PD-AAA6-326

(2)

492031000501 492-0310

CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) — PART I

Report Symbol U-447

1. PROJECT TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
Bula-Minalabac Integrated Area Development	492-0310	USAID/Philippines

4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY)

☒ REGULAR EVALUATION ☐ SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent	B. Final Obligation Expected	C. Final Input Delivery	A. Total	$6,800,000	From (month/yr.) January 1978
FY 76	FY 82	FY ___	B. U.S.	$3,000,000	To (month/yr.) June 1979
					Date of Evaluation Review August 1979

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Reaffirm authority of Project Director and Project Management Office (PMO) to negotiate and enter into contracts based on the highest amount prescribed by GOP regulations. MAR issue a clarifying communication on procedures to consolidate the now separate sequential PMO-MAR/Manila contract reviews where feasible into one joint simultaneous review.	PMO/MAR	9/79
2. Strengthen coordinating and backstopping procedures between Project and MAR/Manila to assure timely support of the project activities; e.g., Project Manager to attend MAR weekly meeting as required, assign functional project liaison officer to Manila, etc.	PMO/MAR	8/79
3. Initiate action documentation to obtain priority for the procurement and supply of fuel for construction purposes by the PMO and project contractors.	PMO/MAR	8/79
4. Reassess project interagency personnel requirements to meet future construction supervision and institutional/community development needs as other phases are concurrently undertaken.	PMO	1/80
5. Follow-up budgetary process to ensure that adequate funding is included in PMO and line agency CY 1980 budgets.	PMO/MAR	8/79
6. Line agencies reaffirm assignment of the two existing PMO Deputy Managers to the project.	MLGCD/NIA	1/80
7. Increase Project Manager's authorized disbursement ceiling to ₱20,000 to permit prompt on-site payment for supplies.	MAR Reg. V	9/79

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- ☐ Project Paper
- ☐ Financial Plan
- ☐ Logical Framework
- ☐ Project Agreement
- ☐ Implementation Plan e.g., CPI Network
- ☐ PIO/T
- ☐ PIO/C
- ☐ PIO/P
- ☐ Other (Specify)
- ☐ Other (Specify)

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A. ☐ Continue Project Without Change
- B. ☐ Change Project Design and/or ☒ Change Implementation Plan
- C. ☐ Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Ralph Bird

Ralph Bird
Project Officer

OLRD
PO

12. Mission/AID/W Office Director Approval

Signature

Typed Name Dennis P. Barrett
Acting Director

Date August 30, 1979

AID 1330-15 (3-78)

13. SUMMARY

Construction progress for Phase I has been seriously impeded by duplicative administrative procedures in reviewing and signing construction contracts and by delays in funding, i.e., in allotments and the issuance of cash disbursement ceilings (CDC). If the flow of funds is adequate, construction of all phases can be finished by the scheduled completion date (September 30, 1981). Design and construction procedures now being followed will provide facilities adequate to permit long-range irrigation and drainage of the service area.

The organizational structure and staff composition of the Project Management Office (PMO) are adequate to meet current project needs and, with support by an active policy level Composite Management Group (CMG), excellent line agency cooperation has been achieved. The full complement of interagency personnel assigned to the project is successfully implementing all institutional project components. It can be accelerated as construction progresses. As construction and institutional activities are accelerated in 1980, additional supervisory and extension staff may be required.

14. EVALUATION METHODOLOGY

This evaluation was conducted by a joint GOP-U.S. interagency team, consisting of representatives of BRBDPO and USAID contractors. The Ministry of Agrarian Reform (MAR) and the PMO provided associate members, Raymond A. Bailey and Frank Stipak were employed by USAID under short-term contract with Public Administration Service to serve as outside members of the joint team and have been primarily responsible for writing the Evaluation Report and drafting this Project Evaluation Summary (PES). In this effort, they have been ably assisted by other members of the team, in particular by Paterminio Calleja and Fernando Alsisto, Jr., BRBDPO Project Coordinators, and Francisco Balitaan, contract BRBDPO evaluation specialist. No representative was assigned by NEDA.

The primary purposes of the evaluation were to (1) determine whether the broader project design is valid or requires modification and (2) analyze and document accomplishments and problem areas and recommend courses of action with realistic time-frames. The evaluation was based upon a review of background documents, reports and other written communications, observations at the project construction site and personal interviews with relevant personnel.

15. EXTERNAL FACTORS

A subsequent Presidential Directive requiring prior approval by the Presidential Review Committee for contracts in excess of ₱2,000,000 imposed unanticipated delays in contracting for construction of facilities.

One logframe assumption for achieving project purpose, i.e., "The Bicol Secondary and Feeder Roads Project will provide improved all-weather main road access into the entire project area by the end of CY 1979, "will probably not be met before the end of CY 1980. It is recommended that priority in the Bicol Roads Project be given to early completion of the

Santo Domingo-San Ramon feeder roads, servicing the first phases of the Bula IAD II Project of which a 200-meter section is impassable during the rainy season.

16. INPUTS

Scheduled construction activities were not underway because of delays in signing contracts. Delayed release of funds, materials and fuel have caused some work stoppages. Procedures and priorities are needed to insure availability and timely delivery.

17. OUTPUTS

Progress toward attainment of logframe output targets is approximately one year behind schedule, due in some part to delays in fund releases (Assumption C-4-a-6), but primarily due to long delays (as much as 12 months) in the evaluation and award of construction contracts. Contract A&E design work, training programs, land consolidation, institutional development, and force account construction are all progressing as rapidly as physical construction constraints will permit. Outputs accomplished to date do not require modification.

18. PURPOSE

Detailed discussion and quantification of progress toward attainment of End of Project Status is not pertinent at this time in that none of the project area has yet come under the new irrigation system. However, progress in organizational development and training, and in tenurial development in the Phase I Barangays of San Ramon and San Agustin indicate that the set of EOPS conditions is a valid and realistic description of what will exist when the project is completed. A caveat, however: the time-frame is valid only if no further delays occur in contracting and completion of physical construction.

19. GOAL/SUBGOAL

Goal: "To improve the socio-economic situation and the quality of life of the rural poor residing in the project area." Evaluation is not pertinent at this early stage of project implementation.

20. BENEFICIARIES

At this time, serious discussion of impacts is not pertinent. It might be noted that some short term inconveniences have been caused by some construction activities. Generally, beneficiary participation has been active to date in household relocation, institutional development, and training activities.

21. UNPLANNED EFFECTS

One unplanned but desirable effect was reported by private sector members at the regional wrap-up meeting of the project Composite Management Group. That is a growing awareness elsehwere in the region of the project area activities, and interest in the possibility of access to similar opportunities. Particular reference was made to interest in homesite development on the project model.

22. LESSONS LEARNED

The primary lesson learned to date is that decentralization of central governmental agency authority to the regional and local levels is not easily accomplished. However, as in other Bicol IAD projects, the increased effort required to secure decentralization will pay off in terms of broader participation by different line agencies, local government and local institutions.

23. SPECIAL COMMENTS

Additional details are included in the evaluation team report dated June 23, 1979 (10 pages, 2 tables).