

## 8. Evaluation Results

### (1) Relevance

#### Consistency with the Philippine policies

The Project assists the national policies indicated in The Medium-Term Philippine Development Plan (1999-2004 / MTPDP), National Marine Policy (NMP) and ratified international conventions. Both the project purpose and the overall goal were consistent with national policies and ratified international conventions. Consistency of the project has been kept same in the current MTPDP (2004-2010), which aims to enhance maritime safety and security through the ratification of maritime safety and security related conventions. Both the project purpose and the overall goal were consistent with national policies and ratified international conventions, with BHN of Filipinos and Philippine Sea area users, and with needs of neighboring countries.

#### Consistency with Japan's aid policies

The Project is consistent with 'Improvement of Economical Infrastructure - Improvement of marine transportation infrastructure and maritime security' in the framework of "Japan Aid's Policy for the Philippines", therefore the relevance of cooperation is evident.

#### Relevance of the JICA Project to the Philippines

The Project is a component on a Program, "Improvement of Economical Infrastructure - Improvement of marine transportation infrastructure and maritime security" in the framework on Country-Specific Project Implementation Plan of JICA for the Philippines.

#### Contribution for keeping the regional security

"Regional Cooperation Agreement on Combating Piracy and Armed Robbery Against Ship in Asia (ReCAAP)" is an international agreement as the countermeasure for piracy and armed robbery cases in Asia that was suggested by Japanese government. The agreement has taken effect in September and the Philippines have concluded the agreement. Based on the agreement, PCG is going to become the Focal Point and have a responsibility for anti piracy as a unitary maritime law enforcement agency in the Philippines. Therefore, the responsibility of the PCG would be more important. For the purpose, Japan government has to continue in providing necessary assistance for PCG.

#### Technical necessity on Japan's assistance (Japanese technology's superiority)

Japan Coast Guard is the only integrated national coast guard agency among all the East Asian countries since 1948. Its proper organized knowledge and technique has been recognized as the most advanced one in the area.

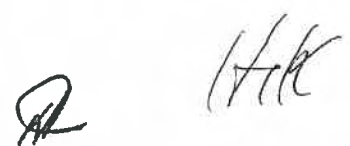
#### Relevance of measures taken in the Project

In light of great loss of life and property, and marine environmental pollution, these were the urgent needs to improve capability of PCG personnel through education and training. Hence the project purpose, outputs and activities taken are highly relevant to solve the urgent needs of Philippine maritime safety and security.

#### Commitment from the Philippine Government

The counterparts for Japanese long-term experts have been assigned continuously during 5 years of the whole Project period. With regards to financial commitment, PCG operated sustainable management through appropriate budget allocation by the Philippine Government.

- 1) Assignment of counterpart personnel: Average 22 personnel had been assigned annually for conducting project activities. (2003-06)
- 2) Provision of office space, the Philippine side provided project office at CGETC.



**(2) Effectiveness**

**Achievement of Project purpose**

2,054 personnel in the PCG will eventually be trained up and qualified through the Seminars by the Project. 454 personnel from the other governmental and private organizations will participate to the seminars. Moreover, 74 qualified trainers in the PCG will be brought up through the activities on the Project. Integration of the elements of developed educational system by the Project and review and improvement of evaluation/feedback system for the curriculum is recognized as remaining tasks for completion of the Project purpose. Thus, the achievement of the Project purpose is underway by the end of the Project.

**Contribution of Outputs for achieving Project Purpose**

As mentioned in "6. Implementation Process", this project trained PCG personnel directly by seminars or trainings, project purpose can be achieved without improvement of the training courses. However, the project is also proceeding to the improvement of the training courses and achievement of the outputs is also expected.

**Factors inhibiting or promoting the achievement of Project purpose**

Contents of MARLEN training should be modified continuously for adapting rapid change of the maritime security condition. Enhancement of basic training course is not enough because it was not included since the beginning of the project. So, basic training course should be enhanced more so that PCG personnel can take appropriate actions in the field.

**(3) Efficiency**

**Achievement of outputs**

Output1: Education and training management system of PCG is enhanced
Output2: Training courses and seminars (SAR, ATON, MARPOL & OSC, MARLEN) of PCG including other governmental and private organization concerned are improved.
Output3: Basic training courses including OJT/unit training are enhanced

Increase in number of OJT/Unit training became almost 3 times bigger than those before the project (Related with Output 1). Instructional and educational materials and curriculum and syllabus for the seminars have been developed by the Project (Related with Output 2 and 3). Development of materials including Website for public awareness campaign has been completed (Related with Output 2). On the other hand, the following elements were recognized as remaining tasks and essential for the completion of the Outputs;

- 1) Initiation of full time faculty system (For Output 1)
- 2) Integration of products developed by the seminars on the Project with the existing training courses in PCG (For Output 2 and 3).

**Modification on the level of achievement**

Before the mid-term evaluation, the project had aimed formulation of the specialist as the coast guard personnel. However, during the first half of the project term, the necessity to improve basic skills and knowledge of the actual PCG's personnel had been recognized. It had been decided to introduce additional training framework for the skills and knowledge improvement. Therefore, practical level of the project purpose has been modified in Indicator 1 on the Project Purpose of the current PDM 3, "2,050 PCG personnel are trained to take appropriate actions in SAR, ATON, MARPOL & OSC and MARLEN by the year 2007". This modification has been decided through a series of discussion on the Workshop at the mid-term evaluation study.

**Quality, quantity and timing of inputs to achieve Outputs**

Following findings are commented through the Experts and PCG counterpart officers.

- 1) Capacity of the Long Term Experts;

The counterpart officers comment that all of the dispatched long term experts were very appropriate with regards to expertise and experience in individual areas.

- 2) Provision of machinery and equipments;
  - Some experts reported that some part of the specification of machinery did not match the request on the application form to JICA, so the machinery was re-procured after the first one arrived.
  - Time for arrangement within JICA had been so long that some equipment arrived after the seminar.
- 3) Quality on Training Ship KOJIMA;
  - Concentrated training activity on KOJIMA was effective in order to get practical skills. At present the PCG young officers who participated the training are key persons on the operation of PCG. It enhanced their positive activity on all the tasks. As commented by the JICA Experts.
- 4) Allocation of the Counterpart Officers by PCG;
  - The JICA experts commented that frequent movement and duplication of the assignment of the same officer has often obstructed the smooth technical transfer.
- 5) Support by related organization on the Project;
  - The Experts stated that appropriate support has been provided by Japan Coast Guard through the project term.

#### (4) Impact

##### Appearance of Impact to achieve Overall goal

Following indicators were collected to know objectively how the capacity of PCG is improved by the project. They indicate remarkable improvement on the mission by PCG. It is observed by the JICA Experts as impact through the achievement of Project Purpose. Guessed key element of causality on this fact is improvement in attitude of the PCG personnel to tackle their tasks positively.

- 1) Number of PCG SAR mission, although it is not dramatic changed, has been stable since 2002, whereas number of casualties decreased remarkably.

Item	2002	2006
PCG SAR mission	65	75
Dead missing casualties	219	154
Rate of dead/missing	16%	4%

- 2) Number of PCG MARPOL mission has remarkably increased since 2002, whereas that of OSC mission has been stable.

Item	2001	2005
NO of PCG OSC mission for the oil spilled accident	13	24
NO of PCG MARPOL for all the mission	1,763	12,913

- 3) Number of PCG MARLEN mission decreased from 2002, however, NO of apprehended persons per incidents have improved. The major reason of this fact as presumed by the JICA Experts, is the effect of the projects that promotes positive attitude of the PCG personnel. A specialist of the Evaluation Team implies that the capacity to solve organizational crime has been improved, and then NO of Apprehended per NO of mission has been increased.

Item	2002	2006

*Handwritten signature*

*Handwritten mark*



(A)PCG MARLEN mission	517	107
(B) Persons apprehended	385	209
(B)/(A)	0.74	1.95

From January to July

- 4) Operation of patrol vessel has been increasing since the implementation of the project, reaching almost three times bigger than 2002.

Item	2002	2006
NO of patrol vessels	2	8
Hours of operation / ship	96	282

**Factors contributing or inhibiting the achievement of Overall Goal**

Important assumption to achieve overall goal is 'Operational conditions of PCG sea & air assets do not deteriorate compared to the situation of the year 2002' PCG sea and air assets had improved since 2002, introducing new disaster response vessels by AUSAID, etc. In this regard, having found no major factors which could hinder the achievement of Overall Goal.

**Unexpected impact**

- 1) Nowadays, many of the Asian countries, U.S. and Australia are interested in the PCG HDR Project as the model case to enhance the capacity of maritime law enforcement agencies. For example, Indonesia and Malaysia requested Japan to begin this kind of Project for their maritime law enforcement agencies. And also, U.S. and Australia appreciated the importance and effectiveness of this project at the "Japan/U.S./Australian anti terrorism meeting".
- 2) The project invited some overseas officer for the 2<sup>nd</sup> ~ 4<sup>th</sup> MARLEN training, which is the quite important opportunity to have good relationship, shearing the information and mutual understanding for all participants. Some of the participants still have been keeping in touch together. The good international relationship among the maritime law enforcement officials would be quite important for their missions.

Moreover also, a long-term expert reported following impact.

**Examples of the enhancement of PCG capabilities in the field of MARLEN**

**A. Examples of conducting large-scale exercise**

Conducting a large-scale exercise requires not only knowledge and skills in such field of specialty. It also includes considerable knowledge in planning, management and coordination. These capabilities will ensure successful conduct directly of the actual mission.

- 1) Completion of the first Anti-Piracy Exercise for Media Coverage;  
On July 15, 2005, PCG conducted the first Anti-Piracy Exercise at Manila Bay for Media Coverage with the support of JICA experts to raise public awareness to the PCG functions and responsiveness to the criminal act of engaging in piracy. The conduct of the exercise is a culmination of the knowledge and skills learned through MARLEN Seminars, Rubber Inflated Boat Trainings (RIB), Boarding exercises, etc conducted under the Project. The RIB donated by JICA was used in this exercise.
- 2) Completion of the Anti-Piracy Exercise for Media Coverage conducted by PCG personnel themselves (without JICA expert's support);  
On August 2005, PCG conducted the Anti-Piracy Exercise at Manila Bay for Media Coverage by PCG personnel only to raise public awareness to the PCG functions and responsiveness to the criminal act of engaging in piracy. The conduct of the exercise is a culmination of success of the former exercise (the above mentioned).
- 3) Completion of the Anti-Terrorism Exercise to the public conducted by PCG personnel themselves

(without JICA expert's support);

On October 2005 PCG conducted the first Anti-Terrorism Exercise at Manila Bay to the public by PCG personnel only to raise public awareness to the PCG functions and responsiveness to the criminal act of engaging in terrorism. In this exercise 2 PCG large vessels, 2 small vessels and 2 airplanes were used. The conduct of the exercise is a culmination of the knowledge and skills learned through MARLEN Seminars, RIB trainings, Boarding exercises, etc conducted under the Project.

4) Completion of the Joint Anti-Piracy Exercise with Japan Coast Guard;

On September 2006 PCG conducted the Joint Anti-Piracy Exercise at Manila Bay with Japan Coast Guard in 4th MARLEN Seminar. In this exercise 2 PCG large vessels, 3 PCG small vessels, 1 PCG airplane, 1 JCG large vessel and 1 airplane were used. The conduct of the exercise is a culmination of the knowledge and skills learned through MARLEN Seminars, RIB trainings, Boarding exercises, etc conducted under the Project. The RIB donated by JICA was also used in this exercise.

**B. Examples of accomplishment of difficult missions;**

Due to the nature of the rate of illegal activities, the rate of illegal activities depends on the situation of each year. In these situations the number of MARLEN mission responding illegal activities is evaluated as increasing.

Not only increase in the number of MARLEN mission but also the enhancement of the quality of MARLEN mission was observed.

The following are examples wherein the PCG pro-actively acted on the information and intelligence gathered, and had made positive apprehensions as a result of the operation.

1) Apprehension of the terrorist group

PCG placed on alert against possible movement of terrorists linked to the plan of acts of terrorism: 'Plan Trident' based on collected information and on July 13, PCG arrested them in a domestic shipping arrived at Metro Manila.

2) Seizure of Explosive Materials

PCG seized more than 600kg of illegal ammonium nitrate in Zamboanga, Mindanao Is. based on collected information. They were materials for explosives and suspected to be the possessions of Abu Sayyaf terrorist-group.

They were concealed in the vessel with the labels of 'dried fish'.

**(5) Sustainability**


**Political, Organizational and institutional sustainability**

PCG has developed its organization as a maritime agency that possesses today 10 Districts, 52 Stations and 182 Detaches nationwide with over 3,900 personnel since establishment in 1967 by Coast Guard Law. PCG has been undertaking Re-organization for the purpose of effective functioning and administrative capability enhancement after transferring to DOTC in 1998. The staff set-up and the personnel workforce are recognized stable, fundamental administrative and managerial capability of the organization is deemed sufficient for the smooth implementation of the Project.

**Technical sustainability**

Through the overview of the Outputs, the process of integrating products by the Seminars with the curriculum and syllabus of the existing PCG's training courses shall be completed, which will secure base of technical sustainability of the improvement effect of the Project. In other word, the completion of the process is essential for the sustainability.

To maintain the stable quality of the education in the PCG after the end of the project, it is vital to secure trainers who will support technical issues. For that, it is necessary to initiate full-time faculty



system defined on the Output 1 within the project term by June 2007.

**Manpower to maintain sustainability**

Following table shows the number of personnel of PCG/CGETC since 2001. Since the beginning of the project at 2002, total number of personnel has been stable at approximately 4,000 personnel, and the number of CGETC personnel has also been increasing steady. This trend shows PCG recognize the importance of the project and shows their positive commitment on the project. In light of these, we found no concern on PCG's institutional sustainability.

Table: Number of personnel PCG/CGETC

Whole PCG		2001	2002	2003	2004	2005	2006	2007
Officers	Plan	N.A	N.A	412	483	558	558	558
	Actual	290	355	359	353	415	400	-
EP	Plan	N.A	N.A	4,692	5,996	7,954	7,954	7,954
	Actual	3,190	3,790	3,065	3,018	3,139	3,130	-
Non-uniformed	Plan	N.A	N.A	502	502	502	502	502
	Actual	502	502	438	452	918	408	-
Grand total	Plan	N.A	N.A	5,606	6,981	9,014	9,014	9,014
	Actual	3,982	4,647	3,862	3,823	4,472	3,938	-
CGETC		2001	2002	2003	2004	2005	2006	2007
Officers	Plan	N.A	N.A	10	13	13	14	15
	Actual	9	9	18	22	25	21	-
EP	Plan	N.A	N.A	48	56	58	58	58
	Actual	46	46	86	84	82	88	-
Grand total	Plan	N.A	N.A	58	69	71	72	73
	Actual	55	55	68	106	107	109	-
CGETC/whole PCG		1.4%	1.2%	1.0%	1.0%	0.8%	0.8%	0.8%

Source: PCG, March 2002 and October 2006

**Financial sustainability**

Budget allocated to PCG has been steadily increasing since 2001 to present (2006), marking around 40% growth since 2001. On the other hand, recent budget of CGETC and education & training budget of whole PCG has been smaller than that of 2002. It will be necessary for securing financial sustainability in future to obtain further budget disbursement for CGETC with estimated expenditure as follows;

- 1) Expansion and development of the human resource development in PCG.
- 2) Maintenance and partial renewal cost for the Training Pool and the equipments in the laboratory provided by the Project.

*(Handwritten initials/signature)*

Planned Operational Program and Budget of PCG (Unit: Pesos)

Item	2001	2002	2003	2004	2005	2006	2007
1) Personnel Services	Planned	N.A	1,341,128,902	1,695,620,400	2,196,090,314	2,415,699,346	2,657,269,280
	Actual	711,230,000	792,460,000	860,907,000	972,630,000	972,630,000	-
2) Maintenance and Operating Expense	Planned	N.A	473,124,250	557,367,907	659,773,961	768,785,319	893,678,676
	Actual	274,912,000	330,871,000	341,169,000	381,820,000	381,820,000	-
	Subtotal	986,142,000	1,123,331,000	1,184,572,000	1,202,076,000	1,354,450,000	-
	Growth	-	13.9%	5.5%	1.5%	12.7%	0%
3) Capital Outlays	Planned	N.A	374,000,000	140,000,000	100,000,000	70,000,000	50,000,000
	Actual	30,000,000	37,000,000	N.A	N.A	N.A	-
	Planned	N.A	N.A	2,392,988,307	2,955,864,275	3,254,484,665	3,600,947,956
Grand total	1,016,142,000	1,160,331,000	1,184,572,000	1,202,076,000	1,354,450,000	1,354,450,000	-

Source: PCG, March 2002 and October 2006

Planned Operational Program and Budget of CGETC (Unit: Pesos)

Item	2001	2002	2003	2004	2005	2006	2007
1) Personnel Services	Planned	N.A	85,120	128,531	158,093	140,703	157,587
	Actual	32,000	52,000	52,000	19,000	85,000	93,000
Maintenance and Operating Expense	Planned	N.A	23,509,080	35,370,180	43,505,321	38,719,736	43,366,104
	Actual	305,000	440,000	355,000	25,000	390,000	223,000
	Actual	6,000	66,000	66,000	5,000	146,000	161,000
	Actual	5,756,000	8,241,000	8,891,000	5,503,000	1,020,000	5,144,000
2.4 Complex	Actual	N.A	84,000	84,000	84,000	54,000	-
	Subtotal	6,099,000	8,883,000	9,448,000	5,636,000	1,641,000	5,675,000
	Growth	N.A	45.6%	6.4%	-40.3%	-70.9%	245.8%
3) Capital Outlays	Planned	N.A	300,000,000	100,000,000	50,000,000	20,000,000	5,000,000
	Actual	3,000,000	3,000,000	N.A	N.A	N.A	-
	Planned	N.A	N.A	135,498,711	93,663,414	58,860,439	48,523,691
Grand total	6,093,000	8,817,000	9,448,000	5,636,000	1,641,000	5,675,000	-

Source: PCG, March 2002 and October 2006



Table Whole education and Training Budget in PCG

(Unit: Pesos)

Item		2001	2002	2003	2004	2005	2006
2) Maintenance and Operating Expense							
02-	Traveling expenses	Plan	N.A	N.A	N.A	N.A	N.A
		Actual	1,667,500	1,339,921	699,000	464,000	342,000
07-	Supplies and Materials	Plan	N.A	N.A	N.A	N.A	N.A
		Actual	3,450,000	6,780,016	4,840,857	3,661,000	1,035,200
17-	Training & Seminar Expense	Plan	N.A	N.A	N.A	N.A	N.A
		Actual	382,500	570,500	144,000	40,000	2,584,000
29-	Other services	Plan	N.A	N.A	N.A	N.A	N.A
		Actual	1,617,000	1,615,500	2,565,280	1,115,000	1,858,000
	Sub total	Plan	N.A	N.A	N.A	N.A	N.A
		Actual	7,117,000	10,100,698	8,890,058	5,515,000	7,078,000
		Growth		41.9%	-12.0%	-38.0%	28.3%
							-35.7%
3) Capital outlays							
36-	Fur, fix, equipment & Books Outlays	Plan	N.A	N.A	N.A	N.A	N.A
		Actual	3,000,000	3,000,000	N.A	N.A	N.A
	Grand total	Plan	N.A	N.A	N.A	N.A	N.A
		Actual	10,117,000	13,100,698	N.A	N.A	N.A

Source: PCG, March 2002 and October 2006



## 9. Conclusion

Philippines Coast Guard Human Resource Development (PCG HRD) Project will achieve all indicators for project purpose set for the development of PCG personnel with knowledge and skills to perform their functions by the end of the project.

Though some existing training courses have to wait for completion of curriculum and syllabus developed or revised on SAR, ATON, MARPOL & OSC and MARLEN, integration of output of seminars and trainings developed by the project into existing training courses in an appropriate manner, will strengthen quality of courses related to SAR, ATON, MARPOL & OSC and MARLEN, thus resulting in the establishment of sustainable training system in PCG. The integration will be completed by the end of the project together with the review and improvement of evaluation/feedback system.

In order to keep a certain level of training quality, full-time faculty system will also initiate in the direction for abolition of duplicate assignment of instructors, to another duty for a certain period of time by the end of the project

Other than those above, it is necessary to pay more serious attention in enhancing some of training courses such as MARLEN and basic course.

## 10. Recommendations

### <Short Term Recommendations>

First two recommendations written below are directly related to the establishment of training system in PCG. Therefore, they are quite important tasks to be completed within the project period, in order to maintain sustainability of the project. Full-time faculty system, in particular, should be improved based on profound understanding generated during PCM workshop held during the final evaluation team's stay.

- 1) Completion of curriculum and syllabus developed or revised on SAR, ATON, MARPOL & OSC and MARLEN with reviewed and improved evaluation/feedback system
- 2) Initialization of full-time faculty system
- 3) Increase in number of Education and Training at local Districts/Stations

### <Long and Mid Term Recommendations>

- 1) Up-dating of contents of MARLEN according to rapid progress of law enforcement skills and knowledge.  
Currently, security knowledge and skills are progressing in line with the intensification of international maritime crime. Therefore, it is necessary to catch up with advanced knowledge and skills regularly.
- 2) Upgrading basic skills and knowledge for seamen to cope with actual situations  
Shipboard training and Rubber boat training were included as components in strengthening basic courses as a result of the recommendation of the mid-term evaluation. However, PCG personnel's knowledge and skills are at low level to cope with actual situation.
- 3) Securing necessary amount of budget for future demand such as upgrading training courses and maintenance cost for equipment
- 4) Maritime safety and security can be secured only when international cooperation is smoothly coordinated because sea is a seamless ground beyond country border. Therefore training together with neighborly countries in the region to share common knowledge and skills is very vital.



## 11. Lessons learned

- (1) **Dispatch of Administrative Assistance mission would enable stakeholders to deepen the understandings on the problems, difficulties of the project.**

The project implementation plan was revised to adjust the actual status of PCG, which might be evaluated as negative in terms of its consistency with PDM and Project Document. To make them understand the actual status and inevitability of the revision of activities, it would be effective to request the mission and explain the actual situation.

- (2) **Effectiveness of project-type cooperation for human resource development in the field of coast guard**

Capacity building of PCG personnel by using technical cooperation scheme turned out to be very successful from two viewpoints below;

- 1) Field covered by coast guard is too huge to be treated by small cooperation scheme
- 2) Combination of equipment and facility with appropriate techniques in a concentrated manner can be applied in the scheme

- (3) **Importance of counterpart capacity**

One of the reasons why technical transfer has been successfully done to PCG personnel in this project is up to its inherent characteristics, related to PCG administrative system as follows;

- 1) Well arranged recruiting system
- 2) Explicit promotion system
- 3) Well functioning of decision making process
- 4) Well maintained disciplined manner
- 5) PCG is actually independent with generally recognized performance even if it is under DOTC formally.

- (4) **How to spread knowledge and skills given through seminar/training successfully**

Allocation of personnel who took part in seminar/training plays a very important role to disseminate knowledge and skills gotten from seminar/training. Therefore he/she should be assigned to the most appropriate post to utilize and disseminate them fully.

- (5) **Effective learning sequence for some subjects**

In order to acquire knowledge and skills of risky operational subject such as pilot activity in the field, learning based on a sequence of actions is effective. It is composed of four steps, a) Lecture, b)Simulation, c) Practice training and d)OJT.



List of ANNEX
01 - Project Design Matrix Ver-1
02 - Plan of Operation Ver-1
03 - Project Design Matrix Ver-2
04 - Plan of Operation Ver-2
05 - Project Design Matrix Ver-3
06 - Plan of Operation Ver-3
07, 08 - Japanese Experts and Counter Parts Assignment Period
09 - CP Training in Japan & KOJIMA Training
10 - List of Equipment
11 - Local Cost Expenditure (Japanese side)
12 - Operational Cost (CGETC budget)
13 - List of Products
14 - CGETC STATION LIST
15 - ORGANIZATIONAL STRUCTURE
16 - Memorandum of Workshop at Terminal Evaluation Study, October 23, 2006
17 - List of Participants1023 WorkShop

*[Handwritten signatures]*

PDM Version-1 Project title: The Project on Philippine Coast Guard Human Resource Development Date: March 2002

Project area: Whole nation of the Philippines Target 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</p> <p>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) at CGETC 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>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



Activities	Inputs		Recruitment of PCG
	< 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>[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: Deputy Commandant for Administration, PCG</p> <p>Project Manager: Commander, CGETC</p>	<p>&lt; Japanese side &gt;</p> <p>[ Personnel ]</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</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 Equipment: ④ Vehicle</p> <p>[Facility]</p> <p>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>

**PLAN OF OPERATION (PO) Ver-1**

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)					★	★

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:</p> <p>DOTC</p> <p>Major marine accidents: PCG</p> <p>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>[Personnel]</p> <p>? Counterpart: At least 2 persons for each Japanese expert</p> <p>? Secretary for Japanese experts: 1 person</p> <p>[Facility and equipment]</p> <p>? Existing facilities and equipment belonging to the CGETC</p> <p>? Existing equipment belonging to other PCG units.</p> <p>? 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><b>Project Director:</b> Deputy Commandant for Administration, PCG</p> <p><b>Project Manager:</b> Commander, CGETC</p>	<p>&lt; Japanese side &gt;</p> <p>[ Personnel ]</p> <p>? 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>? Short-term expert (when necessary): 3 ~ 4 persons, Expert for SPECIAL RESCUE</p> <p>Expert for MARPOL</p> <p>[Training in Japan]</p> <p>Approximately 20 persons in the 5 years</p> <p>[Equipment]</p> <p>? Equipment &amp; tools for SAR, ATON, MARPOL, OSC, and MARLEN</p> <p>? Computer related</p> <p>? Audio-Visual Training</p> <p>Equipment:</p> <p>? Vehicle</p> <p>[Facility]</p> <p>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>Pre-conditions PCG personnel support the Project</p>



PLAN OF OPERATION (PO) Ver-2

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)					★	★

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 à-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><i>The operational conditions of PCG sea &amp; air assets do not deteriorate compared to the situation of the year 2001</i></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><i>Training policies of PCG personnel do not change dramatically as planned for the next five years</i></p>

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



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><b>Project Director:</b> Deputy Commandant for Administration, PCG</p>	<p>&lt; Japanese side &gt;</p> <p>[ Personnel ]</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 [Training in Japan] 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 Equipment: ④ Vehicle</p>

<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 manuals, handbooks and training aid materials 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>
--	---	---	--



Revised Plan of Operation Ver-3

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	2003	2004	2005	2006	2007
	July	July	July	July	July	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						↑

*A*  
*(H)K*

Activities	2002 July	2003 July	2004 July	2005 July	2006 July	2007 July
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						↑

*A* *AK*



EXPERT's Assignment Period  
(Expert Assignment Period)

EXPERTS	M/M	2002												2003												2004												2005												2006												2007											
		7	8	9	10	11	12	1	2	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	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12						
<b>KOZO TANAKA</b> Chief Advisor 1 July 2002 - 30 June 2006	60	↓																																																												↑											
<b>NOBUHARU KAGAMI</b> Marine Pollution Prevention/ Oil Spill Combating 1 July 2002 - 30 June 2005	36	↓																																				↑																																			
<b>TAKAHIRO OKUBO</b> Marine Pollution Prevention/ Oil Spill Combating 20 June 2005 - 30 June 2007	24																																					↓																								↑											
<b>YOKU SANTO</b> Search and Rescue/ Aids to Navigation 1 July 2002 - 30 September 2005	39	↓																																																												↑											
<b>HIDEKI NOGUCHI</b> Search and Rescue/ Aids to Navigation 20 Sept 2005 - 30 June 2007	21																																																													↑											
<b>ATSUSHI TOHYAMA</b> Maritime Law Enforcement 1 July 2002 - 30 March 2005	35	↓																																																												↑											
<b>SOSUKE HAMAGUCHI</b> Maritime Law Enforcement 20 March 2005 - 30 June 2007	25																																																													↑											
<b>Masuda / TOSHIYUKI OMACHI</b> Project Coordinator 1 July 2002 - 18 September 2005	39	↓																																																												↑											
<b>MASAHIRO HASEGAWA</b> Project Coordinator 4 Sept 2005 - 30 June 2007	21																																																													↑											
<b>Total M/M</b>	<b>300</b>																																																																								

LONG TERM EXPERTS





EXPERT's Assignment Period  
(Expert Assignment Period)

A/M	2002												2003												2004												2005												2006												2007																																																																																			
	7	8	9	10	11	12	1	2	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	6	7	8	9	10	11	12	1	2	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	6	7	8	9	10	11	12																																																																		
EXPERTS																																																																																																																																																
MAKAYOSHI KOMURO Maritime Pollution Analysis 5 - 16 October 2004	<div style="display: flex; justify-content: space-between;"> <span>0.5</span> <span>2004: 10</span> </div>																																																																																																																																															
HIDETOSHI MATSUO Oil Spill Analysis 5 - 16 October 2004	<div style="display: flex; justify-content: space-between;"> <span>0.4</span> <span>2004: 10</span> </div>																																																																																																																																															
OSAKU TAKEDA Maritime Pollution Prevention 5 November - 3 December 2004	<div style="display: flex; justify-content: space-between;"> <span>1</span> <span>2004: 11, 12</span> </div>																																																																																																																																															
KOJI TANAKA Maritime Disaster Prevention 5 November - 3 December 2004	<div style="display: flex; justify-content: space-between;"> <span>1</span> <span>2004: 11, 12</span> </div>																																																																																																																																															
SAKURA NAGAOKA International Maritime Law & Convention 14 - 26 November 2004	<div style="display: flex; justify-content: space-between;"> <span>0.4</span> <span>2004: 11</span> </div>																																																																																																																																															
MAKOTO MAKINOSE Methods of Inspection of Ships/ Arresting Techniques 14 November - 12 December 2004	<div style="display: flex; justify-content: space-between;"> <span>1</span> <span>2004: 11, 12</span> </div>																																																																																																																																															
HIROAKI KAKOUSE Operation & Management of Maritime Law Enforcement 25 November - 05 December 2004	<div style="display: flex; justify-content: space-between;"> <span>0.4</span> <span>2004: 11, 12</span> </div>																																																																																																																																															
TOSHIHIKO SHINKAI Methods of Criminal Investigation 1 - 12 December 2004	<div style="display: flex; justify-content: space-between;"> <span>0.5</span> <span>2004: 12</span> </div>																																																																																																																																															
KUNIYOSHI WAKABAYASHI Search and Rescue 3 - 24 February 2005	<div style="display: flex; justify-content: space-between;"> <span>0.7</span> <span>2005: 2</span> </div>																																																																																																																																															
KAZUYUKI TANAKA Aids to Navigation 28 February - 18 March 2005	<div style="display: flex; justify-content: space-between;"> <span>0.7</span> <span>2005: 2, 3</span> </div>																																																																																																																																															
HIROSHI SOMA Aids to Navigation 29 August - 16 September 2005	<div style="display: flex; justify-content: space-between;"> <span>0.6</span> <span>2005: 8, 9</span> </div>																																																																																																																																															
NORIKAZU HIGUCHI Maritime Pollution Analysis 7 November - 6 December 2005	<div style="display: flex; justify-content: space-between;"> <span>1</span> <span>2005: 11, 12</span> </div>																																																																																																																																															
KOJI TANAKA Oil Spill Analysis 7 November - 6 December 2005	<div style="display: flex; justify-content: space-between;"> <span>1</span> <span>2005: 11, 12</span> </div>																																																																																																																																															







COUNTERPART'S Assinment Period  
(CP Assinment Period)

COUNTERPART	2002												2003												2004												2005												2006												2007					
	7	8	9	10	11	12	1	2	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	6	7	8	9	10	11	12	1	2	3	4	5	6	1	2	3	4	5	6												
RADM DOMINGO T ESTERA (Ret.) Project Director August 2002 - September 2003 Present Assign: Retired	↕																																																																	
RADM ELPIDIO B PADAMA PCG (Ret.) Project Director December 2003 - December 2005 Present Assign: Retired													↕																																																					
RADM DAMIAN L CARLOS PCG Project Director January 2006 - Present																									↕																																									
RADM DANILLO A ABINOJA PCG Project Manager / Education and Training August 2002 - December 2003 Present Assign: PCG, Dep Commandant for Operations	↕																																																																	
COMMO NOLI C FLORES PCG Project Manager / Assistant Project Director December 2003 - June 2005 January 2006 - Present													↕																																																					
RADM WILFREDO D TAMAYO PCG Project Manager / Assistant Project Director June 2005 - January 2006 Present Assign: CGOF, Commanding Officer																									↕												↕																													
CAPT CECIL R CHEN PCG Assistant Project Manager / Education and Training August 2002 - February 2003 Present Assign: CG District Northern Luzon	↕																																																																	
CAPT RODOLFO D ISORENA PCG Assistant Project Manager / Education and Training February - December 2003 Present Assign: CG District Bicol													↕																																																					
CAPT ATHELO L YBANEZ PCG Assistant Project Manager / Education and Training December 2003 - February 2004 Present Assign: SAR 3502, Executive Officer																									↕												↕																													
CAPT AARON T RECONQUISTA PCG Counterpart for SAR (Dec 03-Feb 04) / Assistant Project Manager / Education and Training (Feb 04-Mar 05) Present Assign: HSG (PMO)/ ACO, CGAG, Acting CO																									↕												↕												↕																	













