

~~File No 492-11-995-256~~
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4920256(3)
PD-AAD-522-A1

LOCAL DEVELOPMENT PROJECT

PROP

PROJECT NO. 492-11-995-256

PREPARED BY:

USAID/AD/PD PHILIPPINES
AND
DALTON TASK FORCE

21 NOVEMBER 1972

REVISION NO. 1, MAY, 1976

LOCAL DEVELOPMENT PROJECT
PROP REVISION NO. 1

I N T R O D U C T I O N

The basic project plan incorporated in the original PROP submitted to AID/W in late 1972 continues to be valid. This PROP Revision is not intended to signal any substantial change in the primary thrust of the program as originally planned.

The primary purpose of PROP Revision No. 1 is to reflect the relatively minor changes necessitated by the congressional mandate and more recent AID/W directives on program planning, intermediate technology, etc., plus the more significant changes in the total project cost, both USAID and GOP.

This document (PROP Revision No. 1) is complete in itself. While there has been an absolute minimum change in the original text, a complete document has been produced rather than requiring the reader to refer to two different documents in order to review the entire PROP. The page numbering of Revision No. 1 is almost the same as in the original document to facilitate handy reference between the two. In a few places where it was necessary to add a page because of expanded text, the additional page is designated by the letter "A" immediately following the number of the prior page, thus subsequent pages retain the same numbers as in the original document.

In terms of the major changes in the original text, readers are directed to the project goal statement and purpose statement which have been sharpened to remain consistent with current Mission goals and AID policy. Another significant text change has occurred in the project output. The figures for FY 74 and 75 have been adjusted to actual results and some indicators have been added, deleted or modified for various reasons.

The most obvious change, of course, is the face sheet. The increases in the project inputs, as reflected in the face sheet, are largely the result of the revised training and technical assistance requirements of the original program. The increased direct hire and contract costs are to take advantage of expanded opportunities to accelerate the diffusion of the PDAP program concept and techniques through the Department of Local Government and Community Development (DLGCD) which was established after the original PROP was submitted. Inflation is also a contributing factor to the increases in direct hire, contract and participant training cost. A more complete explanation of these financial aspects is contained in Manila 16445 dated 22 November 1975.

Tanggapan ng Pangulo ng Pilipinas
(OFFICE OF THE PRESIDENT OF THE PHILIPPINES)

8 December 1972

Mr. Thomas Niblock
Director
US/AID Philippines
M a n i l a

Dear Tom:

It seems as though the Provincial Development Assistance Project (PDAP) is catching fire all over the country. This Office continues to receive requests from local governments to the effect that they be made participants of the PDAP. With the experience accumulated over the past years in the Project and with the new thrust the government is giving to the acceleration of local development, we feel that it is time for the project to be given more attention, particularly now that we have evolved a well defined approach to achieve the desired results from the project's as well as from the country's counterpart resources.

On this account and from the Philippine Government's side, the agreement reached between us, that the PDAP project supervisor be transferred from the National Economic Council (NEC) to the Development Management Staff of this Office, has now been put into effect. Of course, this is with the understanding that this is purely an interim measure since ultimately the PDAP will be moved into the newly-created Department of Local Government and Community Development after that Department shall have been fully organized and established to take over the project. Furthermore, as part of our resolve to strengthen the Project Management, we have appointed one of our senior administrators, Mr. Gregorio Vigilar, as Executive Project Director.

As you may have noticed, the work on the project has been intensified during this calendar year. We expect to further increase our inputs into the project,

8 December 1972
Mr. Thomas Niblock
Page 2 -

particularly by way of beefing up the number and quality of the technical staff in the field. This is with the intention of being able to at least maintain in the short-run the annual rate of expansion of the Project by way of adding some 5 new provinces per year and the long-run plan of having all our provinces actively participating in the PDAP.

With this hiked tempo of activities and the defined approach your government and ours have taken towards the accelerated development of our provinces, we feel that we will need your support even more. Needless to say, we know we can always count on your development-oriented Agency and Staff.

With warm personal regards.

Very truly yours,


ALEJANDRO MELCHOR
Executive Secretary

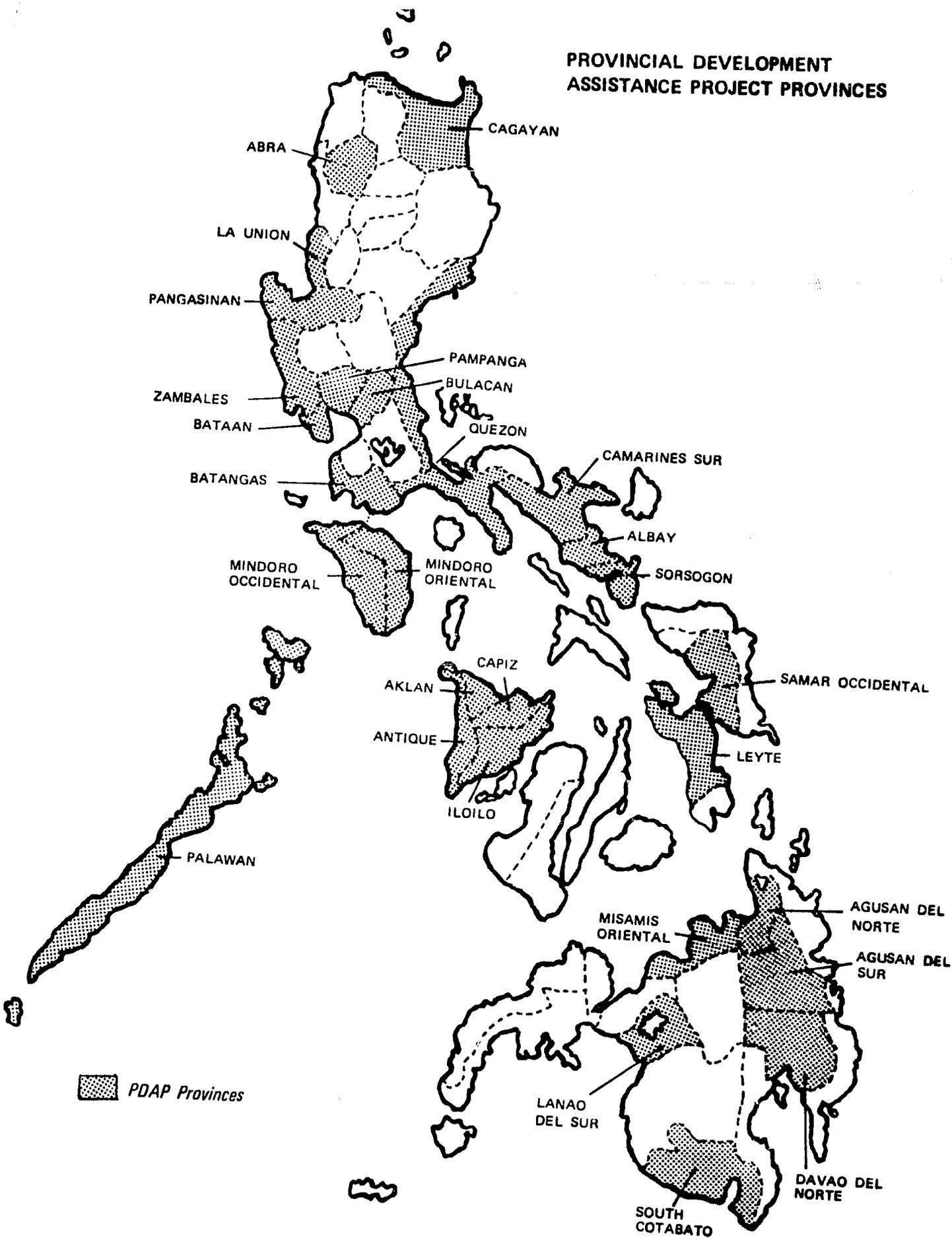
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PROVINCIAL DEVELOPMENT ASSISTANCE

.....PROJECT MAP.....

PROVINCIAL DEVELOPMENT ASSISTANCE PROJECT PROVINCES



-----PDAP PROJECT PICTORIAL



In all Project Provinces, the USAID/ PDAP Development STAFF IS THE NERVE CENTER OF THE Provinces' Development Planning and Project monitoring efforts, FY 71 & 72 saw an increasing number of Provinces prepare One Year Action Plans, and Capital Improvement Plans which lay-out areas of priority involvement.

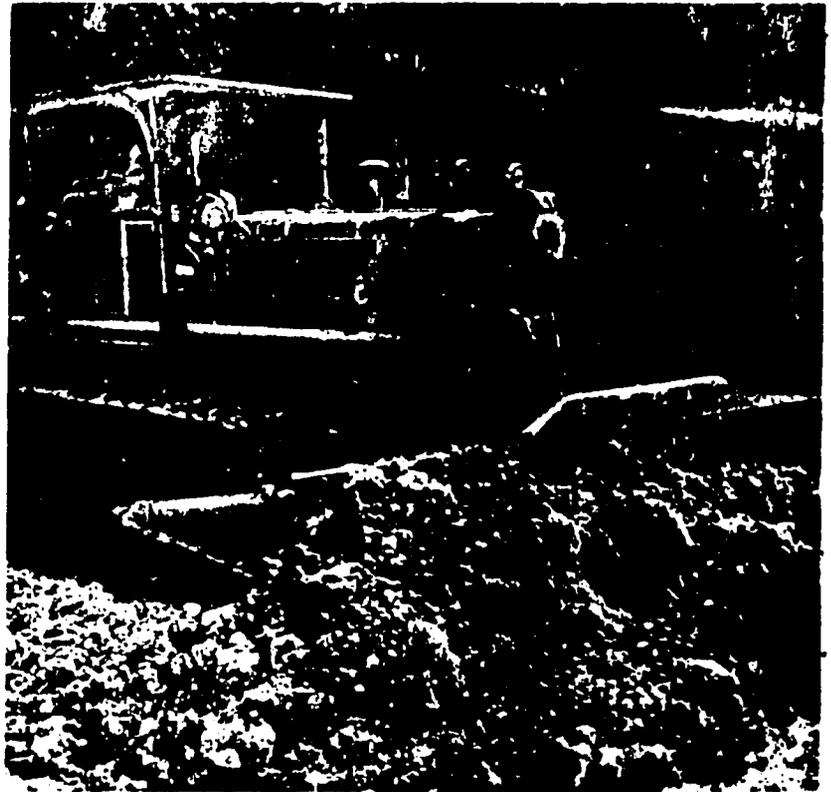
PDAP/USAID sponsored training programs in capital improvement planning, budget preparation, communication and feasibility studies have strengthened the staff's ability to take an active role in charting the Province's course of development.....



**INFRASTRUCTURE HAS BEEN THE BACKBONE
OF THE PROVINCIAL DEVELOPMENT ASSISTANCE PROJECT**



Through its advisory assistance, Excess Property and Training programs, NEC/USAID has played a key role in assisting the PDAP Provinces in developing the Equipment Pool capability needed to support an expanding Infrastructure program.



A new feeder road to Barrio Morales, is part of the 400 Kms. of road constructed by the Province of South Cotabato since 1969, which have benefited about 150,000 barrio people.

PDAP also actively supports programs in

AGRICULTURE



Sorghum also has shown a great deal of promise in the Cotabato area.

Production technicians in sorghum, rice, vegetables have been trained in NFAC/USAID sponsored training programs.

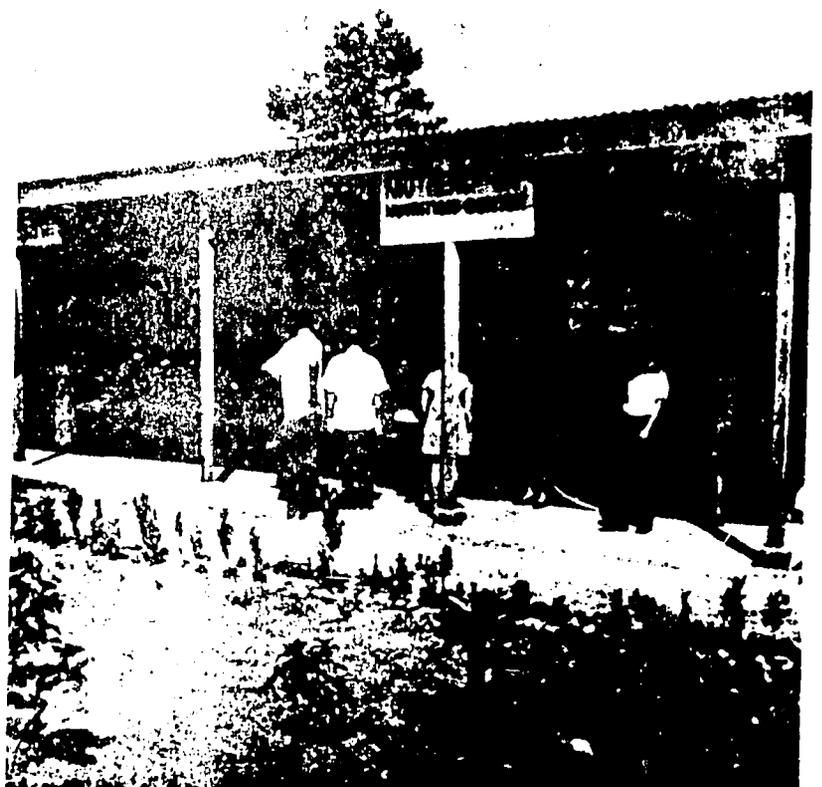
TAX MAPPING



NUTRITION



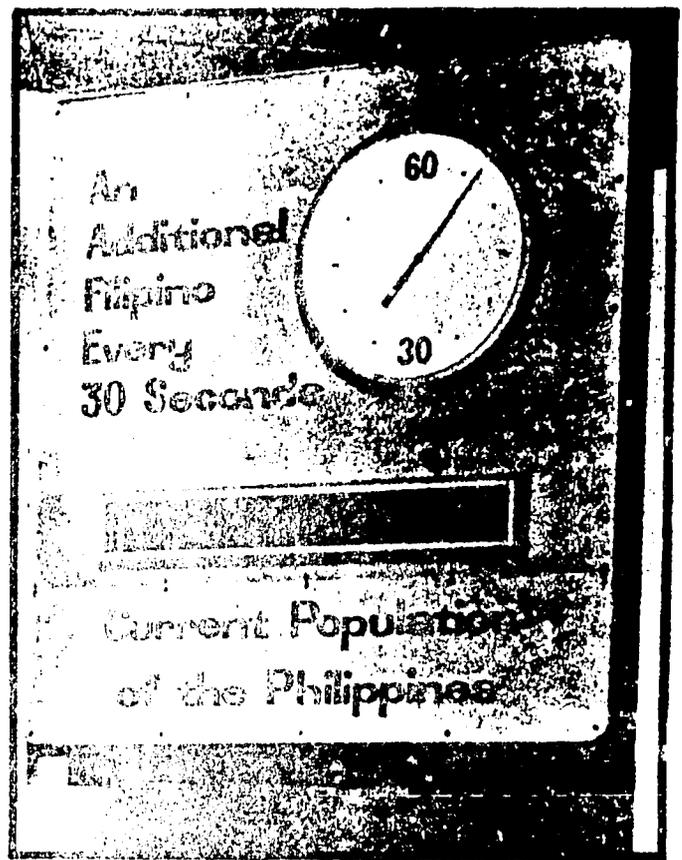
A Provincial Nutritionist lectures to mothers on menu preparation



Provinces have expanding preschool nutrition programs assisted by NNP/USAID.

FAMILY PLANNING

All PDAP Provinces have active FP Programs with a ratio of Cumulative acceptors to eligible women of .145 which compares favorably with the National ration of .150^{1/2}.



Basic instruction in Family Planning is provided by both government and private sector medical personnel throughout the project provinces.

----- **FACE SHEET**

I. PROJECT IDENTIFICATION

1. PROJECT TITLE <p style="text-align: center;">LOCAL DEVELOPMENT</p>		APPENDIX ATTACHED <input type="checkbox"/> YES <input type="checkbox"/> NO 2. PROJECT NO. (M.O. 1095.2) <p style="text-align: center;">492-11-995-256</p>
3. RECIPIENT (specify) <input type="checkbox"/> COUNTRY <u>PHILIPPINES</u> <input type="checkbox"/> REGIONAL <input type="checkbox"/> INTERREGIONAL	4. LIFE OF PROJECT BEGINS FY <u>74</u> ENDS FY <u>78</u>	5. SUBMISSION <input type="checkbox"/> ORIGINAL _____ DATE _____ <input checked="" type="checkbox"/> REV. NO. _____ DATE _____ CONTR./PASA NO. _____

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMOD- ITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US <u>7.5</u> (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(2) COOP COUNTRY		
										(1) U.S. GRANT LOAN	(A) JOINT	(B) BUDGET
1. PRIORITY ACTUAL FY												
2. OPBN FY												
3. BUDGET FY <u>74</u>	1106	399		88		580	39	198			42200	14300
4. BUDGET FY <u>75</u>	1296	670		110		514	2	212			3000	17300
5. BUDGET FY <u>76</u>	1398	1186		107		104	1	240			5800	26300
6. BUDGET FY <u>77</u>	1147	977		100		70		290			5000	22000
7. ALL SUBQ. FY	853	700		100		53		150			3000	23000
8. GRAND TOTAL	5800	3932		505		1321	42	1090			59000	102900

9. OTHER DONOR CONTRIBUTIONS * Includes Interim Quarter.

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1. CHAIRMAN Thomas L. Rose <i>Thomas L. Rose</i>	TITLE Asst. Director/PD	DATE 29 June 76
2. CHAIRMAN'S OFFICER Garnett A. <i>Garnett A. [Signature]</i>	TITLE Director/USAID Phil	DATE 8/16/76

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES

BUR OFF.	SIGNATURE	DATE	BUR/OFF	SIGNATURE	DATE

3. APPROVAL AAS OR OFFICE DIRECTORS SIGNATURE _____ DATE _____	4. APPROVAL A/AID (See M.O. 1025.1 VI C) SIGNATURE _____ DATE _____
ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT	

.....RATIONALE

A. RATIONALE

"The usefulness of development assistance is dependent upon much more than the question of volume. We must find more effective ways to utilize aid so that it can make a positive difference in the quality of the lives of the poor people in the LDC's."

John A. Hannah
October 16, 1972

1. Summary

This project provides for continuation of a more narrowly defined Provincial Development Program over the next five years, and for a series of studies designed to strengthen and improve the program on a nationwide scale. The Government of the Philippines has requested that for the present the program be expanded five provinces a year, which is substantially in line with USAID projections.

2. The Setting

The goal of this project is to improve the life and the lot of the little man. The little man, as we define the term, represents more than 75% of the country's total population. He is the rural dweller who occupies nearly 90% of the total developed land area. By any standard, he leads a marginal existence. In many cases he is under paid, under employed, under served and isolated. All too often his children are malnourished and receive only minimal educational benefits.

A majority of rural dwellers are small farmers, over 50% of whom are tenants. The median small farmer is statistically characterized as a poor man who farms 3-1/2 acres, uses modern crop technology to only a limited extent, shares one carabao, finds truly productive work only half of the time and has an annual family income of about \$350. He lives with his family of five to seven children in a very small, partially weatherproof house without plumbing or electricity, often some distance from an all weather road and public transportation. He

consumes about 1970 calories a day, has six years of education, is indebted to the middleman, has little hope for future change and will probably be dead by the age of 55. Nonetheless, experience has shown that he will respond to economic opportunity and to sincere, dedicated leadership.

3. Background and Accomplishments

The current GOP/US local development project originated with efforts initiated in 1966 to support agricultural production through a pilot approach in Tarlac and Laguna provinces entitled "Operation SPREAD". Under this pilot approach, USAID dealt directly with the participating provinces. The project successfully identified, through field application, the inputs and technology crucial to a province's development.

As a result of the accomplishments of Operation SPREAD the Provincial Development Assistance Project (PDAP) was created in 1968, establishing a close working relationship between the National Economic Council (NEC) and USAID. It was at this point that USAID development assistance shifted from direct application to the provinces involved to working through a GOP national agency specifically established to support provincial development. PDAP thus became a key agency at the national level for determining development requirements and for bringing the benefits of technology and improved management to the rural areas. (See Attachment 1).

PDAP has provided technical support, training and commodity assistance to provincial programs designed to improve the quality of rural life. From the inception of PDAP, efforts focused on sector programs in Agriculture, Infrastructure and Tax Administration. Based on the NEC Four-Year Development Plan adopted in FY 71, PDAP added Family Planning and targeted Nutrition as sector priorities. More recently, again reflecting National Government priorities concerning rural employment opportunities, this list was expanded to include rural electrification and rural industries, and is expected to encompass land reform in the near future.

Activity programs designed to achieve specified objectives under the above provincial priority programs have been proceeding steadily in each of the 16 PDAP project provinces. (See Attachment 2). Despite the fact that five of the twenty-eight project provinces joined the program within the past one year, accomplishments include: a. organization of Provincial Development Councils

and sectoral task forces or committees in 13 provinces; b. organization, recruitment and training of supporting development staffs in 13 provinces; c. development and implementation of sectoral plans, programs and systems in six provinces; d. development and implementation of management planning systems, including 3-5 year capital improvement program, project monitoring and measurement system, equipment maintenance system and procedure manuals for each activity in six provinces; and e. development of adequately staffed and equipped provincial equipment pools in support of the infrastructure and agriculture programs in nine provinces.

Following the flood disaster which occurred in the Central Luzon provinces in July and August of 1972, the Office of the President directed PDAP to assume an additional responsibility, that of extending assistance to the hardest hit provinces through a provincial infrastructure rehabilitation program. This program has assumed many of the characteristics of the ongoing PDAP project programs. It is also building experience for a possible future countrywide approach since it involves development or strengthening of the engineering and equipment pool organizations, staffs and programs; emphasizes and seeks to sharpen provincial program leadership; brings improved management of financial resources directly into the rehabilitation process; and incorporates practical public management techniques in every stage of the recovery effort. The rehabilitation program greatly expands external financing of province based infrastructure activities, thereby introducing to the project for the first time a substantial addition of operating capital. Experience with this new undertaking will be important to assessing the potential for a major transfer of resources via PDAP.

A common theme running throughout all three of the above described projects (Operation SPREAD, the PDAP program and the Luzon Flood Rehabilitation Program), has been emphasis on developing institutional capabilities, on building them solidly into the local government framework, and jointly working with this institutional capability in the attainment of agreed upon program objectives as a means of accomplishing more institutional growth and project results. This single aspect of project accomplishment is believed to be absolutely vital in creating provincial abilities to plan and carry out programs of development long after the project technical support has terminated.

The Provincial Development Assistance Project, as it has functioned in the provinces, has become a recognized institutional vehicle for delivering needed services and facilities to rural populations. It has gained favorable recognition throughout the Philippines. Participation in the project is actively sought by governors whose provinces have not yet been included in the program. At the central level the project has also created a decidedly positive image, has gained recognition for exerting a strong impact on increasing the effectiveness of provincial governments and has earned for itself a significantly higher placement in the government structure. As of November 1972, the entire Provincial Development Assistance Project has been moved into the Office of the Executive Secretary to the President where it will function as an adjunct of the Development Management Staff. (See Attachment 1)

4. Project Design and Future Courses of Action

The Local Development Project is designed to assist provincial governments to respond effectively to rural needs for lowered transport costs, access to markets, equitable taxation, expended public investments and improved rural employment opportunities through:

- a. Establishing and managing provincially operated planning systems which interlink development resources and tax payment performance on an equitable incentive basis.
- b. Developing fiscal resources, including equitable property tax administration.
- c. Efficiently maintaining, upgrading and constructing planned, standardized and inter-netted provincial road systems using force account, contract and labor intensive methods.
- d. Developing processes and capabilities by which vertical and horizontal communication is facilitated among all agencies.

The four areas of provincial development activity identified above represent a narrowing and sharpening of project focus. The first three activities, development planning, fiscal resource development and road system engineering and development, are the functional areas upon which the project will concentrate its technical assistance and resources. These are the areas for which by law and by the nature of the organization of the Philippine government,

the provinces are the responsible and most appropriate implementing agencies. In particular, programming efforts will be centered on developing a substantially stronger total provincial engineering capability. Recent field experience in the Luzon flood rehabilitation provinces has clearly demonstrated the urgency of strengthening professional engineering staffs and their leadership; of utilizing this enhanced capability to transfer general provincial planning into attainable projects; of relating the resource generating capabilities of the province to attainable improvements in the infrastructure, particularly the road systems; and of putting together and successfully administering the systems for constructing projects, including force account, contract and labor intensive methods. Project concentration on provincial equipment pool development will stress its function as support for the engineering sector toward accomplishment of project work. By focusing increased local attention on the attainment of other national goals the project will also enhance the implementation of such projects as family planning, nutrition, land reform, etc. This has been shown to be a major spin-off effect of the project over the past several years.

The other area of activity pertains to the coordinating role of the province, particularly with respect to meshing program activities of central government agencies operating at province level with the programs of provincial agencies. This is a critical area of provincial administration, frequently calling upon the leadership of the Provincial Governor to develop team efforts among central and local agency officials and private sector representatives as well. This activity also concerns the need for developing and extending lines of two-way communication horizontally, between the province and central agencies operating at province level, and vertically between the province and the central level, between the province and the regional level and between the province and the municipal level. Good communication between the province and its municipalities is particularly important since the influence of the local political structure is often the key to success in project work in the Philippines.

The PDAP approach to local government has registered solid gains. It has been noted, in particular, that some very specific powers and responsibilities are in the hands of provincial governments. It has been demonstrated that these can be tied together in systems of planning and

implementation which do affect rural income growth and income distribution. It has also been noted that these various powers are dependent upon the exercise of improved capabilities.

Therefore, in order to capitalize on the past experience and exploit opportunities offering much scope for impact upon rural development, this PROP provides for two concurrent courses of action:

- a. The proven development program approach will be continued in a targeted segment of the provincial governments, but will be more concentrated in focus and scope. The program content will focus on planning, provincial engineering operations on rural roads, and tax administration. Special planning, management, training, and reporting systems related to these matters will be built into the administrative and line agencies of the selected provinces.

This course of action, together with work already accomplished or well advanced in previous or present project provinces, will expose a total of 32 provinces with approximately 60% of the country's population to some new and practical processes of local development. (See Attachment 3.) It will establish a substantial reservoir of provinces that are receptive to new approaches and are equipped and able to administer them. This solid base of established managerial competence and experience will do much to insure the success of any future countrywide programs that might be initiated.

- b. A series of preliminary studies and special tests and experiments (see Attachment 4) will be launched by PDAP and USAID to determine the feasibility of undertaking, perhaps one or two years from now, a nationwide project to support provincial development. These would concern the potentials and feasibilities surrounding national government commitment to an enlarged nationwide program of assisting the development of specific capabilities in provincial governments. The studies would obtain detailed data, special experience, and general perspectives essential to shaping the content of future discussions with national authorities. Such efforts could lead to the initiation of feasibility studies financed, perhaps, by development loans, relating to shifting selected phases of provincial development to countrywide scope. This PROP will be

revised based on these studies and, like the Mission's Rural Electrification PROP, will include a combination of technical assistance, development loans, excess property and PL-480 proceeds.

In the case of real property tax administration, practical experience gained over the past two years and the currently receptive situation in the national government provide the basis upon which even more immediate steps could be taken to shift a major development related program to countrywide application. The Local Government Center (LGC) and the Training Center for Applied Geodesy and Photogrammetry (TCAGP), both of the University of the Philippines, are already heavily involved in assisting project provinces in the area of property tax administration. It is proposed that early discussions and necessary studies be initiated to develop support for a countrywide approach to assisting provinces in developing their property tax administration capabilities. This approach, using already existing institutional resources, could in a relatively short period of time eliminate the need for foreign assistance in the real property tax administration program.

The organizing, handling, and supervising of the necessary preliminary studies and related negotiations concerning a countrywide program will require both staff and time to accomplish. Concentration in the continuing PDAP program will also require staff and time. Therefore, the pace and timing of adding more provinces to PDAP programming will be regulated by annual reviews concerning current workloads, projected work and demands for the coming twelve-month period. These reviews would operate under the initial criteria that:

- a. Given staff limitations, full time USAID Area Development Specialists will be assigned to only eight provinces (see Attachment 5), however, these specialists will be given a second priority assignment in one or more additional provinces;
- b. At least one USAID staff member will be assigned full time to pursue the second course of action described above; and
- c. There will be a careful review of the mix of technical assistance skills and sources (i.e., Institutional Contracts, PASA, Direct Hire, Personal Service Contracts and Local Contracts) in light of ratio of workload and content requirements between the two courses of action cited above.

.....**PROJECT GOAL**

B. THE PROJECT GOAL

1. The Goal Statement

To establish a strong local capability to deliver public and private services to the low income and rural poor families, throughout the Philippines, thus improving their perceived quality of life.

2. Measurement of Goal Achievement

- a. Increase in public transportation coverage of province; reduction of real transportation rates.
- b. Facilitation, through adequate feeder road systems, of movement of crops and crop related commodities and equipment.
- c. Higher profit margins at the farm production level; lower risks of unmarketed crops.
- d. Raise in quantity of technical assistance to rural areas.
- e. Increase in provincially/municipally generated property tax revenues in support of feeder road construction and maintenance.
- f. Operation of relationship between local revenue raising results and the planning, financing and construction of infrastructure elements serving the local population.
- g. Active involvement of municipal governments and the private sector, including cooperatives, in province development planning and programming.
- h. Local support for development oriented expenditure of public funds as opposed to non-productive use.

3. Assumptions of Goal Achievement

- a. Feeder road construction will be concentrated in areas of highest agricultural potential.
- b. Improved farm access to markets contributes directly to improved farm income and lessened marketing risks.
- c. Improved feeder roads and networks reduce costs of public and private road transportation.

- d. Capital improvements planned and constructed by provincial governments will be intended to improve the general welfare of a majority of the citizens.**
- e. Provincial governments will be able and willing to adopt and implement modern real property tax administration systems.**
- f. Provincial leadership will become increasingly aware that good development is good politics.**
- g. Provincial and municipal governments will be able and willing to commit increased property tax revenues to programmed infrastructure construction.**

PROJECT PURPOSE

C. THE PROJECT PURPOSE

1. Statement of the Purpose

- a. Strengthen provincial government capability in the areas of: (1) overall administration, planning and coordination; (2) financial management; and (3) infrastructure; and in the process...
- b. Strengthen the national-level capability to carry on sustained assistance to local government.

2. Conditions at the End of the Project

- a. Project provinces are planning, financing and conducting both short and long range operations on the basis of duly adopted comprehensive development plans, five-year capital improvement programs and one year action plans tied to performance/service oriented annual budgets.
- b. Project provinces have the financial, material and technical resources to construct or reconstruct the equivalent of 50 kms. of feeder road per year, and to maintain the entire provincial road network.
- c. Of the total provincial road network mileage in each project province, 70% is all-weather.
- d. No barrio over 1,000 population is without an all-weather road connecting it to the provincial road network.
- e. Of the assessable property in each project province, at least 90% has been assessed and is covered by valid tax declarations.
- f. Real property tax collections in project provinces exceed 65% of current collectibles. (Current national average is below 50%).
- g. The range of current property tax collection percentages as among municipalities in each project province is not greater than 20%.
- h. Not less than 15% of the provincial budget of project provinces is being devoted to capital improvements.

3. Basic Assumptions

- a. The national government will fully support efforts to strengthen local government development capabilities.
- b. There will be strong, development-minded local leadership in each project province at both provincial and municipal levels.
- c. Local policy making bodies will support local development.
- d. Each project province will make adequate budgetary investments in planning, in tax administration, and in infrastructure construction and maintenance.

.....**OUTPUTS**

D. PROJECT OUTPUTS

<u>OUTPUTS</u>	<u>INDICATORS</u>	<u>ACTUAL OR PROJECTED</u>	
1. A demonstrated Capability to plan comprehensive development programs	(a) Existence of Provincial Development Council and Working Committees	Cumulative No. Provinces:	
		1974 <u>10</u>	
		1975 <u>14</u> ; 76 <u>18</u>	
			1977 <u>20</u> ; 78 <u>23</u>
	(b) Existence of Provincial Development Staff	Cumulative No. Provinces:	
		1974 <u>18</u>	
		1975 <u>23</u> ; 76 <u>28</u>	
			1977 <u>28</u> ; 78 <u>28</u>
	(c) Existence of Municipal Development staff in each municipality	Cumulative No. Provinces:	
		1974 <u>1</u>	
		1975 <u>2</u> ; 76 <u>10</u>	
			1977 <u>15</u> ; 78 <u>20</u>
	(d) Existence of One-Year Action Program	Cumulative No. Provinces:	
		1974 <u>10</u>	
		1975 <u>14</u> ; 76 <u>18</u>	
		1977 <u>23</u> ; 78 <u>27</u>	
(e) Existence of Provincial Road Network Development Plan	Cumulative No. Provinces:		
	1974 <u>6</u>		
	1975 <u>20</u> ; 76 <u>23</u>		
		1977 <u>27</u> ; 78 <u>27</u>	

<u>OUTPUTS</u>	<u>INDICATORS</u>	<u>ACTUAL OR PROJECTED</u>
	(f) Existence of Capital Improvement Program	Cumulative No. Provinces: 1974 <u>12</u> 1975 <u>18</u> ; 76 <u>27</u> 1977 <u>27</u> ; 78 <u>27</u>
	(g) Existence of Project Monitoring and Data Collection System	Cumulative No. Provinces: 1974 <u>6</u> 1975 <u>10</u> ; 76 <u>12</u> 1977 <u>15</u> ; 78 <u>20</u>
	(h) Existence of Provincial Comprehensive Development Plan	Cumulative No. Provinces: 1974 <u>0</u> 1975 <u>1</u> ; 76 <u>4</u> 1977 <u>17</u> ; 78 <u>27</u>
.....ted capability to implement infrastructure development and maintenance program	(a) Existence of Equipment Pool Development Plan	Cumulative No. Provinces: 1974 <u>18</u> 1975 <u>23</u> ; 76 <u>28</u> 1977 <u>28</u> ; 78 <u>28</u>
	(b) Existence of Equipment Pool Operations Manual	Cumulative No. Provinces: 1974 <u>15</u> 1975 <u>20</u> ; 76 <u>23</u> 1977 <u>28</u> ; 78 <u>28</u>

OUTPUTS

<u>INDICATORS</u>	<u>ACTUAL OR PROJECTED</u>
(c) Existence of adequate equipment pool with deadline rate under 20%	Cumulative No. Provinces: 1974 <u>10</u> 1975 <u>14</u> ; 76 <u>18</u> 1977 <u>23</u> ; 78 <u>28</u>
(d) Existence of Materials Testing Laboratory Development Plan & Operations Manual	Cumulative No. Provinces: 1974 <u>13</u> 1975 <u>20</u> ; 76 <u>23</u> 1977 <u>28</u> ; 78 <u>28</u>
(e) Existence of a fully functional Materials Testing Laboratory	Cumulative No. Provinces: 1974 <u>0</u> 1975 <u>14</u> ; 76 <u>18</u> 1977 <u>23</u> ; 78 <u>28</u>
(f) Existence of intra-province engineering radio network to better coordinate field work	Cumulative No. Provinces: 1974 <u>0</u> 1975 <u>6</u> ; 76 <u>18</u> 1977 <u>27</u> ; 78 <u>27</u>
(g) Membership in either the Special Infrastructure Program (SIP) or Rural Roads Program (RRP)	Cumulative No. Provinces: 1974 <u>0</u> 1975 <u>14</u> ; 76 <u>18</u> 1977 <u>27</u> ; 78 <u>27</u>

<u>OUTPUTS</u>	<u>INDICATORS</u>	<u>ACTUAL OR PROJECTED</u>	
3. A demonstrated capability to implement a real property tax administration program	(a) Existence of 5-Year Real Property Tax Administration Improvement Program	Cumulative No. Provinces:	
		1974 <u>0</u>	
		1975 <u>1</u> ; 76 <u>3</u>	
			1977 <u>27</u> ; 78 <u>28</u>
	(b) Complete RPTA system -- tax mapping, field assessment, integrated records, tax education and collections -- initiated in at least one pilot municipality	Cumulative No. Provinces:	
		1974 <u>1</u>	
		1975 <u>3</u> ; 76 <u>12</u>	
			1977 <u>28</u> ; 78 <u>28</u>
	4. A demonstrated capability to finance development projects	(c) RPTA systems installation expanded to three additional municipalities	Cumulative No. Provinces:
1974 <u>0</u>			
1975 <u>1</u> ; 76 <u>2</u>			
			1977 <u>8</u> ; 78 <u>27</u>
(a) First year of CIP incorporated in current Annual Budget		Cumulative No. Provinces:	
		1974 <u>12</u>	
		1975 <u>22</u> ; 76 <u>27</u>	
			1977 <u>27</u> ; 78 <u>27</u>
(b) Annual Performance Budget approved before start of fiscal year		Cumulative No. Provinces:	
	1974 <u>17</u>		
	1975 <u>22</u> ; 76 <u>27</u>		
		1977 <u>27</u> ; 78 <u>27</u>	

OUTPUTSINDICATORSACTUAL OR PROJECTED

(c) Province purchased materials testing equipment (P100,000)	Cumulative No. Provinces:	
	1974	<u>12</u>
	1975	<u>17</u> ; 76 <u>20</u>
	1977	<u>23</u> ; 78 <u>28</u>
(d) Province purchased soils testing equipment (P100,000)	Cumulative No. Provinces:	
	1974	<u>0</u>
	1975	<u>0</u> ; 76 <u>13</u>
	1977	<u>18</u> ; 78 <u>22</u>
(e) Province annual appropriation for rehab equipment from PDAP at least 20% of current inventory value	Cumulative No. Provinces:	
	1974	<u>5</u>
	1975	<u>8</u> ; 76 <u>10</u>
	1977	<u>12</u> ; 78 <u>15</u>
(f) Province annual appropriation for equipment spare parts at least 13% of current inventory value	Cumulative No. Provinces:	
	1974	<u>13</u>
	1975	<u>18</u> ; 76 <u>23</u>
	1977	<u>28</u> ; 78 <u>28</u>
(g) Province annual appropriation for road maintenance at least equal to statutory levels	Cumulative No. Provinces:	
	1974	<u>10</u>
	1975	<u>23</u> ; 76 <u>28</u>
	1977	<u>28</u> ; 78 <u>28</u>

-----INPUTS

E. PROJECT INPUTS

<u>KINDS OF INPUTS</u>	<u>MAGNITUDE OF INPUTS</u>	<u>DATE SCHEDULED FOR DELIVERY</u>				
		<u>74</u>	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>
<u>U.S.:</u>						
<u>TA Personnel</u>						
1. Project Management	1-2 each year	2	2	1	1	1
2. Planning/Training	1-4 each year	3	1	4	2	1
3. Fiscal Management	1-2 each year	1	1	2	2	1
4. Infrastructure	2-4 each year	4	4	4	3	2
5. Area Specialists	3-6 each year	6	5	6	5	2
6. Long-term contract specialists (public admin. advisory & training specialists) ^{1/}	3 during life of project or as required	FY 74-78				
7. Short-Term Contract Specialists						
- Property Assessment, Tax Mapping, EDP System and Other Related Specialists	8 as required	During life of project				
<u>Commodities</u>						
1. Office equipment for PDS	Basic set per province (see Attachment 6)	Complete distribution to all provinces by FY 77				
2. Tax Mapping equipment	Basic set per province (see Attachment 7)	Complete distribution to all provinces by FY 77				
3. Construction equipment and shop tools	Dependent on size of equipment pool (see Attachments 8 & 9)	Complete distribution to				
4. Procurement of excess property after FY 75 will be funded by a peso trust fund						

^{1/} Anticipate advisory services through contracts with PAS and/or University of Connecticut.

KINDS OF INPUTS**MAGNITUDE OF
INPUTS****DATE SCHEDULED
DELIVERY****U.S.A.****Training****1. Participant Training****a. Development Planning/
Administration**

- | | | |
|--|---|-------|
| (1) Training Course at U. of Conn. in Dev. Admin for Provincial Coordinators, LGC, DAP & PDAP staff. | -4 Provincial Coordinators & 1 LGC staff member | FY 74 |
| | -5 Prov Coordinators & 2 each from LGC, DAP, PDAP and Mindanso U. staff | FY 75 |
| | -5 Prev Coordinators | FY 76 |
| (2) Local Administration Internship training in city management in selected U.S. cities & towns. | -6 DLGCD & PDAP staff | FY 76 |
| | -6 DLGCD & PDAP staff | FY 77 |
| | -6 DLGCD & PDAP staff | FY 78 |
| (3) Orientation/Observation Tour for Governors | -8 Governors | FY74 |
| | -8 Governors | FY 75 |
| | -10 Governors | FY 77 |

b. Fiscal Management

- | | | |
|---|---|-------|
| (1) Third country Property Tax observation tour | -8 Treasurers/Assessors | FY 74 |
| | -10 Treasurers/Assessors plus 1 each from DLGCD PDAP & Dept. of Finance | FY 75 |
| | -16 Treasurers/Assessors | FY 76 |
| (2) Real Property Tax Administration at U. of California for DLGCD trainers | -12 DLGCD staff | FY 77 |

<u>KINDS OF INPUTS</u>	<u>MAGNITUDE OF INPUTS</u>	<u>DATE SCHEDULED FOR DELIVERY</u>
<u>c. Infrastructure</u>		
(1) Engineering observation of road planning & equipment utilization in U.S. & construction & maintenance of small scale irrigation systems in Taiwan	-9 Provincial Engineers	FY 76
	-9 Provincial Engineers	FY 77
	-9 Provincial Engineers	FY 78
<u>2. In-country training</u>		
<u>a. Development/Planning Administration</u>		
(1) Provincial Development Training Package (for provincial officials & PDS of new member provinces)	-All member provinces complete training by FY 76	
(2) Development Administrators Training Program (Philippine version of U. of Conn. DTP conducted at Los Baños)	-23 Provincial Project Analysts	FY 76
	-30 Prov Project Analysts & PDAP staff	FY 77
	-35 Prov Project Analysts & PDAP staff	FY 78
(3) Provincial Comprehensive Planning training for PDS & selected local officials conducted by PDAP/AD/PD staff	-23 trainees	FY 75
	- 12 Trainees	FY 76
	- 40 trainees	FY 77
(4) Socio-Economic Profile Preparation for PDS staff & conducted by PDAP	-All member provinces complete by FY 76	

<u>KINDS OF INPUTS</u>	<u>MAGNITUDE OF INPUTS</u>	<u>DATE SCHEDULED FOR DELIVERY</u>
b. <u>Fiscal Management</u>		
(1) Capital Improvement Programming for selected local officials (Provincial Budget Committee/average of 6 per province).	All member provinces complete training by FY 76.	
(2) Action Budget/Performance Budget preparation for selected local officials (Provincial Budget Committee/average of 6 per province).	All member provinces complete by FY 76.	
(3) Tax Mapping (TCAGP) (from Provincial Assessor's Office)	2 to 4 staff per province	
(4) Tax Mapping ...	- 18 Trainees	FY 74
	- 9 Trainees	FY 75
	- 10 Trainees	FY 76
	- 10 Trainees	FY 77
c. <u>Infrastructure Development</u>		
(1) Road Network Development Planning for PDS, PEO and PDAP staff	- 29 Trainees	FY 75
	- 142 Trainees	FY 76
	- 50 Trainees	FY 77
(2) Feasibility Studies for Rural Roads for PDS, PEO and PDAP Staff	- 58 Trainees	FY 75
	- 60 Trainees	FY 76
	- 75 Trainees	FY 77

<u>KINDS OF INPUTS</u>	<u>MAGNITUDE OF INPUTS</u>	<u>DATE SCHEDULED FOR DELIVERY</u>
<u>1/</u> Specialized Studies		
1. Preliminary investigation of provincial road networks country-wide, their composition, condition, construction and maintenance	P 500,000 \$ 25,000	FY 74
2. Preliminary investigation of management of PEO's in selected provinces re personnel, budgeting, fiscal controls, capital facilities and equipment and basic functions including planning, design, construction, maintenance and contract administration	P 400,000 \$ 60,000	FY 74
3. Study concerning costing, management, labor employment impact, equipment configuration, and production characteristics when utilizing differing "mixes" of labor and capital-intensive equipment on various kinds of rural work	P 200,000 \$ 60,000	FY 74

G.O.P.:

TA Personnel (PDAP)

1. Management and Technical Staff	- 8-30 each year	FY 74-FY 78
2. Area Development Specialists	- 8-12 each year	FY 74-FY 78
3. Clerical Support	- 10 each year	FY 74-FY 78

1/ These are tentative study identification only. Further reviews will be made to determine exact study make up. See Attachment 4 for listing of possible preliminary and subsequent major study coverages.

<u>KINDS OF INPUTS</u>	<u>MAGNITUDE OF INPUTS</u>	<u>DATE SCHEDULED FOR DELIVERY</u>
Budget Support		
1. National Budget (PDAP)	P 6,000,000	Life of Project
2. Counterpart Funding - (Provinces)	P 500,000 minimum per province	During period of active participation in project
3. Salaries of Provincial Development Staff Members (Provinces)	P 100,000 minimum per province per year	During period of active participation in project

..... COURSES OF ACTION

F. COURSES OF ACTION

1. Implementation Plan

- Prepare agreements with new provinces on requirements to be met during life of project.
 - (a) 4 provinces **Sept. 1973**
 - (b) 4 provinces **Sept. 1974**
 - (c) 4 provinces **Sept. 1975**

- Sign excess property agreements with provinces.
 - (a) 4 provinces **Oct. 1973**
 - (b) 4 provinces **Oct. 1974**
 - (c) 4 provinces **Oct. 1975**

- Appoint Provincial Development Coordinator and key Development Staff Members
 - (a) 4 provinces **Nov. 1973**
 - (b) 4 provinces **Nov. 1974**
 - (c) 4 provinces **Nov. 1975**

- Assign USAID Area Development Specialist.
 - (a) 4 provinces **Dec. 1973**
 - (b) 4 provinces **Dec. 1974**
 - (c) 4 provinces **Dec. 1975**

- Assign PDAP Area Development Specialist.
 - (a) 5 provinces **July 1973**
 - (b) 4 provinces **Dec. 1973**
 - (c) 4 provinces **Dec. 1974**
 - (d) 4 provinces **Dec. 1975**

- Organize Development Committees or Task Forces under the Provincial Development Council.
 - (a) 4 provinces **Jan. 1974**
 - (b) 4 provinces **Jan. 1975**
 - (c) 4 provinces **Jan. 1976**

- Initial release of USAID commodities and equipment.

- | | |
|-----------------|-----------|
| (a) 4 provinces | Jan. 1974 |
| (b) 4 provinces | Jan. 1975 |
| (c) 4 provinces | Jan. 1976 |

- Preparation of one-year action programs funded in part by Provincial Budget.

- | | |
|------------------|-------------------|
| (a) 10 provinces | Jan. to July 1974 |
| (b) 14 provinces | Jan. to July 1975 |
| (c) 18 provinces | Jan. to July 1976 |
| (d) 21 provinces | Jan. to July 1977 |
| (e) 25 provinces | Jan. to July 1978 |

- Preparation of outline Multi-Year Development Plan covering infrastructure, fiscal management, agriculture, nutrition and family planning.

- | | |
|------------------|-------------------|
| (a) 3 provinces | July to Dec. 1974 |
| (b) 5 provinces | July to Dec. 1975 |
| (c) 9 provinces | July to Dec. 1976 |
| (d) 14 provinces | July to Dec. 1977 |
| (e) 18 provinces | July to Dec. 1978 |

- Preparation of Capital Improvement Program.

- | | |
|------------------|-------------------|
| (a) 12 provinces | Jan. to Mar. 1974 |
| (b) 16 provinces | Jan. to Mar. 1975 |
| (c) 20 provinces | Jan. to Mar. 1976 |
| (d) 24 provinces | Jan. to Mar. 1977 |
| (e) 27 provinces | Jan. to Mar. 1978 |

Development of adequate Equipment Pool with deadline rate under 20%.

- | | |
|------------------|------|
| (a) 10 provinces | 1974 |
| (b) 12 provinces | 1975 |
| (c) 15 provinces | 1976 |
| (d) 20 provinces | 1977 |
| (e) 25 provinces | 1978 |

- Development of time-framed Tax Mapping and Reassessment Program.

(a) 8 provinces	1974
(b) 10 provinces	1975
(c) 12 provinces	1976
(d) 14 provinces	1977
(e) 17 provinces	1978

- Development of time-framed Tax Education and Collection Program.

(a) 4 provinces	1974
(b) 6 provinces	1975
(c) 8 provinces	1976
(d) 10 provinces	1977
(e) 13 provinces	1978

NARRATIVE

G. NARRATIVE STATEMENT

1. Concurrent Courses of Project Action

Two concurrent and mutually supporting courses of action are proposed for this project. These are: (a) determining the feasibility of a countrywide program, while (b) simultaneously pursuing a proven development approach in targeted provinces. Since the provincial development program, as it is presently operating, is a proven and highly practical approach for facilitating local development, its continued use will not only serve the Philippines well, but can do much to insure the success of an expanded program. Just as the projected shift to countrywide application is designed to concentrate on a narrowed program focus, namely planning, property tax administration and provincial road network maintenance and construction, so too will the ongoing development program place its highest priority on these particular areas of development. By so doing, project progress will be sustained and essential test data demonstrating the feasibility of an enlarged national commitment will be generated. In particular, current development program emphasis on systems design and installation, on skills training and on program monitoring and measurement will dovetail with the evaluations and preparatory steps which must precede any countrywide program application.

In pursuing the first course of action, a number of special studies will be initiated. These will use PDAP staff, American advisors, Filipino contractors, Filipino institutions, and foreign contractors funded, at least in the initial stages, under a series of grants mutually arranged between GOP and USAID. In one case, that of tax administration, the opportunity for nationwide expansion is already present. USAID is now in an excellent position to assist PDAP in mounting a major effort designed for countrywide application, and putting to use available specialist manpower, newly developed systems and procedures and existing training services. This early shift in program application could be initiated in short order under special agreements between the GOP and USAID using in-country Philippine institutions and short term external consultants.

The second course of action is an outgrowth of the pilot province approach which was utilized in the Provincial Development Project (492-11-995-236). All

sixteen provinces in that program have been included in this project, as well as four additional provinces that are presently covered by the ongoing PDAP/USAID Flood Recovery Project (492-11-995-255). The level of assistance to the twelve earlier provinces will be very limited, but their continuing participation in the program is intended to solidify the gains that were achieved under these other programs and to take full advantage of their developed capabilities to implement programs related to the primary focus of this project, as well as any shift to countrywide application.

Using the techniques and programs with demonstrated reliability as established in the pilot province project, this project will continue its primary concentration on developing comprehensive socio-economic development programs in up to twelve of the remaining provinces yet to be selected by the GOP that offer the greatest opportunity for achieving significant results as measured against required inputs. The project is not designed to assist the highly developed provinces such as Rizal, nor is it applicable, as presently designed, in a number of smaller provinces with such limited resources as to raise serious questions concerning the viability of development programs.

2. Program Focus

As indicated above, the project will focus primary attention on three provincial development objectives applicable to both the continuing program and to projected countrywide application. These are:

a. Developing and institutionalizing an effective provincial planning capability.

Within each province the project will assist in the organization, training and operation of an effective development planning unit. This unit will be responsible for both general planning related to the comprehensive development of the entire province, and to specific planning supportive of the other two priority areas, engineering and property tax administration.

b. Developing and institutionalizing an effective provincial engineering capability.

Within each province, the project will assist in the development of engineering staffs and engineering management systems to enable the province to carry out

orderly, properly engineered and properly financed provincial road network maintenance and construction programs and activities. Stress will be given to insuring that engineering staff elements charged with road construction planning and programming are trained and equipped: (1) to relate these activities directly to local revenue generation results, (2) to utilize appropriate current engineering criteria and application techniques in road network maintenance and construction planning and implementation, (3) to utilize the most advantageous mix of force account, private contract and labor intensive approaches for road maintenance and construction operations, and (4) to effectively utilize and enforce adopted construction standards, particularly those affecting quality control.

c. Developing and institutionalizing an effective provincial tax management capability.

Within each province, the project will assist in the development of a fiscal management staff equipped to handle a comprehensive fiscal management program with primary emphasis on real property tax administration. Property tax administration will cover: (1) all phases of real property tax assessment, including tax mapping, parcel identification, field and office appraisal techniques, tax records administration, and administration of regular and special programs for revision of valuations; (2) all phases of real property tax collection, including enforcement techniques, taxpayer education and tax records administration; and (3) the establishment of direct and easily understood relationships between tax collection returns and the planning and upgrading of the provincial road network.

Operating through the provincial planning unit, the project will also have a secondary focus on improving the ability of provinces to achieve program priorities in agriculture, family planning, targeted nutrition, rural electrification and rural industries. Success of provincial program activities in each of these areas is dependent directly upon the quality of leadership, planning, programming, coordination and monitoring which take place at provincial level among a multiplicity of agencies, both national and local. Here the planning unit of the provincial development

organization will develop the basis upon which these essential elements of program success are introduced and applied. First, it will bring together for joint planning purposes the respective local and national officials concerned with each priority program. Where necessary, it will rely upon the leadership of the Provincial Governor, particularly when agencies and officials have not been accustomed to working and planning together and sharing both responsibility and authority in connection with the achievement of shared objectives. Second, it will facilitate the interrelation of national and local priority requirements, making them possible of attainment and more easily understandable by officials at both levels. And third, it will lead to the establishment of effective communications, both vertical and horizontal, among participating agencies. Thus, the planning unit will be in a position to make a dual contribution. It will assist the provinces to attain their primary objectives in tax administration and road system maintenance and construction. It will also make a major contribution to the attainment of secondary objectives, particularly those where many officials and agencies are involved and where coordination of effort is the prime determinant of success.

3. New Provinces

Criteria for selection of priority provinces to be admitted into the continuing development program include development potential, priority status in relation to national goals, and potential financial viability of the provincial government. A critical precondition is the demonstrated existence of a dynamic local leadership that has a sincere concern for the social and economic well-being of the local populace.

Each new province must meet a number of basic requirements before it is accepted into the project. Foremost of these is that a Provincial Development Coordinator must be appointed and competent personnel assigned to the Provincial Development Staff (PDS). Second, the province must agree to participate in a comprehensive training program established by PDAP, the Local Government Center and other cooperating institutions. (See Attachments 10 and 11.) Third, each province must provide the salaries, office space and basic supplies and equipment to enable the development staff to function.

These actions required to create a provincial planning capability represent a substantial investment by each

participating province. On the average this will amount to more than P100,000 for staff salaries and P50,000 for annual operating expenses. To accelerate this institutional development phase, the project, through PDAP, will provide each new Provincial Development Staff with the basic office equipment necessary to administratively execute the provincial plan, and with necessary project vehicles to provide the mobility to the PDS for data collection, program monitoring and coordination of field activities. (See Attachment 6.)

After admission into the project the provincial government must complete a specified schedule of accomplishments and must reach designated milestones specifically covered in a memorandum of agreement between PDAP and the province. Each accomplishment directly relates to project outputs. (See Attachment 12). The required project accomplishments include a multi-year development plan, a three year capital improvement program, a study and determination of heavy equipment requirements followed by the necessary trust fund deposit for obtaining the equipment, a study and determination of equipment pool manpower requirements, budgetary provision for maintenance of provincial vehicular and construction equipment, and a one year action plan prepared by the staff and approved and funded by the Provincial Board.

Each province will also be required to develop an equipment pool facility requiring the investment of from P200,000 to P500,000, and to deposit funds for acquisition of equipment. While the amounts will vary, the average province will deposit at least P500,000 for excess property during the initial three years of participation in the project. These deposits will be equivalent to the dollar cost of acquisition by the project of excess property for the provincial equipment pools. Construction equipment, including rolling stock, heavy equipment, shop tools and spare parts. (see Attachments 8 and 9), will provide each province with the capability to implement its provincial infrastructure program.

Where experience demonstrates that the excess property program is not a reliable source for selected items of construction equipment required by the provinces to implement annual infrastructure programs, the Mission will encourage the GOP to secure a development loan to cover the purchase of these items. Provinces would reimburse the national government, on appropriate concessional terms, for the equivalent peso cost of each unit that they receive under such a program.

As the foregoing listing of requirements indicates, each new participating province must make a very substantial and effectively binding commitment of a significant segment of its resources and its efforts to enter the development program and to maintain active status. Experience indicates that provinces are ready and willing to make this commitment to a development program which they can accept, understand and implement.

4. Role of Area Development Specialists

The PDAP field advisory effort will be built around full-time generalists knowledgeable or trainable in modern management and planning methods and systems. These generalists may serve as resident PDAP representatives during an initial period after provinces have joined the project, or may provide follow-up assistance and evaluations in the older project provinces.

In each new project province, both PDAP and USAID will assign an Area Development Specialist (ADS) to assist with the initial implementation processes. The ADS's will concentrate their efforts on organization and development of the local units responsible for planning and/or effective implementation of project primary and secondary activities. Specifically they will: (a) work with the provincial political leadership and the Provincial Development Staff in developing and applying the systems and skills necessary to establish and periodically re-examine program priorities; (b) assist the Provincial Development Staff to develop and apply systems and skills that will incorporate program priorities into an action-oriented provincial development plan with focus primarily on Provincial Engineering Office operations, tax administration and their interrelationships; (c) assist in installing systems and developing skills required to establish an effective vertical and horizontal communications and reporting system required for planning and monitoring provincial programs; and (d) encourage the development of systems that will foster the active involvement of the private sector in the provincial planning processes.

5. Vertical and Horizontal Communications

Crucial among the special needs of the provincial governments are improved vertical and horizontal communications systems and associated attitudes. There are also needs concerning improvement of provincial government communication downwards to the municipalities as well as between the local governments and national agencies operating

at the local level. Finally, there is a growing need for improved communication between provincial governments and regionally located national administrative and planning agencies. The present Provincial Development Council System, with its Provincial Development Staff, is an important device which this project will continue to use in facilitating the establishment of these vital communications links.

It is proposed that improvement of communications between provincial governments and regional offices will be the subject of intensive attention by PDAP using the Area Development Specialists for assisting in designing and building in the necessary systems and training. In the case of provinces and municipalities, it is proposed, on a pilot basis, to employ one USAID specialist accompanied by a PDAP generalist to work in a limited number of municipalities within a few provinces to assist in designing the necessary communications systems and related action programs.

6. Strengthening Provincial Engineering

Provincial Engineering Offices, particularly in their rural road maintenance, upgrading, and construction activities, will also become objects of intensified attention. In this connection, Provincial Development Staffs will be encouraged to develop and apply the necessary planning systems for designing road networks, selecting road priorities and selecting projects. This will apply particularly when linking provincial government rural infrastructure activities to rationally projected income trends and appropriate investment policies.

Locally adopted engineering management systems concerning standards, costing, mixing capital-intensive and labor-extensive inputs, contracting, fixing and meeting targets, equipment utilization, and depreciation practices will be developed and installed. Over time, this may require alteration in the skills configuration of the American advisory staff. PDAP will be encouraged to recruit staff proficient in this area. In this connection also, it may be possible to test out the use of Filipino contractors as advisors for this kind of activity.

How to link the foregoing engineering and communications operations into planning and managing allocation of locally derived tax revenues will be another major function of Provincial Development Staffs. It will be their responsibility to develop appropriate planning and monitoring systems

related to these matters. Assistance in designing such systems, in carrying out necessary tests, and in developing the appropriate skills training will be provided by PDAP Filipino and American ADS's and where necessary, by associated Filipino or American contract advisory specialists.

7. Developing Provincial Equipment Pools

The USAID Equipment Specialists will assist PDAP Equipment Specialists in providing technical assistance to the provincial governments on planning and developing their equipment pools. This activity will involve approximately P500,000 worth of equipment, mostly from U.S. excess property stocks, and an average of 35 skilled and semi-skilled personnel per province. The equipment pool will thus represent the largest single operational investment of the provincial government. During the initial period after each province has joined the project, the technicians will visit each equipment pool on a scheduled basis giving close attention to: (a) condition and use of rolling stock and equipment, (b) condition and use of repair facilities, (c) shop management, (d) preventive maintenance, and (e) spare parts procurement and storage. They will provide on-the-spot advisory services, including corrective training, for all levels of equipment pool personnel. They will design and/or recommend specific training programs for shop foremen, mechanics and machinists. Before the phaseout of USAID technical assistance to each provincial equipment pool, an equipment pool operations manual will be prepared and installed, including the presentation of related training programs.

8. Strengthening Property Tax Administration

An integral part of provincial development is the province's ability to finance its programs. Since the real property tax is the major source of local revenue available to provincial governments, it is imperative that provinces devote close and continuing attention to improving the total property tax administration program. As part of the PDAP pilot province program, systems have been developed for improving provincial tax operations ranging from reliance upon traditional Filipino methods to the use of more sophisticated EDP systems. The latter methods require tax maps developed from cadastral surveys and/or aerial photographs. Where these data sources exist, provinces will be encouraged to establish the more modern systems. In the other provinces, pending the implementation of a national real property tax administration improvement program, the local governments will be encouraged to initiate the more limited improvements that are possible within the constraints of the available

system. However, in all cases, provinces will be required: (a) to have members of their assessor's staff trained in aerial photo interpretation at the University of the Philippines Training Center for Applied Geodesy and Photogrammetry; (b) to prepare and apply current schedules of values; and (c) to arrange land tax records in a prescribed manner that will facilitate the introduction of modern real property tax administration systems as soon as aerial photographs are available for preparation of tax maps. Demonstrated continuing improvement in real property tax collection will be a mandatory condition for each province for continuing participation in the project. For each project province undertaking a program to improve tax administration, PDAP and USAID will provide commodity support to accelerate the initial efforts. (See Attachment 7.)

9. Strengthening Development through Training

As frequent references to training programs and processes in preceding sections would indicate, this project places considerable emphasis and dependence on the training of provincial officials and technicians participating in the development program. Without a strong training element this project could not expect to accomplish its purpose. It is therefore intended that training will begin as each new province is admitted to the project, and will continue regularly thereafter throughout the period of active participation. Training will be conducted centrally, regionally and in the provinces, and both on the job and away from the job.

PDAP will be responsible for the design and implementation of the comprehensive training program covering all associated provincial personnel. This will be accomplished by utilizing the facilities and resources of such on-going institutions as the Local Government Center (LGC), Asian Institute of Management (AIM), and the University of the Philippines Training Center for Applied Geodesy and Photogrammetry (TCAGP).

PDAP personnel will also be responsible for the various phases of the training program that will provide the necessary orientation and skills for all members of the Provincial Development Staff and the principal officials directly involved in the design and implementation of the provincial plan. It is estimated that approximately forty officials and staff personnel from each province will participate in at least ten courses over the six-month training period. (See Attachments 10 and 11.) This training will normally be conducted shortly after the province signs

a memorandum of agreement with PDAP. Follow-up training will be undertaken in each participating province after completion of the initial six-month training program.

PDAP and USAID will jointly develop a participant training component designed to sharpen the development related knowledges and skills of key provincial officials and technicians. This participant training component will include highly selective programs involving a small number of participants, most of whom will be senior provincial staff officials. In this connection, use will be made of the University of Connecticut's Development Administration Training Course for training Provincial Development Coordinators and Senior Development Analysts (Deputy Provincial Development Coordinators). Other participant training requirements and resources will be identified as the PDAP/LGC comprehensive training program progresses.

Efforts will be continued to develop the in-country capability to serve project training needs in lieu of participant training. Under this program, several LGC staff members will attend Training of Trainees courses at the University of Connecticut.

The pilot province approach of the Provincial Development Project identified the need for one or more national level entities to provide selected technical support services for the provincial governments. This need was particularly evident in the case of in-service training for real property tax administration. Accordingly, this project will support the development of the national institutions to provide these needed services. Several institutions such as LGC, AIM and TCAGP are already heavily involved in training programs relating to provincial assistance activities. The project will assist these institutions to develop expanded capabilities that can ultimately eliminate the need for foreign assistance in key areas of development training.

The PDAP and USAID staffs, using training consultants as needed, will monitor and participate in the proposed comprehensive provincial training program. They will review the program, including the long range potential of the various training units (LGC, AIM, etc.), determine the design deficiencies and make recommendations for modifying and expanding training materials and curriculum. Special attention will be devoted to creating a permanent yet flexible institutionalized training program that may be repeated during the first half of every fiscal year during the period of FY 1974-1978.

10. Intermediate Technology for Road Maintenance

PDAP/USAID programs in road construction, aimed at opening channels of economic betterment to the rural poor, have treated with farm-to-market roads and provincial connections. But within the smaller cities and the municipalities exists thousands of miles of roughly surfaced, macadam and concrete roads that are disintegrating through lack of maintenance. Yet the municipalities and the smaller, intermediate cities play important roles servicing the rural population. If road maintenance deteriorates, the provinces will be forced to assist thus depleting their already hard pressed budgets. One way to give effective aid would be to develop locally produced road maintenance equipment and organized road maintenance procedures for the municipalities and the cities. If ways could be found to produce indigenous equipment grouped around an all service truck design, maintenance could be increased and the lot of these small units would be improved. Since road maintenance is done with casual laborers, usually displaced farmers or those temporarily out of work, their effectiveness would increase and more could be employed. Coupled with this is the need for the design and development of supporting road construction equipment in the form of drag levellers, water wagons, compactors and rollers which could be produced within the province or city where the equipment is to be used.

One of the PDAP provinces, has started to arrange a road maintenance manual for its municipalities and would be willing to cooperate in the design of equipment - and procedures - to effect better maintenance at minimum cost.

A research and development program be funded to bring together known practices and techniques for rural road maintenance and construction, to examine practices and local resources in the municipalities and cities of the Philippines and to design and test a road maintenance and construction unit, together with the organizational and working procedures, in one or two test provinces and cities.

11. Position Classification and Salary Administration

A chronic drawback in mounting successful local development programs is rooted in the absence of stable personnel administration, particularly the lack of clear statements of duties and qualifications of existing positions and the dearth of just and competitive pay plans. Provincial employees are buffeted by the whims of local decisions, by the rigid application of central procedures and by the absence of equitable salary plans. Consequently, local governments are hard pressed to recruit and retain qualified personnel and are forced to engage in piecemeal solutions to existing problems. The first, and

foremost, approach must be made through a position classification and salary program by which the jobs performed are classified and salaries are related to common positions. This approach must, at the same time, allow for the expression of individual needs, resources and viewpoints based on the differences in provinces.

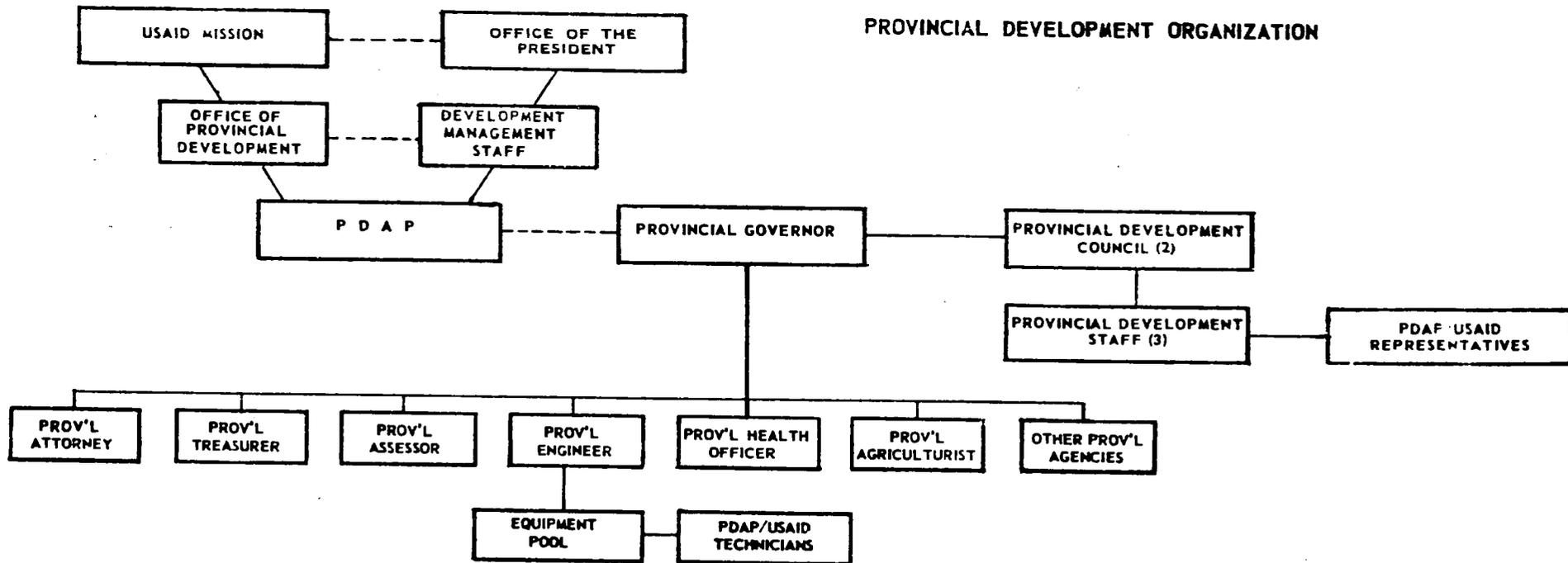
PDAP has begun to tackle this problem, starting with two "pilot" provinces for which standard position classifications and salary plans have been designed and accepted. The results are not only beneficial to the two provinces; they will serve as models so that other provinces can follow on the tracks of the original improvement. We are presently designing a training program and operations manual based on the completed pilot experience from which other provinces can effect similar changes for themselves. To provide continuity in the program, the Department of Local Government and Community Development (DLGCD) is in on the details. Thus, as more provinces begin to solve their problems in classification and pay, the solutions will gradually be available to all provinces, not just the PDAP ones alone. Moreover, both PDAP and DLGCD are working directly with appropriate central agencies who have a heavy say in these matters, i.e. Department of Finance and Civil Service Commission, to get them to accept the need to strengthen provincial personnel administration.

USAID has provided initial direct-hire technical assistance in the two pilot provinces, assisted by PDAP and the Civil Service Commission, and will continue to provide contractual technical services and participant training to perfect the models and to make their results open to all provinces. Efforts are also being made to build the capacity for personnel administration into the Department of Local Government and Community Development so it can take over the whole program and administer it nationwide for all local governments.

12. GOP/USAID Coordination

The PDAP Director and the USAID Project Manager will cooperate and coordinate in all matters relating to the planning, management and implementation of the project. They will collaborate in determining the level and development of project resources to transform GOP/USAID project policies into appropriate and responsive field activities. They will take the necessary steps to insure that their respective staffs also work closely and harmoniously together, both centrally and in the provinces. To these ends, the PDAP Director and the USAID Project Manager will see that two-way communications take place at each level of project activity, that complete agreement is reached on all significant project objectives and related courses of action, and that management and staff efforts in the center and in the field, will reflect a unity of purpose to which both the GOP and USAID can fully subscribe.

----- **ATTACHMENTS**



- (1) PDAP Transferred from National Economic Council to Office of the Executive Secretary to the President in November 1972.
- (2) Chiefs of Provincial and National Offices are members of Provincial Development Council.
- (3) Recommended Composition of Provincial Development Staff:

Chief: Provincial Development Coordinator

Staff: Project Analyst
 Fiscal Analyst
 Engineering Analyst
 Agricultural Analyst
 Statistician

Researcher
 Draftsman/Illustrator
 Information Writer
 Family Planning/Nutrition
 Liaison Officer

ADMISSION OF PROVINCES TO
DEVELOPMENT AND REHABILITATION PROGRAMS
PRIOR TO LOCAL DEVELOPMENT PROJECT

(Calendar Year)

	OPERATION SPREAD	PDAP*	FLOOD REHABILITATION
Tarlac	1966		1972
Laguna	1966		1972
Palawan		1968	
Leyte		1968	
South Cotabato		1968	
Iloilo		1969	
Bulacan		1969	1972
Cebu		1969	
Mindoro Oriental		1969	
Misamis Oriental		1970	
Benguet		1971	
Batangas		1971	1972
Davao del Norte		1971	
La Union		1972	1972
Pangasinan		1972	1972
Zambales		1972	1972
Pampanga		1972	1972
Camarines Sur		1972	1972
Nueva Ecija			1972
Bataan			1972
TOTAL: 20	2	16	11

* Provincial Development Assistance Project.

ATTACHMENT 2

RP

352.0009914 USAID/Philippines.

C614

Local Development Project; Evaluation.
Robert Clary and Anthony Ormasa. May
1977.

1 v.

Includes report prepared under contract
by Development Associates, Inc., on the Provincial
Development Assistance Project.

AID/otr-C-1382

492-11-995-256

1. Local government-RP. 2. Evaluation-Local government-
RP. 3. Project eval.-Local gov.-RP. 4. Infrastructure-
RP. I. Development Associates, Inc. II. Contract. III.
Provincial Development Assistance Project,
Philippines. IV. Title. V. Authors.

PROJECT COVERAGE

NO.	PROJECT	INITIAL YEAR	PROVINCE	POPULATION (1000)	NO. OF MUNICIPALITIES	NO. OF BARANGAYS	PROV. ROAD NET-KMS-1972	REAL PROPERTY TAX COL. CY74 (P1000)
1	A-B	69	PALAWAN	231	19	287	531	779
2	A-B	69	LEYTE	1110	49	1333	588	2239
3	A-B	69	SOUTH COTABATO	466	12	193	826	2304
4	A-B	69	ILOILO	1164	46	1701	826	3459
5	A-B	69	BULACAN	836	24	512	342	7089
6	A-B	69	MINDORO ORIENTAL	328	15	357	415	1158
7	A-E	70	MISAMIS ORIENTAL	472	23	290	433	1189
8	A-B	71	BATANGAS	925	33	893	497	5357
9	A-E	71	DAVAO (NORTE)	440	19	338	663	1297
10	A-B	73	LA UNION	373	20	531	117	1833
11	A-B	73	PANGASINAN	1385	45	1244	877	4223
12	A-B	73	ZAMBALES	342	13	193	171	1484
13	A-B	73	PAMPANGA	906	21	517	311	3394
14	A-B	73	CAMARINES SUR	947	35	947	786	1712
15	B	74	BATAAN	216	12	196	152	3069
16	B	74	SORSOGON	427	16	514	282	685
17	B	74	LANAO DEL SUR	400	28	1250	344	300
18	B	74	CAPIZ	442	16	450	454	1305
19	B	74	ANTIQUÉ	307	18	571	230	392
20	E	75	ALBAY	674	17	583	333	974
21	B	75	SAMAR	442	23	572	142	84
22	B	75	AKLAN	263	17	311	268	627
23	B	75	AGUSAN NORTE	278	11	152	208	713
24	E	76	CAGAYAN	581	29	737	590	326
25	B	76	ABRA	146	22	267	424	118
26	B	76	QUEZON	1083	47	498	452	3605
27	B	76	MINDORO OCCIDENTAL	160	11	113	614	388
28	B	76	AGUSAN SUR	187	13	162	170	339
PROJECTED PROJECT TOTAL - 28 PROVINCES				21901	881	21040	16514	50442
NATIONAL TOTAL 72				*41800	1450	*41000	29000	85000
PERCENTAGE PROJECT COVERAGE				52%	61%	51%	57%	59%

A - PROVINCIAL DEVELOPMENT PROJECT NO. - 492-11-995-236

B - LOCAL DEVELOPMENT PROJECT NO. - 492-11-995-256

* - NATIONAL TOTAL INCLUDES CITIES.

DESCRIPTION OF STUDIES RECOMMENDED BY DALTON TASK FORCE

I. Provincial Engineering and Fiscal Management:

1. Preliminary investigation of provincial road networks, road network conditions, PEO organizations and PEO activities countrywide.

Filipino contractor: Pesos 500,000
USAID grant

Supervision and liaison by two specially assigned PDAP and USAID/PD staff.

2. Preliminary investigation of 20 provincial government's management of PEO's re personnel, budgeting, financial controls, investment, etc.

Filipino contractor: Pesos 400,000
USAID grant

Supervision and liaison by two specially assigned PDAP and USAID/PD staff members.

3. Initial series of studies on selected rural roads in order to obtain: traffic counts, data on costs of transport per km. of road, property value trends, etc.

Filipino contractor: Pesos 200,000
USAID grant

Supervision by USAID/PD staff.

4. Preliminary development of rural road engineering standards and costing for 30 kms. of varying kinds of road in Rehabilitation provinces.

Filipino contractor: Pesos 500,000
USAID grant

Supervision by two USAID qualified engineering TDY specialists.

5. Study of technical requirements related to nation-wide photo-survey for tax assessment purposes.

Filipino contractor: Pesos 200,000
USAID grant

ATTACHMENT 4

Supervision and liaison by specially assigned PDAP and USAID/PD staff members.

6. Initial costing, work flow, and time studies concerning routine processing of tax assessment and valuation data on a provincewide basis.

Filipino contractor: Pesos 200,000
USAID grant

Supervision and liaison by specially assigned PDAP and USAID/PD staff members.

7. Survey of Philippine institutions and contractors that may be used in large-scale training programs of provincial staffs.

Specially assigned PDAP and USAID/PD staff.

8. Study of selected number of provinces to determine corrections in tax assessment and collection policies and delivery of provincial services to communities.

Assigned PDAP staff and USAID/PD staff.

II. Planning:

1. Investigation of all provinces to determine nature, quality, staffing of present PDS.

Filipino contractor: Pesos 300,000
USAID grant

Supervision and liaison by assigned PDAP and USAID/PD staff.

2. Development of preliminary test efforts at designing at least two provincial planning tools adjusted to narrow concentration.

Filipino contractor: Pesos 200,000
USAID grant

Supervision and liaison by assigned PDAP and USAID/PD staff.

3. Survey of vertical and horizontal communication gaps in selected number of provinces.

PDAP staff and assigned USAID/PD staff.

ATTACHMENT 4 P. 2

4. Survey of possible training institutions and contractors that could be used in an expanded planning training program.

PDAP staff and assigned USAID/PD staff.

5. Study of decision-making processes by elective provincial government officials.

Filipino contractor: Pesos 150,000
USAID grant

Supervision and liaison by assigned PDAP and USAID/PD staff.

6. Survey of regional planning and administration in relation to provincial PDS work and potentials.

PDAP staff and assigned USAID/PD staff.

III. Developmental and Supporting Technical Assistance:

1. Study of alternative national organizational devices and structures required to effectively assist provinces in expanded program.

PDAP staff and assigned USAID/PD staff.

2. Study of various devices concerning grants-in-aid, loans, incentives, controls useful to the national government when assisting an expanded program.

PDAP staff and assigned USAID/PD staff.

3. Survey of provincial governments (20 to 30) from point of view of examining overall internal management characteristics and weaknesses in relation to determining needed capacities for supporting increased developmental activities.

Filipino contractor: Pesos 400,000
USAID grant

Supervision and liaison by assigned PDAP and USAID/PD staff.

4. Studies of national government rules and procedures related to auditing, procurement, etc. and their application in provinces with view to determining necessary changes needed.

PDAP staff, personnel drawn from relevant national government agencies and USAID/PD staff.

5. Development of various kinds of criteria for use in judging whether one, two, or all three of the principal concentration tasks should be introduced in any one province, and design of alternative suggested modes of introduction and operation.

American/Filipino contractors: US \$400,000
USAID grant

Supervision and liaison by assigned PDAP and USAID/PD staff.

IV. Estimated total costs of foregoing Initial Exploratory Activities:

Pesos	3,850,000
U.S. \$	1,200,000

ATTACHMENT 4 P. 4

MANPOWER UTILIZATION PLAN FOR USAID AREA SPECIALISTS

PDAP PROVINCES	FY 74	FY 75	FY 76	FY 77	FY 78
* 1. PALAWAN					
** 2. LEYTE					
* 3. SOUTH COTABATO	+ - + - + -				
* 4. ILOILO					
** 5. BULACAN					
** 6. MINDORO ORIENTAL					
* 7. MISAMIS ORIENTAL					
8. BATANGAS	+ + + + + + + + + +				
9. DAVAO (NORTE)	+ + + + + + + + + +				
10. LA UNION	+ - + - + - + - + - + - +				
11. PANGASINAN	+ + + + + + + + + +				
12. ZAMBALES	+ + + + + +				
13. PAMPANGA	+ + + + + + + + + +				
14. CAMARINES SUR		+ + + + + + + + + +	+ + + + + + + + + +		
15. BATAAN	+ - + - + -				
16. SORSOGON		+ - + - + - + - + - + - + - +			
17. LANA O DEL SUR	+ + + + + + + + + +				
18. CAPIZ		+ + + + + + + + + +	+ + + + + + + + + +		
19. ANTIQUE		+ - + - + - + - + - + - + - +			
20. ALBAY		+ - + - + - + - + - + - + - +			
21. SAMAR					
22. AKLAN		+ - + - + - + - + - + - + - +			
23. AGUSAN DEL NORTE			+ + + + + + + + + +	+ + + + + + + + + +	
24. CAGAYAN			+ - + - + - + - + - + - + - +		
25. ABRA			+ - + - + - + - + - + - + - +		
26. QUEZON					
27. MINDORO OCCIDENTAL			+ - + - + - + - + - + - + - +		
28. AGUSAN SUR			+ - + - + - + - + - + - + - +		

* ORIGINAL PDAP PROVINCES (1969-70).

LEGEND: + + + + + RESIDENT USAID REF.

+ - + - EXTENSIVE COVERAGE.

ATTACHMENT 5

BASIC EQUIPMENT/VEHICLE SUPPORT
FOR
PROVINCIAL DEVELOPMENT STAFF

ITEM	DESCRIPTION	TOTAL QUAN- TITY	FOR			TOTAL COST
			PD STAFF	T REASURER	A SSESSOR	
1.	Typewriter 13" Manual	4	2	1	1	\$ 1,000
2.	Typewriter 20" Manual	3	1	1	1	1,000
3.	Calculator, Electronic Desk	3	1	1	1	1,800
4.	Tape Recorder, Portable	1	1			100
5.	Tape Recorder, Electric	1	1			200
6.	Overhead Projector	1	1			250
7.	Camera 35mm (with attachments)	1	1			350
8.	Slide Projector	1	1			250
9.	Mimeograph Electric	1	1			850
10.	Dry Process Copier	1	1			1,200
11.	Intercom System(2 masters)	1	1			300
12.	Reference Book Set	1	1			100
13.	Punching Machine	1	1			400
14.	Binding Machine	1	1			350
15.	Jeep Type Station Wagon*	1	1			2,500
16.	Jeeps *	3	3			6,000
T O T A L						<u>\$16,650</u>

* Rehabilitated Excess Property

ATTACHMENT 6

BASIC EQUIPMENT/VEHICLE SUPPORT
FOR
REAL PROPERTY TAX ADMINISTRATION PROGRAM
FOR
EACH ASSESSING UNIT

ITEM	DESCRIPTION	UNITS REQUIRED		TOTAL UNIT REQ'D	UNIT COST \$	TOTAL COST \$
		PROVINCE.	PROVINCE.			
		ASSESSOR	TREASURER			
1.	Typewriter 13" Manual	2	1	3	150	450
2.	Typewriter 24" Manual	2	1	3	260	780
3.	Typewriter Manual, portable	1		1	100	100
4.	Calculator, Electronic Desk	1	1	2	450	900
5.	Calculator, Electronic Hand	4		4	80	320
6.	Drafting Table	1		1	200	200
7.	Tracing Table	1		1	200	200
8.	Drafting Equipment(set)	2		2	50	100
9.	Lettering Set	1				
10.	Drafting Machine	1		1	150	150
11.	Precision Pantograph	2		2	450	900
12.	Planimeter	2		2	100	200
13.	Height Finder	2		2	50	100
14.	Stereoscope	2		2	100	200
15.	Tape Recorder Portable	1		1	75	75
16.	Map Cabinet	2		2	250	500
17.	Jeep *	2	1	3	1000	3000

COMMODITY COST PER PROVINCE

\$8175

* Rehabilitated Excess Property purchased with provincial budget funds from PDAP

CONSTRUCTION EQUIPMENT SUPPORT
FOR
PROVINCIAL EQUIPMENT POOL

ITEM	DESCRIPTION	UNIT OAC*	UNIT COST**	QUANTITY REQUIRED	TOTAL COST ***
1.	Tractor, Crawler w/Dozer D6/D7/TD 18	\$18,200	\$9,100	3	\$27,300
2.	Grader, Road Bed 12" Moldboard	19,000	9,500	3	28,500
3.	Truck, Dump 5 ton	7,300	3,650	10	36,500
4.	Truck, Dump 2-1/2 ton	6,000	3,000	6	18,000
5.	Loader, Front End 2/2-1/2 cu yd	30,000	15,000	3	45,000
6.	Loader, Front End 1/1-1/2 cu yd	21,000	10,500	2	21,000
7.	Roller, Road 5 to 8 ton	7,000	3,500	2	7,000
8.	Truck Tractor 5 ton	11,000	5,500	2	15,000
9.	Trailer, SMI, Low Bed 15/20 ton	6,000	3,000	2	6,000
10.	Truck, Cargo 2-1/2 ton	5,500	2,750	4	15,000
11.	Truck, Wrecker 5 ton	23,300	11,650	1	11,650
12.	Truck, Wrecker 2-1/2 ton	13,000	6,500	1	6,500
13.	Concrete Mixer 16 cu ft	3,800	1,900	3	5,700
14.	Truck, Tank, Fuel, or Trailer	9,000	4,500	2	9,000
15.	Truck, Pick-Up 3/4 ton	3,000	1,500	4	6,000
16.	Air Compressor, Trl MTD 210 CFM	7,000	1,050	1	1,050
17.	Asphalt Distributor Trk MTD	17,000	8,500	1	8,500
18.	Truck, Maintenance 2-1/2 ton	5,300	2,650	8	21,200
19.	Truck, Utility (Jeep)	3,800	1,900	3	5,700
20.	Truck, Tanker, Water	6,000	3,000	1	3,000
21.	Crane, Truck MTD 10/15 ton	43,000	21,500	2	43,000
22.	Industrial 5200 to 7500 LD DBP Tractor Wheeled	8,000	4,000	1	4,000

- * Original Acquisition Cost,
 ** Excess property, rehabilitated and delivered to the province for 50% OAC
 *** Minor differences between Unit Costs and Extensions due to rounding.

ITEM	DESCRIPTION	UNIT OAC*	UNIT COST**	QUANTITY REQUIRED	TOTAL COST***
23.	Crane Attachments: Dragline Bucket 3/4 cu yd	\$1,700	\$ 850	1	\$ 850
	Clamshell Bucket 3/4 cu yd	1,700	850	1	850
	Shovel Front 3/4 cu yd Dipper	5,200	2,600	1	2,600
	File Driver Lead and Banner	9,000	4,500	1	4,500
24.	Roller Towed, Rubber Tired 13 Tired	1,700	850	1	850
25.	Truck Forklift 6000 lb, Pneumatic Tires	6,500	3,250	1	3,250

TOTAL COST CONSTRUCTION EQUIPMENT

\$353,500

- * Original Acquisition Cost.
- ** Excess property, rehabilitated and delivered to the province for 50% OAC.
- *** Minor differences between Unit Costs and Extensions due to rounding.

ATTACHMENT 8, P. 2

BASIC SHOP EQUIPMENT SUPPORT
FOR
PROVINCIAL EQUIPMENT POOL

ITEM	DESCRIPTION	UNIT OAC*	UNIT COST	QUANTITY REQUIRED	TOTAL COST ***
1.	Power Hacksaw	\$1,700	\$ 850	1	\$ 850
2.	Drilling Mach Upright Floor MTD	500	250	1	250
3.	Drilling Mach Upright Bench MTD	400	200	1	200
4.	Grinding Mach, Utility Hvy Duty	250	125	1	125
5.	Lathe Floor, Eng 13 Inch Swing	4,000	2,000	1	2,000
6.	Lathe Floor, Eng 20 Inch Swing	8,000	4,000	1	4,000
7.	Lathe Bench MTD High Speed 10 Inch Swing	3,600	1,800	1	1,800
8.	Milling Mach, Horztl 18 In Trvl	4,000	2,000	1	2,000
9.	Shaper, Mtl Cut Horztl Floor MTD	5,200	2,000	1	2,000
10.	Sewing Mach, Contr, Band, Mtl Cut	2,300	1,150	1	1,150
11.	Welding Mach, GHD 300 AMP TRL MTD	2,500	1,250	1	1,250
12.	Press Hydraulic, Portable 100 ton	1,600	800	1	800
13.	Compressor Air, EMD 15/25 CFM	800	400	1	400
14.	Lathe Brake Drum	1,700	850	1	850
15.	Boring Machine, Engine Cylinder	900	450	1	450
16.	Reliner, Machine, Brake Shoe & Clch	500	250	1	250
17.	Grinding Machine Valve, Face	450	225	1	225
18.	Grinding Machine Valve, Seat	300	150	1	150
19.	Mounter & Demounter, Tire	275	138	1	138
20.	Lbr. & Svc. Unit TRL Mounted	4,800	2,400	1	2,400
21.	Generator Set 30/50 KW	3,000	1,500	1	1,500
22.	Charger Rattery	215	108	1	108

* Original Acquisition Cost

** Assuming Acquisition at 50% OAC

ATTACHMENT 9

ITEM	DESCRIPTION	UNIT OAC*	UNIT COST	QUANTITY REQUIRED	TOTAL COST **
23.	Chain Hoist Hand Operated 2-5 ton	\$ 90	\$ 45	1	\$ 45
24.	Hand Tools	1,500	750	1	750
25.	Shop Tools	2,000	1,000	1	1,000
26.	Electric Drill 1/2" or 3/8"	75	38	2	76

TOTAL COST SHOP EQUIPMENT

\$25,367

* Original Acquisition Cost

** Assuming Acquisition at 50% OAC

PROVINCIAL DEVELOPMENT PROJECT TRAINING SCHEDULE
FY 74 - FY 76

TYPE OF TRAINING	NO. OF NEW PROV. PARTICIPATING	FY 1974				FY 1975				FY 1976				PARTICIPANTS	DURATION	TRAINING INSTITUTION	COST	LOC
		1	2	3	4	1	2	3	4	1	2	3	4					
1. General Orientation (A) 2. General Orientation (B) 3. Local Dev'l. Planning & Admin. 4. Prov'l. Dev'l. Staff Orientation 5. Basic Skills Training 6. Post Training Follow-Up *7. Real Property Assessment/Collection 8. Prov'l Nutrition Orientation/Trng. *9. Family Planning OR/Rev. *10. Equipment Pool Training	4													Prov'l Gov. Bd. Mem Office Chiefs Dev'l Coord Proj Anal All PDS Members All PDS Members All PDS Mem. USAID Prov. Rep. Assessors/Treasurer Prov. Nutritionist PHD Personnel	3-5 days 3-5 days 6 wks 1 wk 7 wks 1 wk 2 wks 1 wk NNP 1 mo Res. Varies	LGC/USAID LGC PDAP/USAID LGC/PDAP/USAID PDAP/USAID LGC NNP Local MC		
1. General Orientation (A) 2. General Orientation (B) 3. Local Dev'l. Planning & Admin. 4. Prov'l Dev'l Staff Orientation 5. Basic Skills Training 6. Post Training Follow-Up *7. Real Property Assessment/Collection 8. Prov'l Nutrition Orientation/Trng. *9. Family Planning OR/Rev. *10. Equipment Pool Training	4													Prov'l Gov. Bd. Mem. Office Chiefs Dev'l Coord Proj Anal All PDS Members All PDS Members All PDS Mem. USAID Prov. Rep. Assessors/Treasurer Prov. Nutritionist PHD Personnel	3-5 days 3-5 days 6 wks 1 wk 7 wks 1 wk 2 wks 1 wk NNP 1 mo Res. Varies	LGC/USAID LGC PDAP/USAID LGC/PDAP/USAID PDAP/USAID LGC NNP Local MC		
1. General Orientation (A) 2. General Orientation (B) 3. Local Dev'l. Planning & Admin. 4. Prov'l Dev'l Staff Orientation 5. Basic Skills Training 6. Post Training Follow-Up *7. Real Property Assessment/Collection 8. Prov'l Nutrition Orientation/Trng. *9. Family Planning OR/Rev. *10. Equipment Pool Training	4													Prov'l Gov. Bd. Mem. Office Chiefs Prov'l Coord Proj Anal All PDS Members All PDS Members All PDS Mem. USAID Prov. Rep. Assessors/Treasurer Prov'l. Nutritionist PHD Personnel	3-5 days 6 wks 1 wk 7 wks 1 wk 2 wks 1 wk NNP 1 mo Res. Varies	LGC/USAID LGC PDAP/USAID LGC/PDAP/USAID PDAP/USAID LGC NNP Local MC		

TOTAL

12

A Prov'l Gov. Bd. Member
 B Prov'l Dev'l Council
 * Specialized skill training
 on selected province basis

OUTLINE OF PROPOSED TRAINING PROGRAM

FOR

NEW PROVINCES

I. Purpose of the Training Program:

The purpose of the training program is to provide the prospective new PDAP provinces with the basic orientation and skills required for active involvement in the restructured Provincial Development Program.

It is further designed, to insure favorable attitudes toward developmental activities of key government personnel, i.e., Governor, Board Members, Provincial Chiefs of offices, etc., and that required skills of Development Staff members are in place prior to the assignment of the USAID Resident Advisor.

The Provincial Development plan is designed to accommodate the prospective new provinces per the following schedule:

FY 74 - 4

FY 75 - 4

FY 76 - $\frac{4}{12}$

July to December of each calendar year will be utilized for implementation of the PDAP/LCC/USAID intensive training program. Provincial participation is mandatory as will be explained under the milestone system.

II. Proposed Training Courses:

- A. 1. General Orientation (A) - This orientation is for Provincial Governors, Board members, Auditors and Treasurers, Provincial Agriculturists, Provincial Engineers and Provincial Health Officers. It is designed to acquaint new province personnel with basic local government responsibilities, their role in development, the USAID program, and the

ATTACHMENT 11

requirements of the province for participation in the Project (Milestone System). Main thrust will be to lay down requirements for participation.

2. General Orientation (B) - This orientation is for the broader Provincial Development Council and will generally cover the same topics as A above. LGC already has courses for these two target audiences and is willing to modify to suit PDAP/USAID requirements.
- B. Local Development Planning and Administration. This course which is run by LGC, will give the new Development Coordinators, and Project Analysts an overview of local government administration and finance, local development planning and project coordination. LGC has a standard 10-week course that can be modified to fit the exact needs of PDAP/USAID.
 - C. Provincial Development Staff (PDS) Orientation. Immediately following the LGC course for the Coordinators and the Project Analyst, the entire development staff (Development Coordinator, Project Analyst, Fiscal Analyst, Engineer, Agriculturist, Researcher Statistician) will convene for one week to discuss in detail the role and function of the development staff and a detailed briefing on individual job descriptions.
 - D. Basic Skills Training. This course is for all PDS staff members and will cover a broad range of special skill courses that staff members will need in order to effectively function in their new role.
 1. General Development Planning, which will stress data collection and use, the establishment of priorities, plan preparation, project monitoring and reporting.
2 weeks
 2. Capital Improvement Program Design and Preparation, will stress mechanics of preparation and its relation to the multi-year plan and the provincial budget.
1 week
 3. Budget and Action Plan Preparation, designed to provide staff members with a working knowledge of provincial

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finances and the mechanics of budget preparation as it relates to the Province's Annual One-Year Action Program. 1 week

4. Basic Research Techniques, designed to provide PDS members with an understanding of research techniques particularly random samples and base line surveys. 1 week
5. Project Feasibility Studies and How to Prepare. One of the key functions of the development staff will be in the preparation of project feasibility studies in order to: (1) make use of 608 refund, and (2) generally describe investment opportunities in the province. 1 week

E. Follow-Up Problem Solving Session

After the staff members have completed the core course series and have prepared a preliminary work plan covering an initial phase of staff operation, they go back to the province and begin to operate for a month and a half, becoming involved in and with the provincial machinery.

Early in January, the new development staffs along with the Governors, will be recalled to Manila to discuss, review and solve problems that they may have encountered.

During this meeting, the resident USAID advisors would also be in attendance to assist in working out some of the problems that have developed.

- F. Provincial Nutrition Orientation and Training. This training program actually has two phases. First, after the Governor has appointed a "qualified" person as Provincial Nutritionist, she will be sent for a one-week overview of the national nutrition program at NNP headquarters in Manila. This will be followed by a one-month apprenticeship in an on-going mothercraft nutrition center in a neighboring province.

The second phase will involve a province-wide nutrition/family planning seminar once the nutritionist has been trained. The province-wide seminar will serve as a "kick off" for a concentrated provincial effort in the two areas of nutrition and family planning.

- G. Family Planning Orientation and Review. The new provinces will probably have on-going family planning programs. What is pictured here will be a briefing and pep talk by POPCOM and a general exploration of ways of strengthening the existing program if need be. The relative merits of new innovations (mobile vans, hilot training, etc.) will be presented in order to determine whether or not the new provinces can use these ideas.
- H. Real Property Assessment/Collection. A series of specialized courses will be offered for those provinces expressing interest. One of these will be the LGC course of a property assessment slightly modified to include a number of sessions on tax collection as it relates to assessment.

For those provinces committed to the use of tax maps prepared from aerial photos, arrangements can be made with UP for the 3-month course in tax mapping.

The detailed course outlines and budgets for each training program are being prepared and will be ready for review shortly. Many of the courses are already well defined.

- I. Refresher Courses of Old Provinces. Since the formal training cycle will run from July to January of any calendar year, it is tentatively being planned to allow "old" provinces to participate in some of the training sessions for new provinces.

For example, five (5) new provinces will participate in the upcoming training program scheduled for early 1973. The following year, any representative that is interested will be invited to participate in the training program for the provinces next admitted to the project.

This will add a continuous follow-up or refresher element to the training program which is currently lacking.

- J. It is anticipated that once the Provincial Development Program is underway, the need for additional or special

training, including upgrading the skills of equipment pool personnel (mechanics, welders, foremen, etc.), will necessitate the designing and execution of additional training programs.

NOTE: Because of the key role of the Provincial Governor and Provincial Coordinator, both will be encouraged to participate in any and all training courses.

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SUGGESTED USAID/NEC PROJECT MILESTONES

PROJECT TRAINING	FIRST YEAR PLANNING CYCLE	PROJECT MONITORING	SECOND YEAR PLANNING CYCLE	PROJECT MONITORING	THIRD YEAR PLANNING AND PHASEOUT
		FIRST YEAR IMPLEMENTATION PHASE		SECOND YEAR IMPLEMENTATION PHASE	
<ol style="list-style-type: none"> 1. Development Staff Organization office space provided. 2. Provincial Development Coordinator named. 3. Key Provincial officials attend 3-5 day orientation. 4. Coordinator, Project Analyst attended 6 week course in local government and administration. 5. Provincial nutritionist appointed and trained. 6. Commitment from Governor to support Family Planning Program. 7. Development Staff attends one week orientation. 8. Development Staff attends 7 weeks specialized skill training course. 	<ol style="list-style-type: none"> 1. First multi-year development plan completed. 2. Three year CIP completed first year approved by Provincial Board. 3. Heavy equipment requirements determined and trust fund deposit made. 4. Determine Equipment Pool Manpower requirements. 5. Provision made for adequate maintenance and financial support of Provincial Equipment. 6. One year action plan prepared and funded by Provincial Board. 	<ol style="list-style-type: none"> 1. Successful implementation in progress of previously planned programs. 2. PDS completed project monitoring system with project progress indicators. 3. Governor and Development Coordinator attend Annual Evaluation Conference. 4. Development Staff attends refresher course in Development Planning, CIP, and Budget Preparation. 5. Spare parts supply system instituted. 	<ol style="list-style-type: none"> 1. First year Program Implementation reached appropriate target levels in all priority areas. 2. Revised CIP prepared. 3. Second year action program prepared and funded. 4. Family Planning monthly acceptors approaching 30 acceptors per clinic per month. 		
<ol style="list-style-type: none"> 9. PRO personnel have to attend Family Planning orientation seminar. 10. NEC/USAID/Prov sign sub-ProAg. 					
<p><u>NEC/USAID Releases</u></p> <ol style="list-style-type: none"> 1. PDS office equipment & staff jeeps. 2. Token release of heavy equipment. 	<p><u>NEC/USAID Releases</u></p> <ol style="list-style-type: none"> 1. 1/3-1/4 heavy equipment. 2. Wagoner released for nutrition. 3. Shop equipment. 	<p><u>NEC/USAID Releases</u></p> <ol style="list-style-type: none"> 1. 1/2 heavy equipment. 2. Shop equipment. 	<p><u>NEC/USAID Releases</u></p> <ol style="list-style-type: none"> 1. Remaining shop equipment. 2. Remaining heavy equipment. 		

ATTACHMENT 12

PROJECT APPRAISAL REPORT (PAR)

PD-AAD-522-61

1. PROJECT NO. 492-11-995-256	2. PAR FOR PERIOD: Mar. 8, 1978 TO Mar. 31, 1975	3. COUNTRY Philippines	4. PAR SERIAL NO. 75-4
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Local Development

6. PROJECT DURATION: Began FY 1974 Ends FY 1978	7. DATE LATEST PROP March 22, 1973	8. DATE LATEST PIP	9. DATE PRIOR PAR Mar. 8, 1972 *
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ 1,107,000	b. Current FY Estimated Budget: \$ 1,260,000	c. Estimated Budget to completion After Current FY: \$ 3,940,000 5
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
X		X	Expand Local Development Project to provide specialized training to chartered cities in PDAP provinces through AD/PD and DLCD.	1980
X		X	Arrange to obtain reliable local research for the purpose of measuring the impact of the Project upon rural dwellers.	Continuous
X		X	Further encourage and strengthen the trend toward Provincial/Municipal/Barangay communities participation in development programs.	Continuous
		X	Move toward greater involvement of private sector in overall development planning.	Continuous

* This project is a continuation of the Provincial Development Project. This PAR covers the period from the date of the last PD PAR to March 31, 1975.

D. REPLANNING REQUIRES							E. DATE OF MISSION REVIEW	
REVISED OR NEW:	<input checked="" type="checkbox"/> PROP	<input type="checkbox"/> PIP	<input type="checkbox"/> PRO AG	<input type="checkbox"/> PIO/T	<input type="checkbox"/> PIO/C	<input type="checkbox"/> PIO/P	April, 1975	
PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE				MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE				
Thomas L. Rose, AD/PD <i>Thomas L. Rose</i>				Thomas C. Niblock, Director <i>Thomas C. Niblock</i>				

AID 1020-25 (10-70)	PROJECT NO. 492-11-995-256	PAR FOR PERIOD: TO SEP. 31, 1975	COUNTRY Philippines	PAR SERIAL NO. 75-4
PAGE 2 PAR				

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1. N.A.												
2.												
3.												

Comment on key factors determining rating

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
					X							X

Comment on key factors determining rating

The University of Connecticut Training Program is progressing so well that efforts are currently being made to transfer it to the Philippines.

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
					X							X

Comment on key factors determining rating

Commodity support for Provincial Development Staffs, tax mapping program, and equipment pools (Excess Property) crucial to the successful operation of those facets of the program.

6. COOPERATING COUNTRY	a. PERSONNEL	PDAP	1	2	3	A	4	5	6	7	B	1	2	3	4	A	5	B
		DLGCD				X						X						
	b. OTHER	Provincial						X										X

Comment on key factors determining rating

PDAP - Tremendous improvement in PDAP Top Management (B); Staff Personnel still relatively weak (A). One of the reasons that the project has moved ahead so well is because of the strong executive director.

DLGCD - Personnel relatively weak, although present involvement and importance to project relatively low. In future, however, they will have to bear increasing responsibilities.

Provincial - With the strong training component developed by PDAP, the capability of the Provincial Development Staffs is improving at a much faster rate.

7. OTHER DONORS	N.A.	1	2	3	4	5	6	7	1	2	3	4	5
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(See Next Page for Comments on Other Donors)

AID 1020-28(10-70)	PROJECT NO. 492-11-995-256	PAR FOR PERIOD: 3/1/75-3/31/75	COUNTRY Philippines	PAR SERIAL NO. 75-4
PAGE 3 PAR				

II. 7. Continued: Comment on key factors determining rating of Other Donors

N.A.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		Cumulative TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY		FY 76	FY 77	END OF PROJECT
			TO DATE	TO END			
Capacity to Organize and Plan FDAP organized and staff trained and province relying on CIP as chief planning document with high percent of projects included in annual action budget.	PLANNED	19	23	23	28	28	28
	ACTUAL PERFORMANCE	19	23				
	REPLANNED						
Capacity to Implement Infrastructure. Existence of equipment pools and approximately 50 km per year construction capacity.	PLANNED	Eq 10 Con 9	Eq 12 Con 11	Eq 12 Con 11	To be revised		
	ACTUAL PERFORMANCE	14 14	14 14				
	REPLANNED						
Capacity to Implement Financial Management. Operation of time framed municipality by municipality tax mapping and re-assessment program.	PLANNED	8	10	10	12	14	17
	ACTUAL PERFORMANCE	2	2				
	REPLANNED						
Capacity to Finance. Provinces adequately financing all development programs.	PLANNED		23	23	To be revised		
	ACTUAL PERFORMANCE		16				
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT: One of the pillars of current PDAP efforts has been extensive and intensive nature of skill type training programs sponsored and developed by PDAP/AD/PD.					
1. Quality of training programs has substantially improved.							
2. Quality of development planning gradually improving.		COMMENT: Quality of planning improving as evidenced by larger and longer number of projects actually appearing in annual budgets					
3. Infrastructure implementation capability continues to develop.		COMMENT: This is evidenced by willingness of USAID and GOP to develop a rural roads loan program which would be implemented by the Provincial governments.					

AID 1020-25 (110-70) PAGE 4 PAR	PROJECT NO. 492-11-995-256	PAR FOR PERIOD: 3/8/72-3/31/75	COUNTRY Philippines	PAR SERIAL NO. 75-4
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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.
To strengthen the ability of 28 selected provincial governments to recognize and effectively respond (Planning and Organization) to rural needs for lower transportation costs (Infrastructure) access to markets (Infrastructure and Equipment Management), equitable taxation (Real Property Tax Adm.), expanded public investment (Development Planning), and rural employment opportunities.

2. Same as in PROP? YES NO

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
<p>a) Provincial Development Staffs actively involved in planning, coordinating, and monitoring provincial development programs.</p> <p>b) Provinces rely on CIP as a major planning document with a high % of current year CIP projects included in Action Budget.</p> <p>c) Provinces carries out development program implementation under the overall framework of a comprehensive development plan.</p> <p>d) 50 km/yr new road construction capability.</p> <p>e) 70% of provincial roads all weather.</p> <p>f) All barrios over 750 are accessible by all weather road.</p> <p>g) Province has capacity to adequately maintain all roads under its responsibility.</p>	<p>- 22/23 have full-time development coordination with permanent appointment.</p> <p>- 22/23 provinces prepared CIP last FY and 12/23 incl. CIP projects in Provincial Budget.</p> <p>- This aspect of program still in pilot stage. One province has completed comprehensive plan and other still in progress. PDAP-wide training program held only recently.</p> <p>- 3/23 provinces have attained this full capability although all others have the capability to construct road at a rate of 25 km/yr or higher.</p> <p>- 6/23 have achieved. 7/23 have at least 50% all weather.</p> <p>- 7/23 have at least 80% accessible; 5/23 at least 70%.</p> <p>- Only 2/23 have this capability</p>

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To improve the quality of rural life.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Yes.

- 1) With the broadening of the Provincial planning base through the use of the municipal CIP, the whole Provincial/Municipal planning process has become more responsive to rural needs.
- 2) During the recent Flood Rehab program, over 650 kms. of road were rebuilt 5,000 LM of bridge repaired and 1100 hectares of communal irrigation systems restored in predominantly agriculture areas, benefiting over 500,000 people.

AID 1020-25 (10-70)	PROJECT NO. 492-11-995-256	PAR FOR PERIOD: 2/1/75 - 3/31/75	COUNTRY Philippines	PAR SERIAL NO. 75-4
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Cont'd.

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

<p>B. 1. Conditions which will exist when above purpose is achieved.</p>	<p>2. Evidence to date of progress toward these conditions.</p>
<p>Continuation - Page 4.B</p> <ul style="list-style-type: none"> b) In municipalities that have been tax mapped, tax equalization program in progress. i) Real Property Tax Collection in project province exceeds 80% of current collectible. j) Project provinces channelling at least 40% of total revenue into development activity. k) Project provinces adequately financing all proposed development projects. 	<ul style="list-style-type: none"> - 3/23 have achieved. - It is now felt this is not realistic. 25 to 30% now in line. - All are financing, but it has not yet been determined whether it is adequate or not.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.