114	125	57	296														
成果	指標	情報源	実績																		
教育訓練局の教育訓練実施体制が強化される	年間の会議開催回数	プロジェクト記録	<ul style="list-style-type: none"> <li>プロジェクト開始以来のミーティング開催数は下表のとおり。</li> </ul> <table border="1"> <tr> <td>2002/7-03/6</td> <td>2003/7-04/6</td> <td>2004/7-05/6</td> <td colspan="2"></td> </tr> <tr> <td>12</td> <td>4</td> <td>8</td> <td colspan="2"></td> </tr> </table> <ul style="list-style-type: none"> <li>ただし本指標についても成果を測る指標となっていないことから、中間評価において見直しされている (別表プロジェクト活動実績および改訂 PDM 参照)。</li> <li>指標以外の観点からの活動としては、他機関 (PHILCAMSAT、MAAP、NETC、NMP、PMA、PMMA) における教育実施体制の調査を行なっている。</li> </ul>					2002/7-03/6	2003/7-04/6	2004/7-05/6			12	4	8						
			2002/7-03/6	2003/7-04/6	2004/7-05/6																
12	4	8																			
PCG の教育訓練コース (海難救助、航行安全、海洋環境保全・油防除、法令励行) が整備される	開発・改訂されたカリキュラムとシラバスの完成	訓練局コース記録および専門家・CP 聞き取り	<ul style="list-style-type: none"> <li>海難救助、航行安全、海洋環境保全・油防除、法令励行の各分野においてカリキュラムの見直しを開始されている。本活動は今般の中間評価による新活動 (成果 3 基礎教育活動の充実) との連携が図られる予定である。</li> </ul>																		
	開発された教科書と教材の完成	訓練局コース記録および専門家・CP 聞き取り	<ul style="list-style-type: none"> <li>プロジェクトでは下表のとおり教科書およびマニュアルが新規に作成済みもしくは現在作成中である。</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>海難救助</th> <th>航行安全</th> <th>海洋環境保全</th> <th>法執行</th> </tr> </thead> <tbody> <tr> <td>教科書</td> <td>1</td> <td>1</td> <td>1 (作業中)</td> <td>1 (作業中)</td> </tr> <tr> <td>マニュアル</td> <td>3</td> <td>4</td> <td>1 (作業中)</td> <td>2</td> </tr> </tbody> </table>						海難救助	航行安全	海洋環境保全	法執行	教科書	1	1	1 (作業中)	1 (作業中)	マニュアル	3	4	1 (作業中)
	海難救助	航行安全	海洋環境保全	法執行																	
教科書	1	1	1 (作業中)	1 (作業中)																	
マニュアル	3	4	1 (作業中)	2																	
官民関係機関対象のセミナー (海難救助、航行安全、海洋環境保全・油防除、法令励行) が改善される	セミナー用教材と広報資料の完成	プロジェクト記録	<ul style="list-style-type: none"> <li>プロジェクトでは下表のとおりセミナー向け教材を作成済みである。</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>海難救助</th> <th>航行安全</th> <th>海洋環境保全</th> <th>法執行</th> </tr> </thead> <tbody> <tr> <td>教材</td> <td>3</td> <td>4</td> <td>1</td> <td>17</td> </tr> </tbody> </table>						海難救助	航行安全	海洋環境保全	法執行	教材	3	4	1	17				
		海難救助	航行安全	海洋環境保全	法執行																
教材	3	4	1	17																	
	啓蒙活動のための資料の完成	プロジェクト記録	<ul style="list-style-type: none"> <li>プロジェクトではこれまで 11 本のニュースレターの発行およびプロジェクトホームページを作成している。</li> </ul>																		

<p>モニタリング・評価体制が確立される」</p>	<p>モニタリング・評価実施計画、記録表</p>	<p>モニタリング・評価実施計画、記録表、及び聞き取り</p>	<ul style="list-style-type: none"> <li>2004年の運営指導調査時においてモニタリングフォーマットが作成されたが、これまでフォーマットは利用されてこなかった。原因として、フォーマットの仕様と実際のプロジェクト活動が合致していなかったことが挙げられる。これまでプロジェクトの活動進展についてはJCCにおいてモニタリング・確認される形態を取っている。</li> </ul>
<p>Activities</p>			
<p>成果1：教育訓練局の教育訓練実施体制が強化される</p>			
<p>1. 教育訓練局の教育訓練運営体制の改善について協議する</p>	<p>活動実績</p> <ul style="list-style-type: none"> <li>プロジェクト開始初期において、4人のカウンターパートが日本での国内研修を実施し、海上保安庁での人材教育体制について研修をうけた。これら研修結果はPCGにおける教育実施体制強化に向けた有効な知見として貢献している(04年9月-11月)。</li> <li>他機関(PHILCAMSAT、MAAP、NETC、NMP、PMA、PMMA)における教育体制調査の実施</li> <li>「訓練局 Management and Development ワークショップ」の実施(05年1月)</li> </ul>		
<p>成果2：PCGの教育訓練コース(海難救助、航行安全、海洋環境保全・油防除、法令励行)が整備される</p>			
<p>2-1 カリキュラム改善開発委員会を設立・運営する</p>	<p>活動実績</p> <ul style="list-style-type: none"> <li>訓練局はカリキュラム改善開発委員会(3つのワーキンググループから構成)を結成し、日本人専門家とともにカリキュラムの見直しを開始した。</li> <li>カリキュラム開発を担当する「教義開発・リサーチセンター」が新設され、カリキュラム開発実施体制の強化を図っている。</li> </ul>		
<p>2-2 教育訓練局の海難救助、航行安全、海洋環境保全・油防除、法令励行分野に係る開発ニーズを具体的に確定する</p>	<ul style="list-style-type: none"> <li>訓練局 Management and Development ワークショップにおいて、教育ニーズを含めたマスタープランを作成した。</li> <li>専門家およびCPによる合同会議において常時海難救助、航行安全、海洋環境保全・油防除、法令励行の分野におけるニーズについて協議を行なっている。</li> </ul>		
<p>2-3 国際海事機関(IMO)モデル・コース導入の可能性を調査する</p>	<ul style="list-style-type: none"> <li>IMOモデルコース6.09の導入を決定し、これまで2回のインストラクター向けコースを実施している。</li> <li>訓練局による本コースはMaritime Training Council(MTC)による承認も受けている。</li> </ul>		
<p>2-4 各コースのカリキュラムとシラバスの開発、アップデートを行う</p>	<ul style="list-style-type: none"> <li>「教義開発・リサーチセンター」を中心として、常時カリキュラムの見直しを図っている。</li> <li>カリキュラムの見直しはアドバンスコースのみならず、基礎コース(CGOCなど)にも及んでいる。</li> </ul>		
<p>2-5 各コースの教科書と教材を開発する</p>	<ul style="list-style-type: none"> <li>教科書およびマニュアルは既に各分野において作成済み、および現在なお改良がなされている。</li> <li>教科書・マニュアル作成を主要な研修内容とした、日本でのカウンターパート研修</li> </ul>		

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	も実施されており、カウンターパートからのインプットをベースとした教材作成も行なわれている。
2-6 カウンターパートとインストラクター候補生に対する教授技術訓練を実施する	<ul style="list-style-type: none"> <li>12人のPCGオフィサーが日本での研修を受けている。</li> <li>一方、プロジェクト内でトレーナーのためのコースは実施されていない。むしろ通常の訓練コースの中で、トレーナー候補者が自らの能力を高め、追ってトレーナーとなる形態を取っている。</li> </ul>
2-7 研修生へ各教育訓練コースを実施する	<ul style="list-style-type: none"> <li>教育訓練コースはこれまで数多く実施されている（プロジェクト目標実績参照）。</li> </ul>
2-8 供与機材の操作訓練・維持管理の訓練を実施する	<ul style="list-style-type: none"> <li>機材納入時にメンテナンス方法についてのレクチャーを実施している。</li> <li>訓練局では毎週特定日にゴムボート（法執行分野において供与）のメンテナンスを実施している。</li> <li>MEPCOMおよびANCにおいてもメンテナンスにかかるマニュアルは整えられている（ただしメンテナンス担当も配置。ただし担当者以外はメンテナンスが出来ないとの問題も散見）。</li> <li>訓練局内に Service Support Group が設置された。</li> </ul>
成果3： 官民関係機関対象のセミナー（海難救助、航行安全、海洋環境保全・油防除、法令励行）が改善される	
3-1 セミナーに対するニーズ把握調査を実施する	<p>活動実績</p> <ul style="list-style-type: none"> <li>日本人専門家およびカウンターパートによって現地調査が実施された。</li> <li>「教義開発・リサーチセンター」によって教育訓練のニーズ把握を行なう体制が整えられた。</li> <li>ステアリング・コミッティーによって、過去に実施されたセミナーからの教訓が話し合われた。</li> </ul>
3-2 セミナー教材を開発する	<ul style="list-style-type: none"> <li>レクチャー用教材、パワーポイントによる様々な教材・資料が開発され、現在CDの形態でまとめられている。</li> </ul>
3-3 訓練局のセミナーについての広報活動を実施する	<ul style="list-style-type: none"> <li>他の官民関連機関に対してセミナー等への参加を常時呼びかけており、これまで下記の人数の参加者があった（PCGA - 71, 民間団体 - 4, 船舶会社 - 27, PDEA - 19, NBI - 5, PN - 37, PNP-MARIG - 8, NGOs - 91, DOTC - 1）。</li> </ul>
3-4 セミナーを実施する	<ul style="list-style-type: none"> <li>様々な種類のセミナーがマニラ周辺のみならず、多くの地域でも実施されている。</li> </ul>
3-5 官民関係機関・一般企業・市民へ、海難救助、航安全、海洋環境保全・油防除、法令励行分野の啓蒙活動計画を策定する	<ul style="list-style-type: none"> <li>メディア制作ワークショップが実施された。ワークショップではオーディオ・ビジュアル、デジタルイメージの効果的作成方法についての研修が行なわれた。</li> <li>日本人短期専門家によって啓蒙活動の効果的実施方法についてのレクチャーが行なわれるとともに、プロジェクト内での活動計画が策定された（実際の計画実施は2006年を予定している）。</li> </ul>
3-6 一般企業・市民へ、海難救助、航行安全、海洋環境保全・油防除、法令励行分野の啓蒙活動を実施す	<ul style="list-style-type: none"> <li>啓蒙活動戦略に関するワークショップが実施された（04年10月）。ワークショップではPCG職員に加えてPCGA（2人）、地方政府関係者およびNGO（9人）も参加した。</li> <li>国際海岸クリーン・アップ・デーを実施した（04年9月）</li> </ul>

成果 4 : モニタリング・評価体制が確立される	
4-1 モニタリング・評価方法・実施責任者を協議して決定する	<p>活動実績</p> <ul style="list-style-type: none"> <li>日本人専門家およびカウンターパートによる打合せを実施。カウンターパートは毎月の活動計画作成、提出を行うこととなった。</li> </ul>
4-2 モニタリングを一年毎に実施する	<ul style="list-style-type: none"> <li>これまで3回のJCCを開催。JCCにおいてプロジェクトの進行状況を確認している。</li> </ul>
4-3 モニタリング結果に基づき、プロジェクト設計の必要修正について協議する	<ul style="list-style-type: none"> <li>常時活動内容の確認は実施していたが、特に中間評価前の3回に亘るステアリング・コミッティーにおいてプロジェクトの活動内容に基礎教育の拡充を付け加えることを協議した。</li> </ul>
4-4 JICA 調査団と協力して評価を実施する	<ul style="list-style-type: none"> <li>中間評価調査および中間評価ワークショップを実施。</li> </ul>



プロジェクト活動実績表（中間評価「後」PDM 指標）

上位目標	指標	情報源	実績
フィリピン沿岸警備隊の業務遂行能力が向上する	PCG の 2007 年-2011 年における海難対応ミッション数が 2002 年-2006 年のミッション数に比較して改善される	海難事故・オペレーションレコード (CGIF、CG-3)	<ul style="list-style-type: none"> <li>海難事故に対する海難救助ミッション数は 65 (2002)、63 (2003)、84 (2004) となっており、ミッション数は増加している。</li> </ul>
	PCG の 2007 年-2011 年における海洋環境事案ミッション数が 2002 年-2006 年のミッション数に比較して改善される	MEPCOM オペレーションレコード (MEPCOM)	<ul style="list-style-type: none"> <li>海洋環境保全ミッション数は 18 (2002)、14 (2003)、16 (2004) となっており、過去 3 年間はほぼ同数となっており大きな変化は見られない。</li> </ul>
	PCG の 2007 年-2011 年における法執行関連事案ミッション数が 2002 年-2006 年のミッション数に比較して改善される	オペレーションレコード (CGIF、CG-3)	<ul style="list-style-type: none"> <li>法執行ミッション数は 517 (2002)、467 (2003)、168 (2004) となっている。法執行ミッションのうち、如何なる分野を対象に含むかによって数値が変化する。今般中間評価調査では、CGIF データ分類による法執行関連ミッション全てを対象とするものとした。なお、上記 2004 年の数値には海洋法違反数が含まれていない数値である。</li> </ul>
	2007 年-2011 年における巡視船稼働日数が 2002 年-2006 年の日数に比較して増加する	CGOF データ	<ul style="list-style-type: none"> <li>新規指標のため、現在プロジェクトにおいて指標収集を開始している。</li> </ul>
プロジェクト外目標	指標	情報源	実績
フィリピン沿岸警備隊の業務実施に必要な知識・技能を有した職員が育成される	海難救助、航行安全、海洋環境保全・油防除、法令励行の分野において、教官の実力を備えた一定数の人材が育成される	プロジェクト記録	<ul style="list-style-type: none"> <li>活動は中間評価調査終了後から開始される予定である。</li> </ul>
成果	指標	情報源	実績
1. 教育訓練局	専任教官制度の開始	プロジェクト記録	<ul style="list-style-type: none"> <li>活動は中間評価調査終了後から開始される予定である。</li> </ul>



の教育訓練実施体制が強化される												
	OJT/ユニット・トレーニング実施回数の増加	プロジェクト記録	<ul style="list-style-type: none"> <li>海難救助、航行安全、海洋環境保全・油防除、法令励行における Unit トレーニングにおける参加者数は下表のとおりである。</li> </ul> <table border="1"> <tr> <td>2002</td> <td>2003</td> <td>2004</td> <td>2005</td> <td>計</td> </tr> <tr> <td>208</td> <td>63</td> <td>288</td> <td>119</td> <td>678</td> </tr> </table> <ul style="list-style-type: none"> <li>プロジェクトは現行の OJT トレーニングのレビュー、改良を加えた形態の OJT トレーニングの実施を計画している。いかなる形態の OJT トレーニングを本指標に組み入れるかについて明確にするが必要ある。</li> </ul>	2002	2003	2004	2005	計	208	63	288	119
2002	2003	2004	2005	計								
208	63	288	119	678								
3. 基礎教育コース (OJT/ユニット・トレーニングを含む) が強化される	<ul style="list-style-type: none"> <li>マニュアル、ハンドブック、指導用資機材の開発・改訂</li> <li>カリキュラムとシラバスの開発・改訂</li> </ul>	プロジェクト記録 および聞き取り・実見	<ul style="list-style-type: none"> <li>活動は中間評価調査終了後から開始される予定である。</li> <li>実際には既に基礎コースへのカリキュラムに対するアドバイス等の活動は開始されている。</li> </ul>									

注：新 PDM において表現が変更されただけの新指標については除外している

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付屬資料 2: Minutes of Meetings (M/M)

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**MINUTES OF MEETING  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
PHILIPPINE COAST GUARD  
THE GOVERNMENT OF THE REPUBLIC OF THE PHILIPPINES  
ON  
THE PROJECT ON PHILIPPINE COAST GUARD  
HUMAN RESOURCE DEVELOPMENT**

The Japanese Mid-term Evaluation Team (hereinafter referred to as “the Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), visited the Philippines from July 11 to July 27 2005, for the purpose of the mid-term evaluation of the Project on Philippine Coast Guard Human Resource Development (hereinafter referred to as “the Project”).


During its stay in the Philippines, the Team evaluated the progress of the Project and had a series of discussions with Philippine Coast Guard (hereinafter referred to as “PCG”) and the authorities concerned with the Project. On July 25, the Team and PCG counterparts mutually agreed on the Minutes of Meetings.

On July 26, the fourth Joint Coordinating Committee Meeting was held for the confirmation of the above Minutes. As a result of the discussions in the Committee, both the Philippine side and Japanese side agreed on the contents of the Minutes.

Manila, July 26 2005



Mr. Shozo MATSUURA  
Resident Representative of  
Japan International Cooperation Agency  
in the Republic of the Philippines



RADM Elpidio B PADAMA PCG  
Project Director  
Philippine Coast Guard Human Resource  
Development Project  
Deputy Commander for Administration,  
PCG

The Joint Coordinating Committee discussed and confirmed the following Minutes of Meetings which was signed by the Mid-term Evaluation Team and the PCG counterparts. Further, Japanese side requested to the Philippine side to take necessary steps based on the recommendation stated in the Minutes.





**MINUTES OF MEETINGS  
BETWEEN  
THE JAPANESE MID-TERM EVALUATION TEAM  
AND  
PHILIPPINE COAST GUARD  
THE GOVERNMENT OF THE REPUBLIC OF THE PHILIPPINES  
ON  
THE PROJECT ON PHILIPPINE COAST GUARD  
HUMAN RESOURCE DEVELOPMENT**

The Japanese Mid-term Evaluation Team (hereinafter referred to as “the Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), visited the Philippines from July 11 to July 27 2005, for the purpose of the mid-term evaluation of the Project on Philippine Coast Guard Human Resource Development (hereinafter referred to as “the Project”).

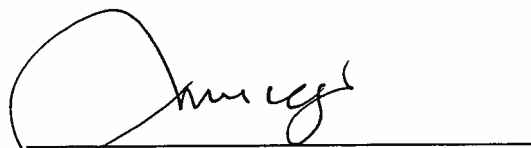
During its stay in the Philippines, the Team evaluated the progress of the Project and had a series of discussions with Philippine Coast Guard (hereinafter referred to as “PCG”) and the authorities concerned with the Project.

As a result of the study and discussions, both sides agreed to report to their respective Governments the matters referred to in the document attached hereto.

Manila, July 25 2005



Mr. Hirohiko TAKATA  
Deputy Resident Representative of  
Japan International Cooperation Agency  
in the Republic of the Philippines



COMMO Wilfredo D Tamayo PCG  
Project Manager  
Philippine Coast Guard Human Resource  
Development Project

## ATTACHMENT

### I INTRODUCTION

The Project has been implemented for over three years since its commencement on July 1, 2002. In July 2004, the Japanese Project Consultation team was dispatched antecedent to the Mid-Term Evaluation and a workshop was held to improve the knowledge and understanding of counterpart personnel on monitoring and evaluation. An internal evaluation of the Project was also conducted with the members of the Steering Committee of the Project.

Based on the findings of the above evaluation, the Mid-Term Evaluation team was dispatched from July 11 to 27, 2005. Its main purposes are: (1) to evaluate project's record of performance and outcome reached by the Project since its establishment to date through interviews and discussions: (2) to review the Project design through workshop and meetings between the Philippine side and Japanese side: (3) to make recommendations for future activities of the Project, in consideration for its sustainability: (4) to exchange the minutes of meeting on the results of the workshop and meeting.

The members of the Team and their schedule are shown ANNEX 1. Major Interviewees by the Team are shown in ANNEX 2. Based on the result of review, evaluation of the Project at present was carried out in terms of five evaluation criteria, i.e. "relevance", "effectiveness", "efficiency", "impacts" and "sustainability".

### II REVIEW OF THE PROGRESS

#### 1. Inputs to the Project

Inputs made by both the Philippine and Japanese sides during the past three (3) years since the inception in July 2002 are summarized as follows. Further information on the inputs is shown in ANNEX 7 and 8.

##### (1) Japanese side

###### a) Dispatch of experts

In accordance with the R/D signed on March 22, 2002, Japanese side dispatched seven (7) long-term experts and twenty-three (23) short-term experts to the Project.

###### b) Training of counterpart personnel in Japan

Japanese side received twelve (12) counterpart personnel for training and observation in Japan.



c) Equipment and Tools

Japanese side provided equipment and tools for the training on search and rescue, aid to navigation, marine pollution prevention and oil spill combating and maritime law enforcement (hereinafter "SAR, ATON, MARPOL & OSC and MARLEN) for the implementation of the Project activities.

d) Diving Facility

Japanese side provided a diving facility in the land of Coast Guard Education and Training Command (hereinafter CGETC).

(2) Philippine Side

a) Assignment of counterpart personnel

Thirty-five (35) personnel had been assigned for conducting project activities as of July 2005. Since the dispatch of consultation team in July 2004, main counterpart personnel and sub-counterpart personnel have been assigned together for the effective implementation of the Project.

b) Provision of office space

The Philippine side provided project office at CGETC.

2. Achievements of the Project

The details of the achievements of the Project are shown in Annex 11.

III. Mid-term Evaluation of the Project

The summary of 5-criteria evaluation is shown below.

1. Relevance

The Project has high relevance with following points:

- Philippine Medium Term Development Plan 2004-2010 emphasizes the importance of the protection of marine environment, maritime safety and search and rescue and security especially against illegal drugs and anti-terrorism, whose counteraction is one of primary missions of PCG.
- From the aspect of marine environmental protection, capability to prevent marine pollution, respond to oil spill incidents and to assist in the enforcement of fishery laws is still very important in the Philippines.
- Good governance for peace and order is one of priority areas of the Japanese cooperation to the Philippines.
- Japan has superiority in transfer of technology in above fields.
- The Project is expected to contribute to the improvement of maritime safety, marine environmental protection, law enforcement and security in the sea around the Philippines which is a key area of maritime transport in South East Asia.



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## 2. Effectiveness

Project Purpose, "PCG personnel with knowledge and skills to perform their functions are developed" is expected to be achieved from its objectively verifiable indicators by the end of the Project. The training system and courses in the field of SAR, ATON, MARPOL & OSC and MARLEN have been improved since the commencement of the Project. Capability of PCG personnel including counterparts are upgraded through the trainings. OJT style training will contribute more to the improvement of their practical skills in these fields.

## 3. Efficiency

From the perspective of attaining the outputs, the inputs from Japanese side were found mostly appropriate in timing, duration and the field of training. They enable the PCG to conduct various kinds of trainings. However, availability of equipment in the regions will be a next key issue to ensure effective training activities of the PCG.

The inputs from the Philippine side show progress in the assignment of counterpart personnel. Assignment of assistant counterparts is recognized as an effective method under the present personnel system of PCG. As for the management to include care, utilization, maintenance and proper accounting of equipment, there is progress in that system. Service Support Group was set up in CGETC and Weekly Accomplish Report is expected to be submitted. Its implementation should be pursued vigorously and regularly monitored.

Storage spaces are not enough to accommodate all the equipment, which prevents its timely utilization. In addition, adequate and stable supply of electricity and water at the MEPCOM laboratory are essential to conduct chemical analysis.

Through the activities of the Project on SAR, ATON, MARPOL & OSC and MARLEN, it is recognized that basic education is also important for understanding above fields, enhancing the efficiency of the implementation process of the Project.

## 4. Impact

The Project has following impacts:

- The number of mission has increased in the operation field;
- The local underwater SAR response and security was enhanced through the conduct of local diving training;
- The relationship with other agencies such as Philippine Drug Enforcement Agency (PDEA) and Philippine National Police (PNP) has been enhanced;
- PCG has recognised the importance of education and training field through setting up of the Education and Training Board in the PCG major units and the relative increase in the budget of CGETC;
- More personnel with Master's Degree and other personnel trained abroad have been assigned in CGETC, which is expected to improve the training based on global standard;



- Proper media involvement on the activities of the PCG enhances the commitment and motivation of its personnel.
- As a result of enhanced training, quick and effective response of the PCG was made possible.
- No negative impacts were noted.

#### 5. Sustainability.

The sustainability of the Project can be expected. Regarding policy aspect, the governmental policy will continue to support PCG as mentioned in paragraph 1 (Relevance) above. The budget of CGETC is expected to remain at the present level or to increase. The institutional reinforcement of CGETC is expected because the number of CGETC staff has rapidly increased since the year of 2002.

It is important that the outcomes of the Project are sustained after the completion of the Project. For this purpose, the full-time faculty system is indispensable for institutional sustainability. Furthermore, knowledge and skills on planning of the training and workshop is necessary for the counterparts to initiate the training.

#### IV. Matters discussed

(1) Outputs: "4. Monitoring & evaluation system is established" was deleted. During workshop, both the Philippine side and Japanese side agreed on inserting improvement of basic training as a new output.

Original text: 1. Education and training management system of CGETC is enhanced.

2. Training courses (SAR, ATON, MARPOL & OSC and MARLEN) of PCG are improved.

3. Seminars (SAR, ATON, MARPOL & OSC and MARLEN) for the other governmental and private organization concerned are improved.


4. Monitoring & Evaluation system is established.

Revised text: 1. Education and training management system of PCG is enhanced.

2. Training courses and seminars (SAR, ATON, MARPOL & OSC and MARLEN) of PCG including other governmental and private organization concerned are improved.

3. Basic training courses including OJT style training/unit training are enhanced.

(2) Activities: Through the revision of the output, the Philippine side and Japanese side recognised the necessity to establish full-time faculty system for further institutionalization of the training system. Some activities of the new output on basic training were added.




Revised and newly added text:

- 1-1. To enhance OJT/unit training system in individual units.
- 1-2-1. To initiate creation of full-time faculty system.
- 1-2-2. To study other organizations' faculty system
- 1-2-3. To identify necessary fields of study requiring full-time faculty.
- 1-2-4. To select candidates to be assigned as faculty members.
- 1-3-1. To review and improve the evaluation/feedback system on education and training courses.
  
- 2-2-1. To assess the needs for seminars and to develop materials for seminars.
- 2-2-2. To invite and involve other governmental and private organizations concerned in the seminars to be conducted by CGETC.
- 2-2-3. To conduct seminars.
- 2-2-4. To draw up a plan of public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL & OSC and MARLEN.
- 2-2-5. To conduct public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL & OSC and MARLEN.
  
- 3-1. To review and enhance the standard level of basic knowledge and skills for individual personnel and trainees.
- 3-2. To identify and improve (if necessary) the facilities required for the conduct of basic training.
- 3-3. To develop and/or update the curriculum and syllabus of basic courses.
- 3-4. To develop manuals, handbooks and training aid materials for basic courses.
- 3-5. To conduct the basic education and training courses with optimum utilization of OJT/unit training.
- 3-6. To teach operation and maintenance of equipment procured.



(3) Objectively Verifiable Indicators of Overall Goal: there were some arguments about applicability of ratio of maritime incidents as indicators of overall goal. The Philippine side and Japanese side agreed on removing ratio from SAR, MARPOL and MARLEN incidents, instead, adding number of mission. Days of patrol vessel operation was also added as the fourth element of the indicator.

Original text: 1. Ratio of PCG SAR mission vis-à-vis SAR incidents on average of 2007 to 2011 is improved by 30% in comparison with that of 2002 to 2006.  
2. Ratio of PCG MARPOL mission vis-à-vis MARPOL incidents on average of 2007 to 2011 is improved by 30% in comparison with that of 2002 to 2006.  
3. Ratio of PCG MARLEN mission vis-à-vis illegal activities on average of 2007 to 2011 is improved by 30% in comparison with that of 2002 to 2006.

Revised text: 1. Number of PCG SAR mission vis-à-vis SAR incidents reported improves from 2007 to 2011 in comparison with that of 2002 to 2006.  
2. Number of PCG MARPOL mission improves from 2007 to 2011 in comparison with that of 2002 to 2006.  
3. Number of PCG MARLEN mission improves from 2007 to 2011 in comparison with that of 2002 to 2006.  
4. Days of patrol vessel operation increase from 2007 to 2011 in comparison with that of 2002 to 2006.

(4) Objectively Verifiable Indicators of Project Purpose: additional element was on conducting training for fostering trainers.

Original text: 1. 2,050 PCG personnel are trained as specialists for SAR, ATON, MARPOL & OSC and MARLEN by the year 2007.  
2. 450 other government and private organizations are trained as specialists for SAR, ATON, MARPOL & OSC and MARLEN by the year 2007.

Revised text: 1. 2,050 PCG personnel are trained to take appropriate actions in SAR, ATON, MARPOL & OSC and MARLEN by the year 2007  
2. 450 personnel from other governmental and private organization are invited and involved in the trainings for SAR, ATON, MARPOL & OSC and MARLEN by the year 2007  
3. Training of a certain number of personnel to qualify as trainers in SAR, ATON, MARPOL & OSC and MARLEN.

(5) Objectively Verifiable Indicators of Outputs: The Philippine side and Japanese side agreed on adding or changing some wording.

Revised and newly added text: 1-1. Initiation of full time faculty system

- 1-2. Increase in number of OJT/unit trainings conducted.
- 2-1. Completion of curriculum and syllabus developed or revised on SAR, ATON, MARPOL & OSC and MARLEN.
- 2-2. Completion of manuals, handbooks and instructional materials on SAR, ATON, MARPOL & OSC and MARLEN.
- 2-3. Completion of educational materials for seminars.
- 2-4. Completion of materials for public awareness and campaign.
- 3-1. Development/revision of curriculum and syllabus.
- 3-2. Development/revision of manuals, handbooks and instructional materials.

#### V. Recommendation

Based on the findings through the various discussions between the Philippine side and Japanese side, the evaluation team recommended the following activities for the remainder of the Project.

1. Amendment in the PCG Career Pattern System and other related policies for the effective implementation of a full-time faculty system.

In the workshop, both the Philippine and Japanese sides mutually agreed on the necessity of setting up a full-time faculty system. Presently, the frequent rotation of PCG personnel does not encourage specialization. Concerning counterparts' assignment, setting up of a plural assignment system eases this point. In order to improve the education and training system, it is recommended that further steps be taken concerning fostering trainers with high knowledge, skills and experience. In this point, chemists of MEPCOM laboratory will be the same.

2. Improvement of OJT and unit training.

In the workshop, both the Philippine side and Japanese side mutually agreed on the necessity of optimizing OJT/Unit training courses and improvement of basic training courses. To conduct these training courses effectively, cooperation for OJT/Unit training courses and better appreciation of the importance of basic training by whole PCG are needed. Then, it is recommended that whole PCG should improve support to personnel



trainings.

3. Enhancement of patrol vessel operations.

“Days of patrol vessel operation” was added to the PDM as an indicator of overall goal. Patrol vessels can also provide OJT/Unit training opportunities during actual operations. It is recommended that patrol vessel operations should be enhanced and necessary equipment and increased budget for patrol vessel operations should be allocated.

4. Enhancement of the evaluation feedback system on education and training courses.

To optimize education and training management system of PCG, it is recommended that the evaluation and feedback system be enhanced on education and training courses to accommodate the trainee’s capability and required expertise level of PCG personnel to the system.

5. To maximize utilization of MEPCOM laboratory.

The training on marine pollution prevention, oil spill combating and oil analysis conducted by the Project has revitalized the MEPCOM laboratory. The MEPCOM laboratory is expected to continuously play an important role for the protection of the marine environment, oil spill combating and chemical analysis. The evaluation team recognized more analysis (e.g. drug and explosives) can be conducted in the laboratory. It is therefore highly recommended to secure stable supply of electricity and water. It is also recommended to keep analysis and maintenance record for the use of equipment.

6. To provide more spaces for equipment storage

The study team noticed the storage of equipment does not have enough space. Some are stored in different places which hampers timely issuance and utilization of the equipment. It is recommended that appropriate and accessible storage spaces be provided.

List of ANNEX

- ANNEX 1. Team members and schedule of the Team
- ANNEX 2. Major Interviewees by the Team



- ANNEX 3. Project Design Matrix (PDM)
- ANNEX 4. Revised Project Design Matrix (PDM)
- ANNEX 5. Plan of Operation
- ANNEX 6. Revised Plan of Operation
- ANNEX 7. Japanese Experts and Counterparts Assignment Period
- ANNEX 8. List of Equipment
- ANNEX 9. Local Cost Expenditure (Japanese Side)
- ANNEX 10. Operational Cost (CGETC budget)
- ANNEX 11. Achievements of the Project
- ANNEX 12. Achievements of the Project (by new indicators of revised PDM)
- ANNEX 13. List of Participants of the meeting

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## Itinerary for Mid-term Evaluation Team

		<u>Mr. Jun TOTSUKAWA</u> Consultant Member	<u>CDR Yasushi YAMAMOTO</u> Representative from JCG  <u>Mr. Masatoyo ISHIHARA</u> Representative from JICA HQ
July 11	Monday	13:00 Arrival Consultant Member at NAIA (JL 741 ) 16:00 Meeting at JICA	
July 12	Tuesday	09:00 Courtesy call to CGETC / Project Briefing from Expert Team and Observation of Project Activities 15:00 Explaining Evaluation Method by Consultant Member	
July 13	Wednesday	Survey on Project Achievement *Individual Interview with Experts & Counterparts	
July 14	Thursday	* Verification of Data & Information	
July 15	Friday	* And its compilation	
July 16	Saturday		
July 17	Sunday		
July 18	Monday	Preparation for Workshop, Meeting 16:00 Experts' meeting at JICA	13:00 Arrival at NAIA (JL 741 ) 16:00 Meeting at JICA
July 19	Tuesday	9:00 PCG HQ Courtesy Call (Mr. TAKATA, CDR YAMAMOTO, Mr. TOTSUKAWA, Mr. ISHIHARA) 9:30 PCG-CGETC Courtesy Call 10:00 Observation of Project Activity 17:00 Courtesy call to Embassy of Japan	
July 20	Wednesday	9:00 ~ 16:00 Evaluation Workshop	
July 21	Thursday	9:00 ~ 16:00 Evaluation Workshop	
July 22	Friday	Preparation for the report and minutes (draft)	
July 23	Saturday		
July 24	Sunday		
July 25	Monday	Meeting with Expert Team & Counterparts (Finalizing of Evaluation Report)	
July 26	Tuesday	10:00 Joint Coordinating Committee * Review of Project Activities * Evaluation Report * Project Future Plan * Signing of Minute of Discussion PM- Leave NAIA for Japan (CDR YAMAMOTO & Mr. ISHIHARA)	
July 27	Wednesday	AM- Leave NAIA for Japan (Mr. TOTSUKAWA )	

### Mission Team Member

 Evaluation Team Leader  
Representative from JCG

Mr. Hirohiko TAKATA, Deputy Resident Representative, JICA Philippines Office  
CDR Yasushi YAMAMOTO, JCG

List of Interviewees

**PCG MEMBERS**

COMMO WILFREDO T TAMAYO PCG	Project Manager
CDR JOSELITO F DELA CRUZ PCG	Assistant Project Manager
CDR JERRY A NIBRE PCG	Counterpart for MARPOL & OSC
CDR ALLEN T TORIBIO PCG	Counterpart for ATON
LCDR ARTEMIO M ABU PCG	Counterpart for MARSAR
CDR VIRGILIO M GILBANG JR PCG	Staff for Maintenance & Facilities
LT ROGELIO E VILLANUEVA JR PCG	Secretary
ENS GEORGE P MAGANTO PCG	ANC Representative

**JICA EXPERTS**

VADM KOZO TANAKA	Chief Advisor
CDR YOKU SANTO	Expert on SAR
CDR TAKAHIRO OKUBO	Expert on MARPOL/OSC
CDR SOSUKE HAMAGUCHI	Expert on MARLEN
MR TOSHIYUKI OMACHI	Project Coordinator

Project area: Whole nation of the PhilippinesTarget group: The Philippine Sea Area User

Project period: 1 July 2002 ~ 30 June 2007

Narrative Summary of the Project	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><b>Overall goal</b></p> <p>Performance capability of PCG is improved</p>	<p>1. Ratio of PCG SAR mission vis-à-vis maritime incidents on average of 2007 to 2011* is improved by 30% in comparison with that of 2002 to 2006*</p> <p>2. Ratio of PCG MARPOL mission vis-à-vis MARPOL incidents on average of 2007 to 2011* is improved by 30 % in comparison with that of 2002 to 2006*</p> <p>3. Ratio of PCG MARLEN response vis-à-vis illegal activities on average of 2007 to 2011* is improved by 30% in comparison with that of 2002 to 2006*</p>	<p>Statistics of the Project survey team</p> <p>Maritime Incident Report: DOTC</p> <p>Major marine accidents: PCG MARPOL Incident: MEPCON</p> <p>Coast Guard Action Center</p>	
<p><b>Project purpose</b></p> <p>PCG personnel with knowledge and skills to perform their functions are developed.</p>	<p>1. 2,050 PCG personnel are trained as specialists for SAR, ATON, MARPOL &amp; OSC and MARLEN by the year 2007</p> <p>2. 450 other governmental and private organization are trained as specialists for SAR, ATON, MARPOL &amp; OSC and MARLEN by the year 2007</p>	<p>1. Course completion records of the CGETC</p> <p>2 Seminar completion records of the CGETC</p>	<p>The operational conditions of PCG sea &amp; air assets do not deteriorate compared to the situation of the year 2001</p>
<p><b>Outputs</b></p> <p>1. Education and training management system of CGETC is enhanced.</p> <p>2. Training courses (SAR, ATON, MARPOL &amp; OSC and MARLEN) of PCG are improved.</p> <p>3. Seminars (SAR, ATON, MARPOL &amp; OSC and MARLEN) for the other governmental and private organization concerned are improved</p> <p>4. Monitoring &amp; Evaluation system is established</p>	<p>(Benchmarks shall be set)</p> <p>1-1. Number of meetings held per year</p> <p>2-1. Completion of curriculum and syllabus developed or revised</p> <p>2-2. Completion of textbooks and materials developed</p> <p>3-1. Completion of educational materials for seminars</p> <p>3-2. Completion of materials for public awareness and campaign</p> <p>4 -1. M &amp; E implementation schedule and its implementing records</p>	<p>1. Minutes of meetings</p> <p>2. Curriculum and textbooks of courses</p> <p>3. Material for seminar and public awareness</p> <p>4. Table of M &amp; E with implementation records</p>	<p>Training policies of PCG personnel do not change dramatically as planned for the next five years</p>

(Continued to the following page) Note: \* Statistical year

Underlined part shows where to be revised. *Italic part* shows where to be reviewed.



Activities	Inputs		Recruitment of PCG personnel does not change dramatically as planned for the next five years
	< Philippine side >	< Japanese side >	
<p>1 To discuss the improvement of education and training managerial situation at CGETC</p> <p>2-1 To set-up and run the curriculum development committee</p> <p>2-2 To define the concrete needs for education and training in the fields of SAR, ATON, MARPOL &amp; OSC and MARLEN</p> <p>1) To determine the operating system and capability level of PCG</p> <p>2) To determine the required expertise level of PCG and its personnel</p> <p>3) To determine trainee's potentials/expertise level of PCG incumbent/new recruited personnel</p> <p>4) To determine the concrete needs for education and training content /level/number of trainees</p> <p>2-3 To examine IMO model course and discuss on the possibility of its adaptation to CGETC</p> <p>2-4 To update or develop the curriculum and syllabus of courses</p> <p>2-5 To develop textbooks and training aid materials of courses</p> <p>2-6 To conduct instructor technical training for the counterparts and potential instructors</p> <p>2-7 To conduct the education and training courses for students at CGETC</p> <p>2-8 To teach operation and maintenance equipment procured</p> <p>3-1 To conduct the needs research for seminars</p> <p>3-2 To develop materials for seminars</p> <p>3-3 To inform other governmental and private organizations concerned of the seminars offered by CGETC</p> <p>3-4 To hold seminars</p> <p>3-5 To draw up a plan of public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL &amp; OSC and MARLEN</p> <p>3-6 To conduct public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL &amp; OSC and MARLEN</p> <p>4-1 To discuss and identify the implementation schedule and person in-charge of M &amp; E</p> <p>4-2 To monitor progress of the Project once a year</p> <p>4-3 To discuss on alteration needed for the Project design based on the monitoring</p> <p>4-4 To evaluate jointly the project with JICA evaluation study team (midterm and final evaluations)</p>	<p>&lt; Philippine side &gt;</p> <p><b>[Personnel]</b></p> <p>① Counterpart: At least 2 persons for each Japanese expert</p> <p>② Secretary for Japanese experts: 1 person</p> <p><b>[Facility and equipment]</b></p> <p>① Existing facilities and equipment belonging to the CGETC</p> <p>② Existing equipment belonging to other PCG units.</p> <p>③ Offices for Japanese experts</p> <p><b>[Finance]</b></p> <p>Salaries for PCG personnel</p> <p>Operation cost</p> <p><b>[Others]</b></p> <p>Authority concerned : DOTC</p> <p>Implementing agency : PCG</p> <p><b>Project Director:</b></p> <p>Deputy Commandant for Administration, PCG</p> <p><b>Project Manager:</b></p> <p>Commander, CGETC</p>	<p>&lt; Japanese side &gt;</p> <p><b>[Personnel]</b></p> <p>① Long-term expert : 5 persons Chief Advisor/Education and Training MARPOL &amp; OSC SAR and ATON MARLEN Coordinator</p> <p>② Short-term expert (when necessary): 3 ~ 4 persons, Expert for SPECIAL RESCUE Expert for MARPOL <b>[Training in Japan]</b> Approximately 20 persons in the 5 years</p> <p><b>[Equipment]</b></p> <p>① Equipment &amp; tools for SAR, ATON, MARPOL, OSC, and MARLEN</p> <p>② Computer related</p> <p>③ Audio-Visual Training</p> <p>Equipment: ④ Vehicle <b>[Facility]</b> Special measures for physical infrastructure development</p>	<p>Recruitment of PCG personnel does not change dramatically as planned for the next five years</p> <p><b>Pre-conditions</b> PCG personnel support the Project</p>

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Narrative Summary of the Project	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><b>Overall goal</b> Performance capability of PCG is improved</p>	<p>1. <u>Number of PCG SAR mission vis-a-vis SAR incidents reported improves from 2007 to 2011 in comparison with that of 2002 to 2006.</u> 2. <u>Number of PCG MARPOL mission improves from 2007 to 2011 in comparison with that of 2002 to 2006.</u> 3. <u>Number of PCG MARLEN mission improves from 2007 to 2011 in comparison with that of 2002 to 2006.</u> 4. <u>Days of patrol vessel operation increase from 2007 to 2011 in comparison with that of 2002 to 2006.</u></p>	<p>1. Statistics of the Project survey team 2. Maritime Incident Report: DOTC Major marine accidents: PCG MARPOL Incident: MEPCON Coast Guard Action Center</p>	
<p><b>Project purpose</b> PCG personnel with knowledge and skills to perform their functions are developed.</p>	<p>1. <u>2,050 PCG personnel are trained to take appropriate actions in SAR, ATON, MARPOL &amp; OSC and MARLEN by the year 2007</u> 2. <u>450 personnel from other governmental and private organization are invited and involved in the trainings for SAR, ATON, MARPOL &amp; OSC and MARLEN by the year 2007</u> 3. <u>Training of a certain number* of personnel to qualify as trainers in SAR, ATON, MARPOL &amp; OSC and MARLEN</u></p>	<p>1. Course completion records of the CGETC 2. Seminar completion records of the CGETC</p>	<p>The operational conditions of PCG sea &amp; air assets do not deteriorate compared to the situation of the year 2001</p>
<p><b>Outputs</b> 1. Education and training management system of PCG is enhanced. 2. Training courses and seminars (SAR, ATON, MARPOL &amp; OSC, MARLEN) of PCG including other governmental and private organization concerned are improved. 3. Basic training courses including OJT/unit training are enhanced.</p>	<p>1-1. <u>Initiation of full time faculty system</u> 1-2. <u>Increase in number of OJT/unit trainings conducted</u> 2-1. <u>Completion of curriculum and syllabus developed or revised on SAR, ATON, MARPOL &amp; OSC, MARLEN</u> 2-2. <u>Completion of manuals, handbooks and instructional materials on SAR, ATON, MARPOL &amp; OSC, MARLEN</u> 2-3. <u>Completion of educational materials for seminars</u> 2-4. <u>Completion of materials for public awareness and campaign</u> 3-1. <u>Development/revision of curriculum and syllabus</u> 3-2. <u>Development/revision of manuals, handbooks and instructional materials</u></p>	<p>1. Minutes of meetings 2. Curriculum and textbooks of courses 3. Material for seminar and public awareness 4. Table of M &amp; E with implementation records</p>	<p>Training policies of PCG personnel do not change dramatically as planned for the next five years</p>

(Continued to the following page) Note: \* Appropriate number will be determined by the Steering Committee after the mid-term evaluation.

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Activities		Inputs	Recruitment of PCG personnel does not change dramatically as planned for the next five years
<p>1-1 To enhance OJT/Unit training system in individual units.</p> <p>1-2-1 To initiate creation of full time faculty system.</p> <p>1-2-2 To study other organizations' faculty system.</p> <p>1-2-3 To identify necessary fields of study requiring full-time faculty.</p> <p>1-2-4 To select candidates to be assigned as faculty members.</p> <p>1-3-1 To review and improve the evaluation/feedback system on education and training courses.</p> <p>2-1-1 To set-up and run the curriculum development committee</p> <p>2-1-2 To define the concrete needs for education and training in the fields of SAR, ATON, MARPOL &amp; OSC, MARLEN</p> <p>1) To determine the operating system and capability level of PCG</p> <p>2) To determine the required expertise level of PCG and its personnel</p> <p>3) To determine trainee's potentials/expertise level of PCG incumbent/new recruited personnel</p> <p>4) To determine the concrete needs for education and training content /level/number of trainees</p> <p>2-1-3 To examine IMO model course and discuss on the possibility of its adaptation to CGETC</p> <p>2-1-4 To update or develop the curriculum and syllabus of courses</p> <p>2-1-5 To develop textbooks and training aid materials of courses</p> <p>2-1-6 To conduct instructor technical training for the counterparts and potential instructors</p> <p>2-1-7 To conduct the education and training courses for students at CGETC</p> <p>2-1-8 To teach operation and maintenance equipment procured</p> <p>2-2-1 To assess the needs for seminars and to develop materials for seminars.</p> <p>2-2-2 To invite and involve other governmental and private organizations concerned in the seminars to be conducted by CGETC</p> <p>2-2-3 To conduct seminars</p>	<p>&lt; Philippine side &gt;</p> <p>[Personnel]</p> <p>① Counterpart: At least 2 persons for each Japanese expert</p> <p>② Secretary for Japanese experts: 1 person</p> <p>[Facility and equipment]</p> <p>① Existing facilities and equipment belonging to the CGETC</p> <p>② Existing equipment belonging to other PCG units.</p> <p>③ Offices for Japanese experts</p> <p>[Finance]</p> <p>Salaries for PCG personnel</p> <p>Operation cost</p> <p>[Others]</p> <p>Authority concerned : DOTC</p> <p>Implementing agency : PCG</p> <p>Project Director:</p> <p>Deputy Commandant for Administration, PCG</p>	<p>&lt; Japanese side &gt;</p> <p>[ Personnel ]</p> <p>① Long-term expert : 5 persons</p> <p>Chief Advisor/Education and Training</p> <p>MARPOL &amp; OSC</p> <p>SAR and ATON</p> <p>MARLEN</p> <p>Coordinator</p> <p>② Short-term expert (when necessary): 3 ~ 4 persons, Expert for SPECIAL RESCUE Expert for MARPOL</p> <p>[Training in Japan]</p> <p>Approximately 20 persons in the 5 years</p> <p>[Equipment]</p> <p>① Equipment &amp; tools for SAR, ATON, MARPOL, OSC, and MARLEN</p> <p>② Computer related</p> <p>③ Audio-Visual Training</p> <p>Equipment:</p> <p>④ Vehicle</p>	

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<p>2-2-4 To draw up a plan of public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL &amp; OSC and MARLEN</p> <p>2-2-5 To conduct public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL &amp; OSC and MARLEN</p> <p>3-1 To review and enhance the standard level of basic knowledge and skills for individual personnel and <u>trainees</u></p> <p>3-2 To identify and improve (if necessary) the facilities required for the conduct of basic training</p> <p>3-3 To develop and/or update the curriculum and syllabus of basic courses</p> <p>3-4 To develop <u>manuals, handbooks and training aid materials</u> for basic courses</p> <p>3-5 To conduct the basic education and training courses with optimum utilization of OJT/unit training</p> <p>3-6 To teach operation and maintenance of equipment procured</p>	<p><b>Project Manager:</b> Commander, CGETC</p>	<p><b>[Facility]</b> Special measures for physical infrastructure development</p>	<p><b>Pre-conditions</b> PCG personnel support the Project</p>
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7<sup>th</sup>

*July*

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ANNEX 5 PLAN OF OPERATION (PO)

Date: March 2002

Project title: The Project on Philippine Coast Guard Human Resource Development

Project Period: 1 July 2002 ~ 30 June 2007

1/1

Activities	2002	2003	2004	2005	2006	2007
	July	July	July	July	July	July
1 To discuss the improvement of education and training managerial situation at CGETC		↑				↑
2-1 To set-up and run the curriculum development committee						
2-2 To define the concrete needs for education and training in the fields of SAR, ATON, MARPOL & OSC and MARLEN		↑				
2-3 To examine IMO model course and discuss on the possibility of its adaptation to CGETC		↑				
2-4 To update or develop the curriculum and syllabus of courses						↑
2-5 To develop textbooks and training aid materials of courses						↑
2-6 To conduct instructor technical training for the counterparts and potential instructors						↑
2-7 To conduct the education and training courses for students at CGETC						↑
2-8 To teach operation and maintenance of equipment procured						↑
3-1 To conduct research so as to identify the seminar needs		↑				
3-2 To develop materials for seminars						↑
3-3 To inform other governmental and private organizations concerned of the seminars offered by CGETC						↑
3-4 To hold seminars						↑
3-5 To draw up a plan of public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL & OSC and MARLEN		↑				
3-6 To conduct public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL & OSC and MARLEN						↑
4-1 To discuss and identify the implementation schedule and person in charge of M & E	★					
4-2 To monitor progress of the Project once a year			★	★	★	★
4-3 To discuss on alteration needed for the Project design based on the monitoring		☆	☆	☆	☆	☆
4-4 To evaluate jointly the project with JICA evaluation study team (midterm and final evaluations)				★	★	★

7-2002

*August*



ANNEX6. Revised Plan of Operation

Date: July 25 2005

Project title: The Project on Philippine Coast Guard Human Resource Development

Project Period: 1 July 2002 ~ 30 June 2007

Activities	2002 July	2003 July	2004 July	2005 July	2006 July	2007 July
1-1-1 To enhance OJT/Unit training system in individual units				↑	↑	↑
1-2-1 To initiate creation of full time faculty system				↑		
1-2-2 To study other organizations' faculty system				↑		
1-2-3 To identify necessary fields of study requiring full-time faculty				↑		
1-2-4 To select candidates to be assigned as faculty members				↑		
1-3-1 To review and improve the evaluation/feedback system on education and training courses				↑		
2-1-1 To set-up and run the curriculum development committee	↑					
2-1-2 To define the concrete needs for education and training in the fields of SAR, ATON, MARPOL & OSC and MARLEN		↑				
2-1-3 To examine IMO model course and discuss on the possibility of its adaptation to CGETC		↑				
2-1-4 To update or develop the curriculum and syllabus of courses		.....				
2-1-5 To develop textbooks and training aid materials of courses		.....				
2-1-6 To conduct instructor technical training for the counterparts and potential instructors		.....				
2-1-7 To conduct the education and training courses for students at CGETC		.....				
2-1-8 To teach operation and maintenance of equipment procured		.....				
2-2-1 To assess the needs for seminars and to develop materials for seminars		↑				
2-2-2 To invite and involve other gov. and private organizations concerned in the seminars offered by CGETC		.....				
2-2-3 To hold seminars		.....				
2-2-4 To draw up a plan of public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL & OSC and MARLEN		↑				
2-2-5 To conduct public awareness activities for companies and citizens in the fields of SAR, ATON, MARPOL & OSC and MARLEN		.....				
3-1 To review and enhance the standard level of basic knowledge and skills for individual personnel and trainees						↑

7<sup>th</sup>

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Activities	2002	2003	2004	2005	2006	2007
	July	July	July	July	July	July
3-2 To identify and improve (if necessary) the facilities required for the conduct of basic training						↑
3-3 To develop and/or update the curriculum and syllabus of basic courses						↑
3-4 To develop manuals, handbooks and training aid materials for basic courses						↑
3-5 To conduct the basic education and training courses with optimum utilization of OJT/unit training						↑
3-6 To teach operation and maintenance of equipment procured						↑

7<sup>th</sup>

*July*

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