

2. Minutes of Meeting 2次


**MINUTES OF MEETING
BETWEEN
THE 2nd JAPANESE PREPARATORY STUDY TEAM
AND
THE PHILIPPINE NATIONAL POLICE (PNP)
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
PNP'S ANTI-CRIME CAPABILITY ENHANCEMENT PROGRAM**

In response to the request of the Government of the Republic of the Philippines (hereinafter referred to as "GRP"), Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the second preparatory study team (hereinafter referred to as "the Team") headed by Mr. Michio Kanda, Special Technical Advisor, JICA. The Team visited the Philippines from February 27 to March 5, 2008, in order to determine the framework for firearms control component in line with other program components of the request, "Program for PNP's Anti-crime Capability Enhancement including (i) Project for Capability Enhancement for Crime Scene Investigations and (ii) Enhancement for Firearms Control and Firearms Law Enforcement in the Philippines."

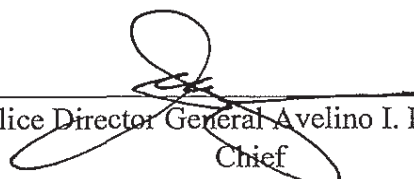
During its stay in the Philippines, the Team had a series of discussions with the authorities concerned of the GRP.

As a result of the discussions, both sides came to reach a common understanding concerning the matters referred to in the documents attached hereto.

Quezon City, March 3, 2008



Mr. Michio Kanda
Leader
Japanese Preparatory Study Team II
Japan International Cooperation Agency
(JICA)



Police Director General Avelino I. Razon, Jr.
Chief
Philippine National Police
(PNP)

ATTACHED DOCUMENTS

I. Background of the Study

The GRP submitted a project request – “Program for PNP’s Anti-crime Capability Enhancement including (i) Project for Capability Enhancement for Crime Scene Investigations and (ii) Enhancement for Firearms Control and Firearms Law Enforcement in the Philippines” – to the Government of Japan in July 2006 (see Annex I).

In response to the request, JICA dispatched the first preparatory study team in October 2007 in order to examine the possible collaboration framework for the request. The team confirmed that the request was in line with PNP policies and plans; PNP has “PNP Medium-term Development Plan (2004-2010)” and “PNP Integrated Transformation Program.” The two documents showed that PNP has been committed in reducing illegal firearms in the Philippines and in enhancing PNP’s capabilities in evidence-based investigation with the priority of upgrading Crime Laboratory. The first preparatory study team and the PNP officials reached the common understanding that JICA’s cooperation to PNP should be managed as a program, and that a program manager / advisor to Chief of PNP be dispatched in order to maximize the effects of JICA’s cooperation for PNP’s capability enhancement.

II. Purpose of the Second Preparatory Study

The first preparatory study team concluded that further studies would be necessary to identify the appropriate cooperation framework for firearms control since the request contained many items and involved various sections of PNP. The first preparatory study team also found that PNP had already launched various initiatives for database establishment effective for gun control although the request mainly listed the needs for database establishment and management. The team concluded that the cooperation on firearms control might better focus on the components other than database establishment.

The Team (see Annex II) was thus dispatched in order to determine the desirable plans for JICA’s support for PNP’s firearms control efforts. The second preparatory study was implemented for the purpose of 1) conducting preliminary evaluation of technical cooperation for firearms control, 2) confirming the framework of the whole cooperation program, and 3) signing Minutes of Meeting between the representative of PNP and the Team.

III. PNP's Anti-crime Capability Enhancement Program

Both sides accepted the following concept of the program.

i. The Title of the Program

The program would be called "the Program for PNP's Anti-crime Capability Enhancement" (hereinafter referred to as "the Program").

ii. The Outline of JICA's Cooperation Program

The Program consists of three pillars.

A) Crime Scene Investigations

This pillar is composed of JICA's current collaboration to PNP.

- a) Expert dispatch in the area of forensic science (Japanese Fiscal Year/JFY 2006 - 2008)
- b) Expert dispatch in the area of initial investigation (JFY 2007-2009)
- c) Technical cooperation project for AFIS ("Project to build up the operation of Automated Fingerprint Identification System (AFIS)"; JFY 2006-2009)
- d) Nationwide in-country training for processing fingerprints and crime scene investigations (JFY 2006-2010)

B) Firearms Control

C) Program Manager / Advisor to Chief, PNP

iii. The Coordination Mechanism

The Director for Plans, PNP, would be in charge of the Program coordination within the PNP. The Directorate for Plans would work closely with JICA Philippine Office for establishing the management system of the Program.

IV. Program Manager / Advisor to Chief, PNP

The Team and PNP confirmed that Program Manager / Advisor to Chief, PNP (mentioned in 6. (6) of the request) would be dispatched, and that timing would be around in September 2008.

The Program Manager/Advisor to Chief, PNP, will have an office within the National Headquarters, PNP.

The Program Manager / Advisor to Chief, PNP, will be mainly in charge of the following three things:

- i. to manage the Program and to coordinate program components for enhancing the Program's effects;

- ii. to formulate and update the plan of the Program by collecting information relevant to the Program and examining PNP's various initiatives and activities; and
- iii. to make recommendations to Chief, PNP, in the area related to the Program.

PNP will make the best efforts in fulfilling the requirement of the Program Manager / Advisor to Chief, PNP, in order for the Program Manager / Advisor to Chief, PNP to accomplish his task.

V. Cooperation for PNP's Capacity Development in Firearms Control

Both parties agreed that the cooperation in the field of firearms control would be managed as a technical cooperation project with its outline as follows. Both sides also agreed that the activities of the project should be refined before commencing the project with the results of supplementary works and of further discussions between PNP and JICA.

i. Project Title

The title of the project would be the "Project for PNP's Capability Enhancement for Firearms Control in the Philippines."

ii. Outline of the Project

<Overall Goal>

Illegal/loose firearms available in the Philippines are reduced.

<Project Purpose>

The capability of PNP's related units for basic firearms control is enhanced.

<Outputs>

1. PNP's officers at each relevant unit accumulate the knowledge of gun tracing and of related measures/operations against illegal/loose firearms.
2. PNP's officers at each relevant unit accumulate the knowledge of the recovery of illegal/loose firearms.
3. PNP's officers at each relevant unit accumulate the knowledge of facilitating firearms license renewal.
4. Counterparts at Crime Laboratory Group obtain the effective skills to recover obliterated serial number of firearms.

<Activities> (common for all the outputs)

1. To analyze PNP's plans and current activities related to the outputs and

identify the problems faced by and the needs of PNP

2. To develop/improve training curriculum/plans based on the analysis of 1. and prepare necessary materials
 3. To conduct training courses for PNP officers (PNP HQs and National Capital Region)
 4. To monitor the training results and improve the courses/materials/curriculum
- * The initially-targeted relevant units are at PNP HQs level. Training activities for PNP police officers and experts' activities on problem analysis / data collection would be centered in National Capital Region.

iii. Project Duration

The duration of the project would be two years, desirably starting in the fall of 2008. The starting date would be determined and signed in the R/D.

iv. Necessary Arrangement for Launching the Project

The Team and PNP agreed that a working group or project management team must be established under the Directorate for Operations, PNP, before launching the project in order for the effective implementation of the project.

PNP must assign Project Director, Project Manager, and counterparts for the implementation of the project as well as the members of joint coordinating committee on the Philippine side.

v. Supplementary Work

The Team confirmed the necessity of supplementary information and discussions in order to determine the details of project activities. Supplementary work would be conducted in order to refine the project activities and to develop the draft version of Project Design Matrix. The schedule and methods of supplementary work would be notified to PNP via JICA Philippines Office. PNP welcomed the idea of supplementary work and promised the cooperation and support.

VI. Following Steps and Procedures

The Team explained to the PNP officials the following steps and procedures for launching the Program. PNP understood the process and expressed its full support. JICA Philippine Office was appointed as a contact point regarding the procedure.

i. Submitting a Letter to NEDA

PNP will inform NEDA of the results of JICA's preparatory study as the study results showed that the Program should be managed in a way to best suit JICA's modes of cooperation. The Team appreciated the Directorate for Plans for its support and understanding for the procedure.

ii. Signing the Record of Discussions (R/D)

In order to launch the "Project for PNP's Capability Enhancement for Firearms Control in the Philippines," the R/D should be signed between the representatives of PNP and JICA. The details would be discussed before signing the R/D.

iii. Submitting requests for Japanese Fiscal Year 2009

The Team explained that if PNP would like JICA's continuous support for the on-going collaboration of crime scene investigation component of the Program, PNP would have to submit the request for the extension or renewal for the activities / components which are scheduled to end during the JFY 2009 (April 2009 – March 2010).

Annex I

Copy of the Request “Program for PNP’s Anti-crime Capability Enhancement including (i) Project for Capability Enhancement for Crime Scene Investigations and (ii) Enhancement for Firearms Control and Firearms Law Enforcement in the Philippines”

Annex II

Member List of the Second Preparatory Study Team

Annex III

List of Meeting Attendants (Representatives at PNP)



APPLICATION FORM FOR JAPAN'S TECHNICAL COOPERATION PROJECT

1. **Date of Entry:**
July 10, 2006
2. **Applicant:**
The Government of the Philippines
3. **Project Title:**
Program for PNP's Anti-Crime Capability Enhancement, including (i.) Project for Capability Enhancement for Crime Scene Investigations and (ii) Enhancement for Firearms Control and Firearms Law Enforcement in the Philippines
4. **Implementing Agency:**
Philippine National Police

Address:
Office of the Deputy Chief for Operations
Camp Crame, Quezon
City, Metro Manila

Contact Person:
PDDIR ISIDRO S LAPEÑA

Telefax Number: 063 722 4085

E-Mail: sidlapena73@yahoo.com

5. **Background of the Project:**

(i) Crime Scene Investigations

No government can maintain public safety without successfully identifying, prosecuting and punishing the person(s) responsible for serious crimes. To preserve the crime scene and to collect physical evidence on the scene are indispensable for successful law enforcement. The PNP has invited experts in crime scene investigations from the Japanese police for technical assistance since 1982 and is planning to enhance its capability for crime scene investigations to live up to the expectation of the public.

(ii) Firearms Control and Firearms Law Enforcement in the Philippines

The call made by Senior Police Superintendent Shigeru Yotoriyama, Director, International Assistance, International Affairs Division of the Japan National Police Agency (JNPA) last May 9, 2006 to Police Director General Arturo C Lomibao, Chief, Philippine National Police (PNP) resulted in the proposed cooperation between the PNP and JNPA to minimize, if not eradicate firearms smuggling and the proliferation of illegal/"loose" firearms in the Philippines. The Philippines has been identified as among the sources of illegal firearms which are seized in other countries. Philippine ports are being used by illegal traders for international smuggling of illegal firearms.

An illegal/"loose" firearm can be defined as a firearm that is unlicensed and those licensed firearms which are not renewed, regardless of type, make or source.

Presently, there is the existing problem of firearms smuggling, proliferation of illegal/"loose" firearms and unregulated use of licensed firearms, consisting of various caliber and make in the country which created a situation inimical to the realization of a peaceful environment. Estimates may not present the real picture of the illegal/"loose" firearms in the country today. A rise in the number of illegal/"loose" firearms means not only that there are more firearms available for

use by criminal elements but even by law-abiding citizens who find it necessary for personal protection from criminal elements.

The Philippine National Police, concurrent with its mission conducts aggressive and sustained police operations against holders of illegal/"loose" firearms and those who carry their licensed firearms outside their residence without Permit to Carry Firearms Outside Residence (PTCFOR). The Firearms Information Management System (FIMS) of the PNP has been upgraded to include information on gun clubs, explosives and firing ranges.

Firearms Amnesty Programs were conducted wherein the holders of illegal firearms were made to present and have their firearms licensed. Communists insurgents and Muslim secessionists are not participating in the Firearms Amnesty Program of the Government, resulting to added proliferation of illegal/"loose" firearms in the country.

6. Outline of the Project:

(1) Overall Goal:

Enhancement of public safety in the Philippines

(2) Project Purpose:

- A. Enhancement of PNP's capability for crime scene investigations.
- B. Reduction of illegal firearms available in the Philippines

(3) Outputs:

- A. Prosecution/conviction rate for serious crimes rises.
- B. PNP's Firearms Database is upgraded.
- C. A new database for seized firearms is established.
- D. More illegal firearms are seized or recovered.

(4) Project Activities:

- A. Advise the Chief, PNP and other PNP Generals related on policy planning and management for crime scene investigations and firearms control.
- B. Coordinate activities of Japanese experts for crime scene investigations, for forensic evidence collection, for photography and for automated fingerprint identification system.
- C. Advise PNP on better preservation of the crime scenes.
- D. Advise PNP on better collection of physical evidence on crime scenes.
- E. Advise PNP on making maximum use of Automated Fingerprint Identification System (AFIS) to identify, prosecute and punish the person(s) responsible.
- F. Advise PNP on better coordination with prosecutors for each serious crime case.
- G. Provide training on preservation of crime scenes.

H. Provide training on collection of physical evidence on the crime scenes.

I. Advise PNP on further computerization of PNP's firearms database and provide PNP with related training.

J. Advise PNP on further facilitation of firearms license renewal and provide PNP with related training.

K. Provide training on recovering obliterated firearms serial numbers.

L. Provide training on international gun tracing.

M. Provide training on law enforcement against illegal firearms.

(5) Input from the Recipient Government:

A. Project Director
The Deputy Chief for Operations

B. Project Managers

(i) Capability Enhancement for Crime Scene Investigations
The Director for investigation and Detective Management

(ii) Capability Enhancement for Firearms Control and Law
Enforcement
The Director for Operations

C. Project Members
The Director for Human Resource and Doctrine
The Director for Plans
The Director for Intelligence
Director, Criminal Investigation and Detection Group
Director, Crime Laboratory
Director, Civil Security Group
Director, Maritime Group
Director, Computer Service
Director, Engineering Service
Chief, Firearms and Explosives Division

D. Project office
Directorate for Plans

E. Training facility
PNP Training Service
PNP Detective School

F. Local cost for daily routine activities
Internet Service Provider Cost
Electricity
Maintenance of Vehicles and Office Equipment
(Projected running expenses for the project activities to be shouldered by PNP)



(6) **Input from the Japanese Government:**

- A. Program Manager (Advisor to Chief, PNP)
1 person x 2 years x twice
- B. Project leader for crime scene investigations
1 person x 2 years x twice
- C. Long-term expert for crime scene investigations
1 person x 2 years x twice
- D. Long-term expert for crime scene forensic evidence collection
1 person x 2 years x twice
- E. Short-term expert for photography
1 person x 1 months/year x 4 years
- F. Long-term expert for firearms control & firearms law enforcement
1 person x 2 years x twice
- G. Short-term expert for firearms database building
2 persons x 3 months
- H. Short-term expert for recovering obliterated serial numbers
1 person x 1 months/year x 4 years
- I. Short-term expert for international gun tracing
1 person x 0.5 month/year x 4 years
- J. Expert from a third-country
1 person x 0.5 month/year x 4 years
- K. Counter part training in Japan
5 persons x 0.5 month/year x 4 years
- L. Training/courses/seminars/workshops in the Philippines
 - a. Preserving crime scenes
 - b. Collecting latent fingerprint in crime scenes
 - c. Police-prosecutor communication
 - d. Computer system management
 - e. Recovering obliterated serial numbers
 - f. International gun tracing
- Law enforcement against illegal firearms
- M. Equipment
 - a. Office equipment / Information Technology
 - 1. Work stations
 - 2. Laptop computers
 - 3. Computer printers
 - 4. Servers and data bases
 - 5. Multimedia projector sets
 - 6. Scanners
 - 7. Uninterrupted power supplies
 - 8. Tables and chairs
 - 9. Filing cabinets
 - b. Computer software
 - 1. Windows XP Operating Systems
 - 2. Data / record management Systems
 - 3. Others (Microsoft Office, antivirus, graphic, etc)

- c. Surveillance equipment
 - 1. Handheld video cameras
 - 2. Digital cameras
 - 3. Digital underwater cameras
 - 4. Body wire monitoring devices
 - 5. Digital listening devices
- d. Special equipment
 - 1. Binoculars with night vision
 - 2. Night vision goggles
 - 3. Thermal imaging scopes
 - 4. Metal detectors
 - 5. Bullet proof vests
- e. Radio communication systems
 - 1. Handheld radios
 - 2. Base radios
- f. Vehicles
 - 1. Coasters
 - 2. Vans
 - 3. Motorcycles

N. Facilities

- a. For license renewal and enlightenment
 - 5 districts in Metro Manila
- b. Networking FED Host-computer terminal with terminals in satellite Offices/PNP Clearance System
- c. For recovering obliterated serial numbers

7. Implementation Schedule:

July 2007 through June 2011 (4 years)

8. Implementing Agency:

Philippine National Police

9. Related Activities:

A. Executive Order No. 360 (Amnesty Program)

Executive Order of the Government wherein holders of illegal firearms were made to present and have their firearms licensed.

B. LOI KATAPAT

Letter of instruction from the PNP regarding the possession of illegal/"loose" firearms and carrying of firearms without Permit to Carry Firearms Outside Residence (PTCFOR)

C. LOI PAGLALANSAG OMEGA

Continuing campaign of the government to neutralize, dismantle and disband all private armed groups in the Philippines.

D. OPLAN BAKAL

Continuing campaign of the PNP against holders of illegal/"loose" firearms and those who carry their licensed firearms outside their residence without Permit to Carry Firearms Outside Residence (PTCFOR).

10. Gender Consideration:

Female personnel of the PNP shall be given equal opportunity as appropriate in the implementation of the program.



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11. Environmental and Societal Considerations:

Presence of Identified armed groups/secessionist (MILF, CPP/NPA/NDF, ASG and others) and presence of private/partisan armed groups.

12. Relation with the Millennium Development Goals (MDGs):

The PNP aims to minimize, if not eradicate firearms smuggling and the proliferation of illegal/"loose" firearms in the Philippines. The achievement of this goal will help in preventing and controlling criminal acts and thus will help in maintaining peace and order and ensure public safety and internal security.

13. Beneficiaries:

The direct beneficiary of this project will be the Philippine National Police and the community it serves

14. Security Conditions:

Presence of Identified armed groups/secessionist (MILF, CPP/NPA/NDF, ASG and others) and presence of private/partisan armed groups.

15. Others:

Undertakings of the Philippine Government

- (1) Negotiation with the National Bureau of Investigations for accessibility to mutual fingerprint database
- (2) Creation of a permanent unit against illegal firearms
- (3) Establishment of regional satellite offices
- (4) Upgrading of the PNP firearms database
- (5) Building of a new database for firearms seized as illegal and for the results of gun tracing
- (6) Starting to systemically trace the origin and ownership of the foreign-made firearms seized in the Philippines
- (7) Feasibility study on measures to facilitate firearms license renewal, for example making license renewal prerequisite for PNP/NBI clearance or for driver's license renewal



Annex II Member List – Second Preparatory Study on PNP's Anti-crime Capability Enhancement Program

	Name	Job Title	Occupation
1	Mr. Michio Kanda	Team Leader	Special Technical Advisor Japan International Cooperation Agency (JICA)
2	Mr. Shigeru Yotoriyama	Capacity Development in Evidence-based Investigation	Police Chief Superintendent / Director for International Assistance National Police Agency (NPA)
3	Mr. Akihiro Ogisawa	Capacity Development in Firearms Control	Police Senior Superintendent International Affairs Div., NPA
4	Ms. Shoko Kato	Cooperation Planning	Senior Program Officer Social Development Dept., JICA




Annex III - List of Meeting Attendants (Representatives at PNP)

PD Romeo T. Ricardo, Director, Office of the Directorate for Plans

PCSupt Fidel Cimatú, Jr., Deputy Director, ODPL

PSSupt. Timoteo G. Pacleb, Chief, International Affairs Division, ODPL

PCI Raquel B Lingayo, ODPL

PCSupt Raul L. Castaneda, Director, Criminal Investigation and Detection Group

PSSupt. Asher Dolina, Chief Directorial Staff, CIDG

PSupt. Rene D. Ong, Chief, Intelligence Division, CIDG

PSupt. Rex Acabado, Chief, Operations Division, CIDG

PSupt. Felipe R. Natividad, Deputy Chief, Intelligence Division; concurrent Chief, Counter Intelligence Operation Branch, CIDG

PSupt Rino V Corpuz, Assistant Chief, CIOB-CIDG

PSI Marilyn C. Yap, Deputy, Case Monitoring Division, Directorate for Investigation and Detective Management

PSupt John Luglug, Representative, RAD, DIDM

PCSupt. Silverio D. Alarcio, Jr., Director, Directorate for Operations

PSupt. Faro Antonio Olaguera, Assistant Chief, Law Enforcement Division, DO

PCI Jose Manalad Jr. Chief, High Profile Crime Section, Law Enforcement Division, DO

PCSupt. Florencio Caccam, Jr., Director, Firearms and Explosives Division, CSG

PSSupt Danilo L Maligalig, Chief, OMB, FED, CSG

PSSupt Napoleon Estilles, Deputy , FED, CSG

PCI Mary Grace Madayag, Foreign Liaison Division, Directorate for Intelligence

PSSupt. Francisco S. Manalo, Jr., Deputy Director for Administration, Crime Laboratory

PSSupt. Liza M. Sabong, Chief Directorial Staff, CL

PSupt. Jesus B. Vinluan, Assistant Director for Operations, CL

PSupt. Elimer Catabay, Chief, Training, CL
PSupt. Angeles V. Hernandez, Fingerprint Identification Division, CL
PSupt. Reynaldo De Guzman, Firearms Identification Division, CL
PSupt. Julita De Villa, Physical Identification Division, CL
PCI Daniel A Lomboy, Deputy Chief, FAID-Crime Laboratory
PSSupt. Benedicto Lopez, Chief, School for Investigation and Detective Development
SPO1 Zachary M. Capellan, Chief, Clerk, SIDD
PO3 Marlon C. Torres, Course/Action PNCO, SIDD
PSupt. Nino Rabaya, Asst. C, ITPD, Human Resource and Detective Development
PSSupt. Cesar Binag, Deputy Chief of Staff, Program Management Office
PSSupt. Ma. O R. Aplasca, PMO
PSupt Warren Gaspar Tolito, PMO
PCI Frederick Obar, PMO

3. Minutes of Meeting 3次


**MINUTES OF MEETING
BETWEEN
THE JAPANESE IMPLEMENTATION STUDY TEAM
AND
THE PHILIPPINE NATIONAL POLICE (PNP)
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR PNP'S CAPABILITY ENHANCEMENT
FOR FIREARMS CONTROL IN THE PHILIPPINES**

In response to the request of the Government of the Republic of the Philippines (hereinafter referred to as "GRP"), Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the implementation study team (hereinafter referred to as "the Team") headed by Mr. Michio Kanda, Special Technical Advisor, JICA. The Team visited the Philippines from July 14 to July 17, 2008, in order to work on the detailed activities and cooperation framework of the "Project for PNP's Capability Enhancement for Firearms Control in the Philippines" (hereinafter referred to as "the Project").

During its stay in the Philippines, the Team had a series of discussions with the authorities concerned of the GRP.

As a result of the discussions, both sides came to reach a common understanding concerning the matters referred to in the documents attached hereto.


Quezon City, July 31, 2008



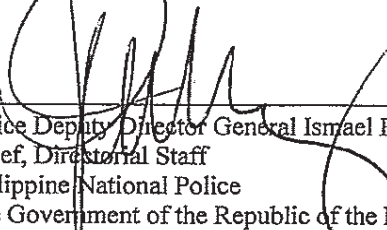
Mr. Norio Matsuda
Resident Representative
JICA Philippines Office



Mr. Michio Kanda
Leader
Japanese Implementation Study Team
Japan International Cooperation Agency



Police Director General Avelino I. Razon, Jr.
Chief, Philippine National Police
The Government of the Republic of the Philippines



Police Deputy Director General Ismael R. Rafanan
Chief, Directorial Staff
Philippine National Police
The Government of the Republic of the Philippines

ATTACHED DOCUMENTS

I. Background of the Study

The GRP submitted a project request – “Program for PNP’s Anti-crime Capability Enhancement including (i) Project for Capability Enhancement for Crime Scene Investigations and (ii) Enhancement for Firearms Control and Firearms Law Enforcement in the Philippines” – to the Government of Japan in July 2006.

In response to the request, JICA dispatched the first preparatory study team in October 2007 in order to identify the cooperation framework for PNP’s capacity development. As the request covers various sections and tasks at PNP, the team examined the request and needs of PNP while focusing on identifying the best mode of cooperation. The team reported that JICA’s cooperation to PNP should be managed as a program, and a Program Manager / Advisor to Chief, PNP should be dispatched. Although the request contained many items on firearms control, the team concluded that further studies would be necessary to identify the appropriate cooperation framework for firearms control.

The second preparatory study team was thus dispatched in February 2008 in order to determine the desirable plan of JICA’s support for PNP’s firearms control efforts. Both parties agreed that the cooperation in the field of firearms control would be managed as a technical cooperation project. Both sides also agreed that the activities of the project should be refined before commencing the project and that supplementary study and further discussions between PNP and JICA would be necessary.

II. Purpose of the Implementation Study

The results of the two studies have indicated that additional discussions with prospective counterparts at each PNP section would be desirable for formulating detailed activity plans and determining the necessary inputs for the Project. The Team (see Annex I) was thus dispatched for the following purposes. The Team also discussed and confirmed the preparation status, including office arrangement, for the Program Manager/Advisor to Chief, PNP of the “the Program for PNP’s Anti-crime Capability Enhancement” (hereinafter referred to as “the Program”).

- i. To develop and agree on Project Design Matrix (PDM).



- ii. To sign Record of Discussions (R/D) between the representatives of PNP and the Team.
- iii. To discuss the plan for project activities through discussions with PNP officers and by collecting information from relevant units of PNP.
- iv. To collect information on Crime Laboratory's equipment if CL has enough equipment for recovering obliterated serial numbers.
- v. To confirm the preparation status at PNP for launching the project.
- vi. To elaborate the desirable plans for JICA's support for PNP's firearms control efforts.

III. Project Framework

Both sides agreed to the Project Design Matrix (PDM) as attached in Annex II. Both sides also assented that the PDM should/could be revised when necessary on the basis of mutual agreement so that the Project would be able to respond to the changes.

IV. Cooperation term/period

The duration of the project would be two (2) years, starting from the date of the arrival of a long-term expert in October, 2008.

V. Project Management

- i. The Relation between the Project and Program for PNP's Anti-crime Capability Enhancement Program

Both sides re-confirmed that, as stipulated in the Minutes of the Meeting signed on 3 March 2008, the Project would be one of the components of the Program and be managed as such.

The Director for Plan, PNP, would be in charge of the Program coordination within PNP, and the Program Manager/ Advisor to Chief, PNP, would coordinate program components for enhancing the Program's effects in close collaboration with the relevant units of PNP.

- ii. Project Management

Head, ARMAS (Director, Directorate for Operations), as a Project Director, would take overall responsibility of the Project. Executive Officer, ARMAS

(Deputy Director General for Operations), as a Project Manager, would be responsible for management of project activities. Besides, Project Management Team would effectively be utilized to enhance coordination among relevant units.

The long-term JICA Expert on gun control would work closely with DO, FED and other relevant units and would be an observer of ARMAS meetings when necessary.

iii. Joint Monitoring System

The Joint Monitoring meeting would be held at least twice a year with the representation as mentioned in RD.

VI. Work Plan

- i. Details of the Work Plan of the Project will be determined after in depth discussion between the related units and JICA Expert after his/her arrival.
- ii. FED suggested that training on gun tracing is required for the field investigators in addition to PNP Headquarters officials. Both sides agreed that the details of the training program will be further determined when the Work Plan is discussed.
- iii. The Team, based on the observation and discussion at the Crime Laboratory, suggested that other methods for recovery of obliterated serial numbers of firearms, such as electrochemical polishing, could be introduced for enhancing efficiency and effectiveness. The PNP welcomed the suggestion and agreed to discuss further with a short-term expert on recovering obliterated serial numbers.

VII. Measures to be taken by both sides

- i Both sides agreed that GRP would take the following measures by the end of August 2008.
 - a. Preparation of the office for the Program Manager/Advisor to Chief, PNP
- PNP had secured the office space for the Program Manager/Advisor to Chief, PNP, in the immediate vicinity of the main building of PNP National Headquarters where the office of Chief, PNP, is located. The Team appreciated preparation and requested PNP to complete the arrangement of,

the office, including meeting space (with partition), necessary office furniture and internet facilities.

- b. Recruitment of a secretary
- c. Preparation of the office space with necessary furniture in CSG building for a long-term expert on gun control
- ii PNP confirmed that class room facilities would be provided for a training conducted under the Project.
- iii. PNP would take necessary measures to meet running expenses, similar to the ones provided for other JICA-PNP cooperation projects.
- iv. PNP was requested to submit A-1 form for experts promptly to NEDA in close coordination with the JICA Philippines Office in order to facilitate the process for dispatch of experts.
- v. Both sides agreed that Japanese side would further prepare the details of training plan and specification of equipments.

- Annex I Member List of the Implementation Study Team**
Annex II Project Design Matrix (PDM)
Annex III List of Meeting Attendants (Representatives at PNP)

Annex I Member List of the Implementation Study Team

Team Leader	Mr. Michio Kanda, Senior Technical Advisor, JICA
Sub-Leader	Ms. Kayo Torii, Director, Public Policy Department, JICA
Gun Control	Mr. Tatsuaki Kogai, Chief of Crime Prevention Section, Kyoto Prefecture Ukyo Police Station
Gun Examination	Mr. Miyoshi Nagai, Senior Researcher, National Research Institute of Police Science
Gun Examination	Mr. Norimitsu Akiba, Senior Researcher, National Research Institute of Police Science
From NPA	PSSupt. Mr. Akihiro Ogisawa, Director, International Cooperation Division, National Police Agency Police Inspector, Mr. Makoto Nakamura, International Affairs Division, National Police Agency

Project Name: THE PROJECT FOR PNP'S CAPABILITY ENHANCEMENT FOR FIREARMS CONTROL IN THE PHILIPPINES

Target Group: PNP's relevant units		Narrative Summary		Objectively Verifiable Indicators		Means of Verification		Important Assumptions	
Overall Goal		Illegal/loose firearms available in the Philippines are reduced.		1 The number of loose firearms available in the Philippines is reduced.		1 PNP Reports/Documents			
Project Purpose		The capacity of PNP's related units for basic firearms control are enhanced.		1 The PNP's relevant units make the manual of basic procedure related to illegal/loose firearms control.		1 Manual		1 Philippines' security situation, especially related to illegal firearms, would not change dramatically.	
Outputs									
1 PNP's officers at relevant units accumulate the knowledge of gun tracing and of related measures/operations against illegal/loose firearms.		1 Number of PNP's officers at relevant units participate in training courses.		1-1 Report of training courses for PNP officers 1-2 Expert's report				1 There would not be a big change in laws/regulations related to firearms control.	
2 PNP's officers at each relevant units accumulate the knowledge leading to the effective/efficient license administration.		2-1 Number of PNP's officers at relevant units participate in training courses. 2-2 Training material is developed		2-1 Report of training courses for PNP officers 2-2 Expert's report					
3 Counterparts at Crime Laboratory Group obtain the effective skills to recover obliterated serial number of firearms.		3 Number of PNP's officers at relevant unit participate in training courses. Awareness of work safety is increased.		3-1 Expert's report					
Activities		Inputs		PNP side				Staffs trained continue to engage in related activities.	
1-1 To analyze PNP's plans and current activities related to the outputs 1, and identify the problems faced by and the needs of PNP		Japanese side							
1-2 To develop/improve training curriculum/plan based on the analysis of 1-1 and prepare necessary materials.		1 Dispatch of experts		1 Assignment of counterpart personnel and administrative staff (1) Project Director (2) Project Manager (3) Project Management Team					
1-3 To conduct training courses for PNP officers		Long-term Expert (Firearms control) Short-term Expert(s) (Recovering obliterated serial numbers)							
1-4 To monitor the training results and improve the courses/ materials/ curriculum.		2 Provision of Equipment		(4) Senior officials from related units (DO, FED, CL, others) (5) Administrative personnel (Secretary, Contact person)				Pre-conditions	
2-1 To analyze PNP's plans and current activities related to the outputs 2, and identify the problems faced by and the needs of PNP		Equipment for training							
2-2 To develop/improve training curriculum/plan on recovery of firearms based on the analysis of 2-1 and prepare necessary materials.		Equipment for recovering obliterated serial numbers							
2-3 To develop/improve training curriculum/plan on renewal of firearms based on the analysis of 2-1 and prepare necessary materials.									
2-4 To conduct training courses for PNP officers on recovery of firearms									
2-5 To conduct training courses for PNP officers on renewal of firearms									
2-6 To monitor the training results and improve the courses/ materials/ curriculum.									
3-1 To study PNP's plans and current activities related to the outputs 3, and identify the problems faced by and the needs of PNP		2 Facilities necessary for training						1 The Project's Management Team is organized at PNP.	
3-2 To develop/improve training curriculum/plan based on the analysis of 3-1 and prepare necessary materials.		3 Counterpart training in Japan		3 Travel allowance for CPs for domestic training and domestic telecommunication					
3-3 To conduct training courses for PNP officers		4 Operational costs for activities		4 Cost (1) Running costs for equipment for training (2) operational costs					
3-4 To monitor the training results and improve the courses/ materials/ curriculum.		5 Terminal Evaluation (simplified version)		5 All training expenses of officials who participate in training courses					

Annex III List of Meeting Attendants (Representatives at PNP)

PDIR Romeo T. Ricardo, Director, Office of the Directorate for Plans

PCSupt. Timoteo G. Pacleb, Chief, International Affairs Division, ODPL

PCI Raquel B. Lingayo, ODPL

PCSupt. Edwin I. Corvera, CEO VI, Deputy Director, Directorate for Operations

PCI Jose DJ Manalad Jr., Chief, High Profile Crimes Section, Law Enforcement Division, DO

PCSupt. Arturo G. Cacdac Jr. CEO VI, Director, CL

PSupt. Reynaldo D. de Gugman, Chief, Firearms Identification Division, CL

PSupt. Julita De Villa, Physical Identification Division, CL

PSSupt. Atty Napoleon R. Estilles, Deputy, Firearms and Explosives Division

PSSupt. Danilo L. Maligalig, Chief, OMB, FED

PSupt. Alexander Roldan, Chief, Storage, FED

PSupt. Rayland L. Malenab, Asst. Chief, Explosives Branch, FED

PSupt. Redentor C. Felix, Chief, I&I, FED

PSSupt. Manuel Ceasar A. Prieto, Chief, FMB, FED

PCI. James E. Gulmatico, Asst. Chief, OMB, FED

Atty. Nestor M. Mantaring, Director, National Bureau of Investigation, Department of Justice

Mr. Romel T. Papa, Executive Officer, Technical Service, NBI

Atty. Claro C. De Castro, Jr., Chief, Interpol, NBI

Mr. Mario A. Garcia, Chief, Firearms Instruction Unit, NBI

Mr. Ernie R. Magilbay, O-I-C, Firearms Instruction Unit, NBI



RECORD OF DISCUSSIONS BETWEEN JAPANESE
IMPLEMENTATION STUDY TEAM AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF THE PHILIPPINES
ON JAPANESE TECHNICAL COOPERATION
FOR THE PROJECT FOR PNP'S CAPABILITY ENHANCEMENT FOR FIREARMS
CONTROL IN THE PHILIPPINES

The Japanese Implementation Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Michio Kanda, had a series of discussion in the Philippines from 14 to 17 July for the purpose of working out the details of the technical cooperation program concerning the "Project for PNP's Capability Enhancement for Firearms Control in the Philippines" (hereinafter referred to as "the Project").

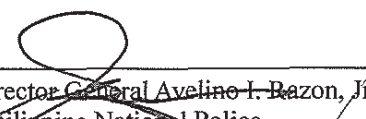
The Team exchanged views with the authorities concerned of the Government of the Republic of the Philippines (hereinafter referred to as "the GRP") with respect to desirable measures to be taken by JICA and the GRP for the successful implementation of the above-mentioned Project.

As a result of the discussions, the Team and the authorities concerned of the GRP agreed on the matters referred to in the document attached hereto.


Quezon City, July , 2008



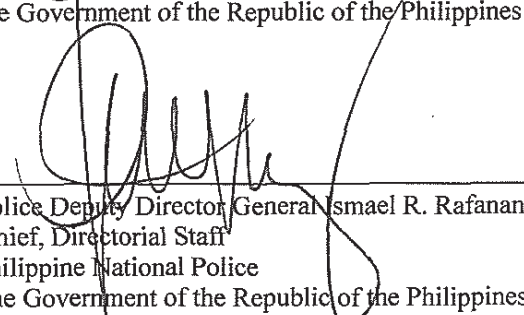
Mr. Norio Matsuda
Resident Representative
JICA Philippines Office



Police Director General Avelino I. Bazon, Jr.
Chief, Philippine National Police
The Government of the Republic of the Philippines



Mr. Michio Kanda
Leader
Japanese Implementation Study Team
Japan International Cooperation Agency



Police Deputy Director General Ismael R. Rafanan
Chief, Directorial Staff
Philippine National Police
The Government of the Republic of the Philippines

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GRP

1. The GRP will implement the "Project for PNP's Capability Enhancement for Firearms Control in the Philippines" (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Colombo Plan Technical Cooperation Scheme.

1. DISPATCH OF JAPANESE EXPERTS

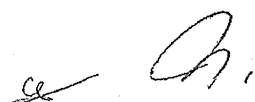
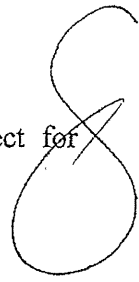
JICA will provide the services of the Japanese Experts as listed in Annex II.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The Equipment will become the property of the GRP upon being delivered C.I.F. (cost, insurance and freight) to the Philippine authorities concerned at the ports and/or airports of disembarkation.

3. TRAINING OF THE PHILIPPINE PERSONNEL IN JAPAN

JICA will receive the Philippine personnel connected with the Project for technical training in Japan.



III. MEASURES TO BE TAKEN BY THE GRP

1. The GRP will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The GRP will ensure that the technologies and knowledge acquired by the Philippine nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Philippines.
3. The GRP will grant in the Philippines privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families, which are no less favorable than those accorded to experts of third countries working in the Philippines under the Colombo Plan Technical Cooperation Scheme.
4. The GRP will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese Experts referred to in Annex II.
5. The GRP will take necessary measures to ensure that the knowledge and experience acquired by the Philippine personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Philippines, the GRP will take necessary measures to provide at its own expense:
 - (1) Services of the Philippine counterpart personnel and administrative personnel as listed in Annex IV;
 - (2) Buildings and facilities as listed in Annex V; and
 - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the

Project other than the Equipment provided by JICA under II-2 above.

7. In accordance with the laws and regulations in force in the Philippines, the GRP will take necessary measures to meet:
 - (1) Expenses necessary for transportation within the Philippines of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
 - (2) Customs duties, internal taxes and any other charges, imposed in the Philippines on the Equipment referred to in II-2 above; and
 - (3) Running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Head, ARMAS (Director, Directorate for Operations), as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Executive Officer, ARMAS (Deputy Director, Directorate for Operations), as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. Project Management Team, comprised of the representatives of ARMAS and other related units, will be formed for the smooth operation of the project activities.
4. The Japanese Experts will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
5. The Japanese Experts will give necessary technical guidance and advice to the Philippine counterpart personnel on technical matters pertaining to the

implementation of the Project.

6. For the effective and successful implementation of technical cooperation for the Project, a Joint Monitoring System will be established, functions and composition of which are described in Annex VI.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Philippine authorities concerned, during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

The GRP undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Philippines except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the GRP on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Philippines, the GRP will take appropriate measures to make the Project widely

known to the people of the Philippines.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be two years from the date of arrival of a long-term expert in October, 2008.



ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	LIST OF THE PHILIPPINES COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX V	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX VI	JOINT MONITORING SYSTEM



MASTER PLAN

1. Title of the Project

The title of the project shall be "Project for PNP's Capability Enhancement for Firearms Control in the Philippines".

2. Overall Goal

Illegal/loose firearms available in the Philippines are reduced.

3. Project Purpose

The capacity of PNP's related units for basic firearms control are enhanced.

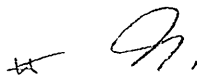
4. Outputs

- (1) PNP's officers at relevant units accumulate the knowledge of gun tracing and of related measures/operations against illegal/loose firearms.
- (2) PNP's officers at each relevant units accumulate the knowledge leading to the efficient/effective license administration.
- (3) Counterparts at Crime Laboratory obtain the effective skills to recover obliterated serial number of firearms.

5. Activities

- 1-1 To analyze PNP's plans and current activities related to the outputs 1. and identify the problems faced by and the needs of PNP
- 1-2 To develop/improve training curriculum/plan based on the analysis of 1-1 and prepare necessary materials
- 1-3 To conduct training courses for PNP officers
- 1-4 To monitor the training results and improve the courses/ materials/ curriculum

- 2-1 To analyze PNP's plans and current activities related to the outputs 2. and identify the problems faced by and the needs of PNP
- 2-2 To develop/improve training curriculum/plan on recovery of firearms based on the analysis of 2-1 and prepare necessary materials
- 2-3 To develop/improve training curriculum/plan on renewal of firearms based on the analysis of 1. and prepare necessary materials
- 2-4 To conduct training courses for PNP officers on recovery of firearms



2-5 To conduct training courses for PNP officers on renewal of firearms

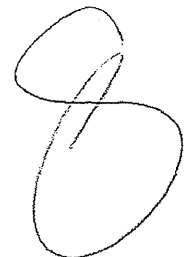
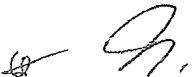
2-6 To monitor the training results and improve the courses/ materials/ curriculum

3-1 To study PNP's plans and current activities related to the outputs 3. and identify the problems faced by and the needs of PNP

3-2 To develop/improve training curriculum/plan based on the analysis of 3-1 and prepare necessary materials

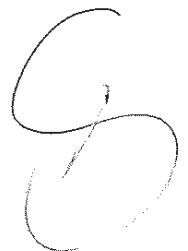
3-3 To conduct training courses for PNP officers

3-4 To monitor the training results and improve the courses/ materials/ curriculum



LIST OF JAPANESE EXPERTS

1. Long-term Expert in the following field:
Firearms control
2. Short-term Expert(s) in the following field:
Recovering obliterated serial numbers



LIST OF THE PHILIPPINES COUNTERPART AND ADMINISTRATIVE PERSONEL

1. Counterpart Personnel

(1) Project Director

Head, ARMAS (Director, Directorate for Operations)

(2) Project Manager

Executive Officer, ARMAS (Deputy Director, Directorate for Operations)

(3) Project Management Team

1) Representatives of the following sections

from National Headquarters of ARMAS

(1) DPL (Directorate for Plan)

(2) DO (Directorate for Operations)

(3) DIDM (Directorate for Investigation and Detective Management)

(4) Others

from National Support Unit of ARMAS

(5) FED (Firearms and Explosives Division)

(6) CL (Crime Laboratory)

(7) Others

2) Senior officials from related sections

(1) DO (Chief, Law Enforcement Division)

(2) FED (Chief, Investigation and Chief, Operation)

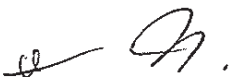
(3) CL (Chief, Physical Identification)

(4) Others

2. Administrative Personnel

(1) Secretary

(2) Contact person (DO, FED)



LIST OF BUILDINGS AND FACILITIES

Building and Facilities

- (1) Project office in FED
- (2) PNP class room facilities for training within the Camp Crame
- (3) Other necessary facilities and rooms mutually agreed upon.



JOINT MONITORING SYSTEM

1. Function

The joint monitoring meeting, members of which are listed in 2. below, will be held at least twice a year and whenever the necessity arises in order:

- 1) to adopt the Work Plan(s) of the Project activities under the framework of the Record of Discussions,
- 2) to review the overall progress of the project as well as achievement of the Annual Work Plan of the Project, and
- 3) to review and exchange opinions on major issues that arise during the implementation of the Project.

2. Members

1) Chairperson: Chief, PNP

2) Other Members:

(1) Philippine side:

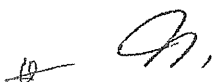
- a. PMO (Director, Project Management Office)
- a DPL (Director, Directorate for Plans)
- b DO (Director, Directorate for Operations)
- c FED (Director, Firearms and Explosives Division)
- d CL (Director, Crime Laboratory)
- e DIDM (Director, Directorate for Investigation and Detective Management)
- f Other sections

(2) Japanese side:

- a. JICA Program Manager / Advisor to Chief, PNP
- b. JICA Long-term Experts/Advisor (Firearms Control)
- c. Other Japanese experts and personal concerned dispatched by JICA, if necessary
- d. Resident Representative of the JICA Philippine Office

Notes:

- 1) Officials of the Embassy of Japan may attend Joint Monitoring meetings as observers.
- 2) Persons who are nominated by the Chairperson may attend Joint Monitoring meetings, such as representatives of the GRP.



4. PNP中期開発計画（PNP Medium-Term Development Plan：2004-2010）

- ・ アロヨ大統領の ten-point agenda に沿う形で作成された（特に平和と秩序、という柱に対応）。問題分析は、PNP 改革委員会報告書、PNP 汚職対策計画、フィリピン／UNDP 合同調査（PNP の能力・効率・適格性向上）、PNP 変革計画、の結果を受けている。なお、本開発計画のとりまとめ担当部署は計画局（Directorate for Plans）。
- ・ PNP のビジョンとミッションについて。PNP の誕生時（1991 年）との PNP を取り巻く情勢の違いから、PNP は service and community oriented であるべきとの記載。
- ・ UNDP との合同調査による SWOT 分析結果が活用されており、その結果として 6 つの Goal を設けている。
 1. PNP における専門性の追求及び組織としての「価値観」の浸透
 - ◇ より効果的・即応的な警察サービスのための組織改変
 - ◇ 2006 年に理想の人口対警察官比率の達成
 - ◇ 人材育成・人材管理
 - ◇ NAPOLCOM、公共安全大学、自治省と比しての PNP の役割・機能の合理化
 - ◇ PNP の士気・福利厚生の改善
 2. 効果的かつ信頼のおける法執行
 - ◇ 基本的な機材・設備の建設・維持及び犯罪予防インフラ・技術の改善（AFIS 設置の記述あり）
 - ◇ 犯罪予防（違法銃器回収キャンペーンが活動として記述あり）
 3. 改善された諜報活動、市民警察活動、捜査活動を通じ、警察業務を継続かつ強化（科学的捜査と迅速な事件処理について記述あり）
 4. 透明性のある資金の活用及び関連システムの改善
 - ◇ PNP の資金・資源活用の合理化及び監査の強化
 - ◇ 計画・予算システムの改善
 5. PNP プログラム・活動を実施するための財源の増加
 - ◇ 既存決議・回覧文書等を修正し、関係者との調整＋財源確保
 6. PNP 人員の収賄・汚職関与の減少
 - ◇ 汚職対策計画の実施とモニタリング

5. PNP総合改革プログラム (PNP Integrated Transformation Program)

PNP 改革プログラム(要約)

新長官のもとで、PNP Integrated Transformation Program (フィリピン国家警察総合改革プログラム) と呼称される。PNP Reform Commission Report、UNDP との合同調査結果などに基づいて策定され、前長官のもとでは PNP Transformation Plan と呼ばれていた。

PNP 変革を達成するための 10 の分野に分かれている。10 のそれぞれの分野に対し、プロジェクトを実施しており、総プロジェクト数は 34。2003 年から開始されており、PNP Modernization Program (PNP 近代化プログラム) の後継イニシアティブと記述されている。

10 Key Result Areas (KRAs)とプロジェクト

1. 国家政策及び組織改善 (national policy and institutions development)
 - 1) PNP 組織の継続性・堅持性確保のための機構作り
 - 2) 国家犯罪対策政策・戦略の策定
 - 3) 警察制度に係る (国家的) 組織枠組みの合理化
 - 4) NAPOLCOM (国家警察委員会) の合理化
 - 5) PNP 組織構造及び内部機能構成の改善
 - 6) PNP と地方政府ユニット間の機能・作戦上の関係の再定義及び詳細設計
 - 7) PNP の人員配置・階層システムの改善・再設計
2. 警察任務 (police operations)
 - 8) PNP オペレーションマニュアルの改善と統合
 - 9) 犯罪 (対策) 研究開発能力の向上及び研究アジェンダの形成
3. 施設・設備改善 (facilities development)
 - 10) 警察業務に係る機材のスタンダード向上及び複数年度財源確保・機材調達計画
 - 11) 科学犯罪研究所 (CL) の施設、組織、人材配置・運営システム改善計画の策定
 - 12) 物的証拠の管理政策及び手続きの見直し・改善
4. 人材育成・管理 (human resources development)
 - 13) 警察の体力・心理テストツールの開発
 - 14) 警察のキャリア形成システムの策定
 - 15) 警察の俸給システムの改善
 - 16) 警察恩給システムと PNP 恩給・保険機構の開発
 - 17) 警察の倫理・申立てシステムの強化・改善
 - 18) 警察業績評価システムの見直し
 - 19) 警察の教育・研修に係る組織枠組みの評価と改善
 - 20) TNA (Training Needs Assessment) の警察階層ごとの実施

- 21) PNP の教育専門家、研修プログラムとカリキュラムの改訂・強化
- 5. 総務・財政管理 (administrative and financial management)
 - 22) PNP の歳入・財源戦略の策定と実施
 - 23) PNP 計画策定・予算システム (体制) の改善
- 6. 戦略策定と業績管理 (strategic planning and performance management)
 - 24) PNP 戦略的計画策定システムの設計と開始 (設置)
 - 25) PNP での RBMES (結果重視のモニタリング評価システム) の設計と実施
 - 26) 犯罪指標システムの開発
- 7. 情報・コミュニケーション技術/ICT (information and communication technology)
 - 27) 刑事司法システム構造の設計 (データ共有のため?)
 - 28) PNP の犯罪管理情報システムの概念、仕様・犯罪データ基準の設計
 - 29) PNP の犯罪管理情報システムのアプリケーションの設計と実施
- 8. 成功事例の開発による優良事例の提示 (demonstration of excellence through development of best practices)
 - 30) モデル警察署の開発と実施
 - 31) より安全な都市・地域プロジェクト
 - 32) COMPACT (市民警察センター・コミュニティの力の活用)
- 9. 広報及びアドボカシー (public information and advocacy)
 - 33) 改革プログラムに係る広報・アドボカシー計画の策定と実施
- 10. 改革管理 (reform management)
 - 34) 改革管理事務局 (Reform Management Office) の設置と運営

34 のプロジェクトのうち、Quick Win プロジェクト (17/34) と呼ばれるもの及びその達成状況については以下のとおり。

<達成済み>

- 1. プロジェクト運営事務局 (PMO) の設置と強化

<継続中>

- 2. 改革プログラムの広報・アドボカシー実施

<実施中>

- 3. PNP の住居プロジェクト
- 4. モデル警察署プロジェクト (マリキナ; アメリカ司法省、UNDP 支援、UK と NZ 予定)
- 5. PNP の Crime Laboratory、人員配置、運営システムの改善 (ISO9001)
- 6. バラック改善プロジェクト
- 7. PNP の PMO 能力向上
- 8. PNP オペレーションマニュアルの統合と改善
- 9. PNP Quarters プロジェクト (おそらく宿舎)

10. PNP 健康（保険）プログラム
11. 刑事司法システム設計
12. 警察恩給システム及び PNP 恩給・保険機構の設置
13. PNP コミュニケーションシステムの設計
14. 階層ごとの研修ニーズアセスメント実施
15. PNP 歳入・財源戦略の策定と実施
16. PNP 体力・心理テストツールの開発
17. PNP の RBMES（結果重視のモニタリング評価システム）の設計と実施

PNP ORGANIZATIONAL STRUCTURE

