

**UNITED STATES AGENCY
FOR INTERNATIONAL DEVELOPMENT**

Philippine Mission

**ASSESSMENT OF THE
COMMUNITY EMPLOYMENT DEVELOPMENT PROGRAM**

January 1989



THE SGV GROUP

MANAGEMENT SERVICES DIVISION

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January 31, 1989

United States Agency for
International Development
Ramon Magsaysay Center
1680 Roxas Boulevard
Metro Manila

Attention: Mr. Robert E. Jordan
Chief, Office of Capital Development

Gentlemen:

We are pleased to submit the attached report on the Community Employment Development Program (CEDP). The report discusses the assessment of the management of the CEDP and its funding mechanism; the existence, physical condition, and use of sample projects. This study was conducted together with three engineering firms: TCGI Engineers; Adrian Wilson International Associates, Inc., and Trans-Asia (Philippines), Inc. This report was discussed with the USAID before it was finalized.

Very truly yours,

Sycip Gorres Velayo & Co.
PTR No. 582766

January 16, 1989
Makati, Metro Manila

**UNITED STATES AGENCY
FOR INTERNATIONAL DEVELOPMENT**
Philippine Mission

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EXECUTIVE SUMMARY

The Community Employment Development Program (CEDP) was started in 1986 to generate immediate employment at the barangay level through the implementation of small-scale projects. The CEDP covered various types of projects spread over the 13 regions of the Philippines. These projects were labor intensive, had labor costs accounting for 30% to 40% of total project cost, did not exceed ₱2 million in cost, and had a relatively short completion period - not exceeding one year.

This report summarizes our assessment of 90 from an original sample of 100 CEDP projects from three regions; one each from Luzon, Visayas, and Mindanao. The three regions were drawn from Regions III and IV-A in Luzon, VI and VII in the Visayas, and X and XI in Mindanao. They were purposively selected in consideration of logistical problems, peace and order situation, and time limitation.

The selection of these regions had the concurrence of USAID and Economic Support Fund (ESF) officials. They account for about 47% of the total CEDP projects.

Based on our discussion with USAID before the study started, our assessment criteria were project management, funding mechanism, existence, physical condition, and use of the projects. The management and funding mechanism of the projects were assessed by the management consultants of SGV & Co. The existence, physical condition, and use of the projects were assessed by the engineering firms of TCGI Engineers for Region IV-A, Adrian Wilson International Associates, Inc. for Region VI, and Transasia Philippines, Inc. for Region X. As agreed with USAID, the assessment of the engineers was based on ocular observation and excluded engineering test of materials and review of design standards and specifications.

CEDP Institutional Setup

The CEDP projects were implemented through the traditional organization structure of the implementing line agencies. No separate units nor personnel were specifically dedicated to the CEDP projects. Thus, the aggregate cost in the implementation of the CEDP projects was not quantifiable. However, the implementation cost that may be attributed clearly to the CEDP projects was the 3% of the fund releases from the Department of Budget and Management which the Department of Public Works and Highways (DPWH) deducted from the funds the latter released to its regional offices. The said deduction was earmarked by the DPWH for the supervision of the CEDP projects.

At the national level, the CEDP was monitored and coordinated by the Technical Committee on CEDP composed of the Undersecretaries of the agencies involved. The Committee was chaired by the National Economic and Development Authority (NEDA). Below the Technical Committee on CEDP at the national level were the Regional Development Council (RDC), Provincial Coordinating Council (PCC), and Municipal Coordinating Council (MCC), in that order.

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CEDP projects were identified by local government units with the assistance of non-governmental organizations such as, in some cases, the National Citizens Movement for Free Elections (NAMFREL), Jaycees, and of the Philippine Institute of Certified Public Accountants (PICPA) local chapters. The projects were screened and prioritized in accordance with the Regional Development Investment Program for the region.

The implementation of CEDP projects was monitored by the MCC, PCC, and RDC. The RDC was composed of the directors of the agencies involved in the CEDP. The NEDA served as the Secretariat of the RDC. The projects were monitored through the monthly accomplishment reports of the implementing agencies. In many of the projects, non-governmental organizations were involved in the monitoring of the projects. Field engineers of the DPWH district offices were responsible for the inspection and technical supervision of the projects. As a general standard, the engineers were required to visit the projects daily. But because of inadequate DPWH district field engineers, the standard daily inspection and supervision of each project by the field engineers was not undertaken.

The NEDA regional offices conducted periodic inspection of the projects. Problems noted through the accomplishment reports of the implementing agencies and through the periodic site visits of the NEDA regional offices were discussed and resolved at the RDC. Those which could not be resolved at the RDC level were elevated to the technical committee on CEDP by the line agencies concerned.

The foregoing institutional approach appeared to be the most practicable given the magnitude of the CEDP. However, the program magnitude seemed to have highlighted the need for an adequate number of DPWH field inspectors and supervisors. This concern should be carefully addressed if another CEDP type of program will be pursued again.

CEDP Management Procedures

Conceptually, the management procedures prescribed for the CEDP projects were adequate. The procedures covered these aspects of project management: project identification; evaluation; work program; bids and awards; monitoring; and reporting. The procedures were adequately written up. However, there were indications for a need to strengthen the implementation of these procedures. For instance, only 62% of the project had an Inspection Report and 56% had a Certificate of Completion on file. Whether or not the procedures were in fact performed is difficult to conclude. But at the very least, it can be concluded that there was significant non-compliance with the documentation procedures even if it is assumed that the procedures were in fact performed. Furthermore, there were indications of inaccurate reporting. For instance, in one school building project, the Certificate of Completion was signed by one engineer of the DPWH although the project was not implemented at all. In addition, Certificates of Completion were prepared for some projects which were not completed. These cases cast doubt on the reliability of the project management reports. However, the degree of reliability of these reports is difficult to ascertain.

From the data gathered, we could not make a direct correlation between compliance with management procedures and the physical condition of the projects.

The financial records of the projects at the local government unit and the DPWH district offices are adequate. These records are being audited by the Commission on Audit.

Consolidated and comprehensive records were not maintained separately for each project. The various reports on the projects were filed by type of report. Thus, a comprehensive project review was cumbersome to undertake. Furthermore, the reports indicated mainly the status of fund disbursements and percentage of completion. The reports did not include problems encountered in project implementation. Thus, project management review was difficult to do. In addition, many projects had no plans, specifications, and location maps in the files of the district offices (at least at the time of this study).

Funding Mechanism

The funding mechanism for the CEDP projects was the same as that for other government projects. There were significant gaps in the release of funds from the DPWH to the regional offices, and from the regional offices to the district offices. The gaps ranged from 13 days to 65 days for the road and water system projects. We tried to trace any gaps in the release of funds for school buildings from the DPWH to the regional offices, and from the regional offices to the district offices. However, the projects covered by fund releases were not indicated in the Allotment Advice, Sub-allotment Advice, and Letter of Advice of Allotment documents covering the fund releases. In view of this, tracing the gaps in the release of funds for the aforementioned projects will take considerable time. Therefore, we did not pursue this effort.

Existence of Projects

Out of the 100 sample projects, 90 projects were visited. Ten projects were not visited because of inaccessibility caused by inclement weather or adverse peace and order condition. In spite of a sample of 90 projects, at a 90% confidence interval, the margin of error is estimated at plus or minus 8.6%.

Of the projects that were visited, 97% were confirmed to be existing. The non-existent projects consist of one rehabilitation of classroom building and two water systems. Of these three projects, one classroom building and one water system have not yet been implemented because of lapses in funding mechanism - at the local government level, in the case of classroom rehabilitation; and at the Regional/District level of the DPWH in the case of the water system. As evidenced by the document presented to us during the assessment, the funds for the rehabilitation of

the classroom building are still intact. Although no actual work has been done yet, a certificate of completion has been prepared. Most of the materials needed for one of the water systems were already purchased and construction was expected to be undertaken in November 1988. The other artesian well was non-existent. A barrio official indicated that the project was never implemented. However, some barrio residents said it had been implemented but was subsequently pulled out because the well dried up.

Physical Condition of Projects

On the overall, 49% of the projects inspected were in good physical condition, 29% were in fair condition, and 19% were in bad condition. Inadequate drainage system and erosion were the common causes of the unfavorable physical condition of the road projects. This may be an indication of technical problems.

It was observed in a few cases that substandard materials and non-compliance with specifications were the causes for the bad physical condition of the school building projects. A closer technical review of these school building projects is required to determine more comprehensively the causes of their bad physical condition. Inadequate maintenance was the common cause of the bad physical condition of the water system projects.

The causes of the defects were not closely investigated since the inspection of the projects was only visual.

The "good", "fair", and "bad" criteria of the physical condition of the projects were defined by the engineers who visited the projects. "Good" means the project is free from significant functional defects. "Fair" means the project has some but not serious functional defects. "Bad" means the project has serious functional defects.

Of the 90 projects visited, 89% were confirmed being used by the beneficiaries; 8% were confirmed not being used. These projects consist mainly of school buildings and water systems. The school buildings had inadequate facilities while the water systems were not operational as they have either dried up or were in need of repairs and rehabilitation.

Conclusion and Recommendations

In conclusion, there are indications of technical and management problems which require further study and resolution to arrive at appropriate implementation strategies if another CEDP type of projects would be pursued. With respect to project management, however, general recommendations may be drawn. For instance:

1. The involvement of reputable non-governmental organizations should be strengthened and, if possible, institutionalized. Their involvement in critical project management aspects such as project identification, bids and awards, inspection, and monitoring should be mandatory. They should be included in the DPWH Central Office data base as a source of independent information on project implementation, should the need arise.

2. The DPWH district offices should be adequately staffed with field engineers so that the daily inspection required for construction projects can be undertaken. If increasing in-house staff would not be feasible, the DPWH may consider accrediting professional engineers in the regions and commissioning them to undertake an independent periodic project review and inspection, particularly at the critical stages of project construction.
3. The implementation of a project monitoring and review system at the regional and district offices should be strengthened. For instance, each project should have individual files containing all pertinent documents for the project, including plans, specifications, and location maps. In addition, the monitoring reports should include not only the status of disbursements and percentage of completion but also problems encountered in project implementation. These files should be reviewed at predetermined dates during the construction period of the project.
4. A postproject completion review, say six months after completion of the project, should be undertaken to validate the quality of construction reported by the field inspectors and supervisors during the construction of the project. An appropriate strong action should be taken for inaccurate reporting of project construction quality.
5. Government auditing rules and regulations should be implemented strictly. For instance, signing of a Certificate of Completion although a project was not undertaken should be addressed in accordance with existing laws and Government auditing regulations.
6. Gaps between the release of funds from the DPWH head office and the receipt by regional offices and between the released from regional offices and receipt by the district offices should be reduced. The feasibility of transferring the funds to the implementing agency immediately after receiving such funds from the Department of Budget and Management should be studied.
7. An annual review of sample projects by independent private organizations should be initiated by the DPWH, and strong action on the findings in this independent review should be taken by the DPWH to impress upon all concerned the seriousness of the DPWH in implementing its projects properly.

INTRODUCTION

Background

The Community Employment Development Program (CEDP) was started in 1986 to generate immediate employment at the barangay level through the implementation of small-scale projects. It has completed approximately 27,000 projects throughout the Philippines. These projects involved construction of roads, schools, and water systems. These projects were labor intensive, had labor cost accounting for 30% to 40% of total project costs, did not exceed ₱2 million in cost, and had a relatively short completion period not exceeding one year. These were implemented through various government agencies such as the Department of Public Works and Highways (DPWH); the Department of Education, Culture and Sports (DECS); local government units (LGUs). Of the total CEDP funds, more than 50% were allocated to the DPWH, followed by the LGUs but in a much smaller degree. With the completion of projects and the termination of the CEDP, a successor program is being established. This new program will cover 16,500 projects amounting to ₱2.4 billion.

Objectives of the Assessment

For this successor program, The National Economic and Development Authority (NEDA) has proposed a joint programming agreement between the Philippine Government (GOP) and the United States Agency for International Development (USAID). Before USAID can participate in the financing of this program, its policy requires that USAID must be first convinced of the significance of program activities, and of the technical and administrative capabilities of the implementing agency to carry out the program. In view of this policy, USAID has set out to assess the CEDP. USAID defined four main subobjectives for the assessment as follows:

1. Assess the adequacy and effectiveness of the GOP's technical and administrative ability to manage the CEDP and its successor program (including the organization structure, planning, designing, constructing, monitoring and reporting phases of the subprojects). Specific concerns under this subobjective include:
 - a. The adequacy of program management, including the ability to monitor a large portfolio of small projects;
 - b. The ability of the GOP implementing agencies to design, construct, or contract services for the various phases of subprojects financed under the CEDP and its successor program;
 - c. The structural integrity and quality of the different types of work (schools, roads, water systems) based on a visual inspection of sample project sites; and
 - d. Compliance with DPWH design standards.

2. Assess the adequacy and effectiveness of the funding mechanism(s) used for the CEDP and its successor program. Specific concerns under this subobjective include:
 - a. Total amount of capital outlay for subprojects compared with the total budget received;
 - b. The ratio of peso investment in subprojects to the cost of administering the program and its subprojects;
 - c. The adequacy of the flow of funds to the subprojects; and
 - d. The adequacy of the program records and accounts.
3. Assess the actual results and benefits achieved from the completed subprojects by reviewing in detail a sufficient sample thereof. Specific concerns under this subobjective include:
 - a. The ratio of subproject start-ups to defaults; and
 - b. The physical condition, use, and functionality of the completed subprojects.
4. Evaluate "if USAID's existing Agency Policy Statements would preclude USAID's participation in financing CEDP's successor program on the basis of program (rather than project) monitoring".

Terms of Reference of the Consultants

Given the foregoing objectives and subobjectives, USAID defined the following Terms of Reference for the Consultants.

1. Conduct a comprehensive assessment of the CEDP and its successor program to develop the information and data necessary to meet the objectives indicated above. The assessment shall determine the overall adequacy of the funding mechanism, the contractual process, and the monitoring and evaluation systems of the CEDP and its successor program in the DPWH.
2. Assess a statistically valid sample of subprojects chosen from three selected regions, i.e., Regions IV-A, VI and X. The sample selected should provide for a confidence interval approaching 90%, and be selected in a manner which will ensure that it is cost effective and that all subprojects within the CEDP and its successor program portfolios are duly considered. It is anticipated that at least 100 subprojects will be included in the sample. The sample shall be drawn from Luzon, Mindanao and the Visayas.
3. Conduct the evaluation using survey and interviews to supplement findings based on the review of records and documents. It shall establish performance evaluation criteria with corresponding weights

for the evaluation of the projects, and rate the projects according to these criteria. Contractor shall also gather information on the pre-construction and post-construction phase of the projects and on their performance. It shall review relevant systems and procedures and pertinent records of the CEDP, its successor program, Department of Budget and Management (DBM), DPWH, DECS, regional offices and local government units involved in implementing the program.

4. Make an individual assessment of each project (after the sample of subprojects is drawn), including site visits, as part of the basis for determining the effectiveness of the CEDP and successor program in accordance with the objectives delineated above. Contractor shall review the plans and specifications of each project. It shall develop a criterial guide and evaluation system for school building, water supply system and road projects. Contractor shall assess the projects' adherence or non-adherence to the criterial guide and evaluation system developed.

METHODOLOGY

As indicated in the Terms of Reference (TOR), the study was based mainly on the assessment of sample projects. The assessment was conducted on the basis of the following criteria:

1. Adequacy of management and funding mechanism of the projects;
2. Physical existence and physical condition of the projects; and
3. Use of the projects by the beneficiaries for the intended purpose of the projects.

One hundred sample projects were selected from three regions, one each from Luzon, Visayas, and Mindanao. The selected regions were drawn from the following six regions that were purposively determined taking into consideration logistical problems, peace and order situation, and time limitation:

Luzon

- Region III - Central Luzon
- Region IV-A - Southern Tagalog

Visayas

- Region VI - Western Visayas
- Region VII - Central Visayas

Mindanao

- Region X - Northern Mindanao
- Region XI - Southern Mindanao

The six regions were selected with the concurrence of USAID and the ESF. These regions had 12,714 projects representing about 47% of the total CEDP projects nationwide.

Thirty-four projects were selected from Region IV-A, 33 from Region VI, and 33 from Region X. In each region, the sample projects by type (namely, school buildings, water systems, and roads) were proportional to the total number of projects by type. The sample projects were drawn from the list provided by DPWH using Systematic Sampling.

The profile of samples by region is presented below:

Table 1
Profile of Samples by Region
1987 CEDP (DPWH/LGU - Projects)

	<u>Region IV-A</u>	<u>Region VI</u>	<u>Region X</u>	<u>Total</u>
School Building				
Construction	3	6	6	15
Rehabilitation	<u>6</u>	<u>10</u>	<u>9</u>	<u>25</u>
	<u>9</u>	<u>16</u>	<u>15</u>	<u>40</u>
Water System				
Construction	11	7	8	26
Rehabilitation	<u>1</u>	<u>1</u>	<u>3</u>	<u>5</u>
	<u>12</u>	<u>8</u>	<u>11</u>	<u>31</u>
Road				
Construction	5	3	5	13
Rehabilitation	<u>8</u>	<u>6</u>	<u>2</u>	<u>16</u>
	<u>13</u>	<u>9</u>	<u>7</u>	<u>29</u>
	<u>34</u>	<u>33</u>	<u>33</u>	<u>100</u>

During the survey, only 90 projects were visited. The other 10 projects were not visited because of either critical peace and order condition or inclement weather. The 90 projects that were actually visited were tested and were found to be within the 90% confidence interval, plus or minus 8.6% margin of error. The projects visited consist of 38 school buildings, 24 roads, and 28 water systems. The estimated margin of errors by types of project, at 90% confidence interval, is as follows:

<u>Types of Project</u>	<u>Sample size</u>	<u>Estimated Margin of Error</u>
School Building	38	13.3%
Road	24	16.7%
Water System	28	15.5%

The prescribed project management procedures for the CEDP project were surveyed at the national and regional levels. The survey was undertaken by a team of management consultants from SGV & Co. Data gathering was based on interviews with DPWH, NEDA, and DBM officials.

The assessment of the management and funding mechanism of the sample projects were undertaken by the management consultants. A standard questionnaire (Exhibit 1) was used by the management consultants to assess the management of the projects. The questionnaire covered the project management procedures prescribed for the implementation of the CEDP projects namely: identification; evaluation; work program; bids and awards; monitoring; and reporting. This questionnaire was based on a survey of the school building project in Antipolo, Rizal before the study was started.

Release of funds for the projects was traced from the DBM to the DPWH head office, DPHW head office to the DPHW regional offices, and DPWH regional offices to the DPWH district offices, up to the extent feasible.

Projects that were funded but not listed in the 1987 MPWH Infrastructure Program provided by DPWH as basis for selecting the sample projects were identified up to the extent feasible.

In each of the three regions, separate teams of engineers from TCGI Engineers for Region IV-A, Adrian Wilson International Associates, Inc. for Region VI and Trans-Asia (Philippines) Inc. for Region X; and management consultants from SGV & Co., were dispatched for the inspection of the projects. The engineers were responsible for the assessment of the physical existence, physical condition, and use of the projects.

The engineers used a standard questionnaire (Exhibit 2) to assess the existence, physical condition, and use of the roads and water systems. A different checklist was used for the school buildings. The assessment was based only on ocular observation and as agreed with USAID, no testing, measurement and design review were undertaken in view of the limited time budget available for the engineers.

Three sub-criteria were used for the assessment of the physical condition of the projects:

- | | | |
|----------------|---|--|
| Good Condition | - | The project is free from significant functional defects. |
| Fair Condition | - | The project has some slight functional defects. |
| Bad Condition | - | The project has serious functional defects. |

To ensure the safety of the field engineers and management consultants and to facilitate field inspection, coordination with the DPWH district offices was arranged by the DPWH Control Office. The district offices assigned personnel familiar with local situation to accompany the engineers in the inspection of the projects. The district offices also arranged the inspection of the project records by the management consultants.

CEDP INSTITUTIONAL SETUP

The institutional setup of the CEDP was assessed at three levels as follows:

1. National level;
2. Regional/District level; and
3. Local Government level.

As an overview, the management cycle for CEDP projects started from the local governments, to the district/regional offices of the participating government agencies, to the national Government, and back to the district/regional offices, and finally to the local governments. Following is the description of the basic project management setup for the CEDP.

National Level

For the overall coordination and monitoring of CEDP activities, a Technical Committee for CEDP composed of the undersecretaries of the agencies involved in CEDP was organized. The National Economic Development Authority (NEDA) served as the Committee's secretariat, together with the Department of Budget and Management (DBM). The agencies involved with CEDP were: Department of Public Works and Highways (DPWH), Department of Trade and Industry (DTI), Department of Transportation and Communication (DOTC), Department of Education, Culture and Sports (DECS), Department of Environment and Natural Resources (DENR), Department of Social Services and Development (DSSD), the National Irrigation Administration (NIA), and the Department of Agrarian Reform (DAR).

The CEDP was undertaken by these government agencies through their traditional organization structure. There was no particular organizational unit that was fully dedicated to the CEDP. The CEDP was treated as if it was just one of the traditional activities of the agencies involved. Thus the resources and corresponding costs incurred for implementing the CEDP projects were not segregated from the other projects and activities of the implementing agencies.

The activities of the CEDP and the monitoring systems and procedures were outlined by NEDA to facilitate program implementation.

Regional Level

The Regional Development Council (RDC) served as NEDA's planning and coordinating body in the region. The RDC is composed of the regional directors of the agencies involved in the CEDP. The RDC was in charge of validating and consolidating regular reports on the status of the various CEDP projects. All implementing departments and agencies were in charge of monitoring the projects and submitting the required reports.

o Operational Framework

The scheme for CEDP projects commenced with the approval of the national budget. Upon receipt of the required funds, the agencies concerned started the implementation of the projects. The RDCs, through their inter-agency consultation meetings, discussed problems and suggested measures to resolve problems in project implementation. To monitor the status of project implementation, the implementing agencies were required to submit prescribed standard reports, for evaluation and consolidation, to the NEDA Regional Office (NRO). The NRO conducted periodic visits of the projects. The regional offices of the implementing agencies then consolidated and submitted the reports to their respective national offices. The NRO, on the other hand, also prepared a consolidated summary of regional reports and submitted these to the Technical Committee for the CEDP for evaluation. These reports were used by the NEDA and DBM (Chairman and the Vice Chairman, respectively, of the Technical Committee on CEDP) in the regular review of the CEDP. NEDA was in-charge of consolidating the reports on CEDP and of submitting them to the President.

There were six prescribed reports on the CEDP projects:

1. Initial Project Report Form (RF1)
2. Monthly Progress Report Form (RF2)
3. Project Completion Report Form (RF3)
4. Field Validation Report Forms (RF1-a, RF4-b, and RF4-c)
5. Regional Summary Report Form, by Province (RS1)
6. Regional Summary Report Form, by Sector (RS2)

On the basis of interviews, we gathered that NEDA was not able to get complete data on the CEDP from some line agencies despite the prescribed monitoring systems and procedures. This observation is evident in the discrepancy between the data shown in the NEDA physical and financial status report on the CEDP dated March 18, 1988 and our count of the CEDP projects. The NEDA report showed a total of 22,828 CEDP completed projects for 1987, while our count from information supplied by the DPWH showed a total of 27,100 CEDP completed projects. We also noted that accomplishment reports were based solely on fund disbursements and percentage of completion. Deficiencies in physical accomplishments were not mentioned in the reports. As a result, remedial measures for specific physical accomplishment problems could not be drawn up.

Considering the magnitude of the CEDP, its implementation through the existing institutional framework of the GOP was a practical approach. At the same time, the magnitude of the program brought a tremendous pressure on the implementing line agencies, particularly in terms of manpower requirements. For instance at the DPWH, close supervision and inspection, daily if possible, of construction work while in progress is necessary to ensure quality of construction

work. However, according to DPWH engineers interviewed, such daily inspection and supervision by DPWH engineers, although required by DPWH as a standard procedure, was impracticable because of shortage of manpower. Thus daily supervision and inspection of construction work is an area to be addressed if another CEDP type of program would be pursued. Addressing this area will bring into perspective other related areas such as screening and recruitment procedures, logistics, and training of new recruits. In other words, an internal capability assessment is required for the implementing agencies which will be involved heavily in CEDP type of programs.

Regional/District Offices Level, DPWH and Local Government Units (LGUs)

The assessment of the institutional setup of CEDP projects at the DPWH regional/district offices and local government units was made in terms of the organizational setup of the CEDP and the project management procedures for the CEDP at these offices.

The LGUs implemented CEDP school building projects. The DPWH implemented the CEDP road and water system projects.

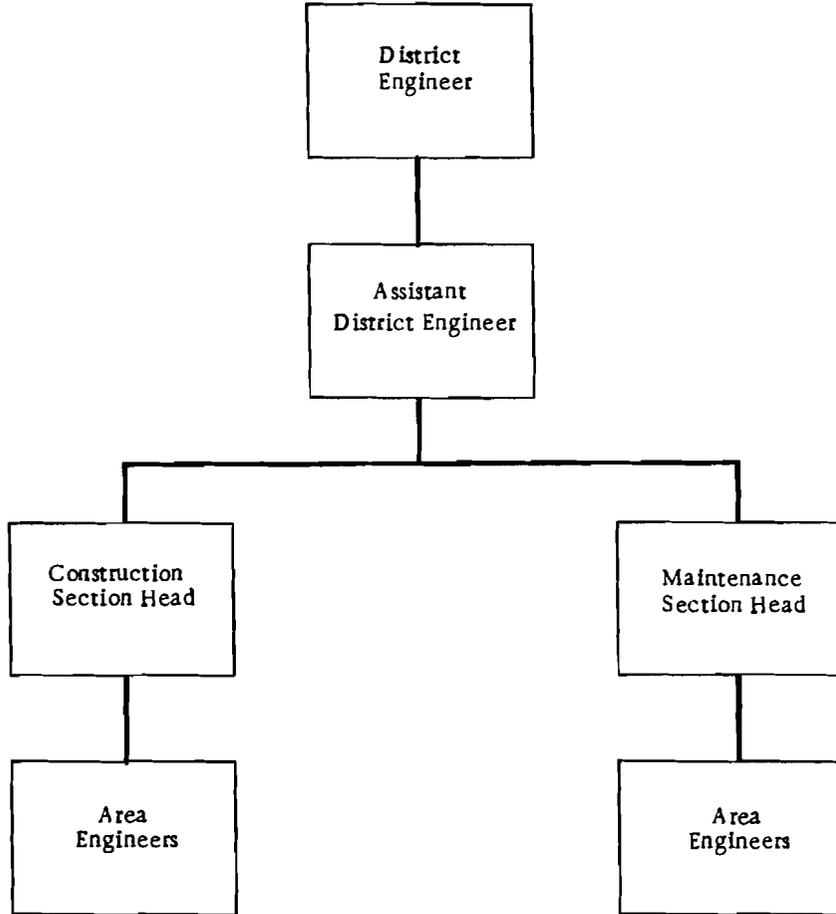
o Organizational Setup of the CEDP

The DPWH projects were implemented through the traditional organization structure of the DPWH at the regional and district levels. There was no separate organization structure specifically for CEDP. Since such organization structure is being used traditionally to implement similar projects, it is the most practical approach to the implementation of the CEDP. However, the magnitude of the CEDP appeared to have caused staffing inadequacy for some areas of the DPWH district operations. For instance, there seemed to be inadequate field engineers for daily inspection and supervision of construction projects. This condition resulted in the inability of many field engineers to undertake daily inspection of projects as would normally be done.

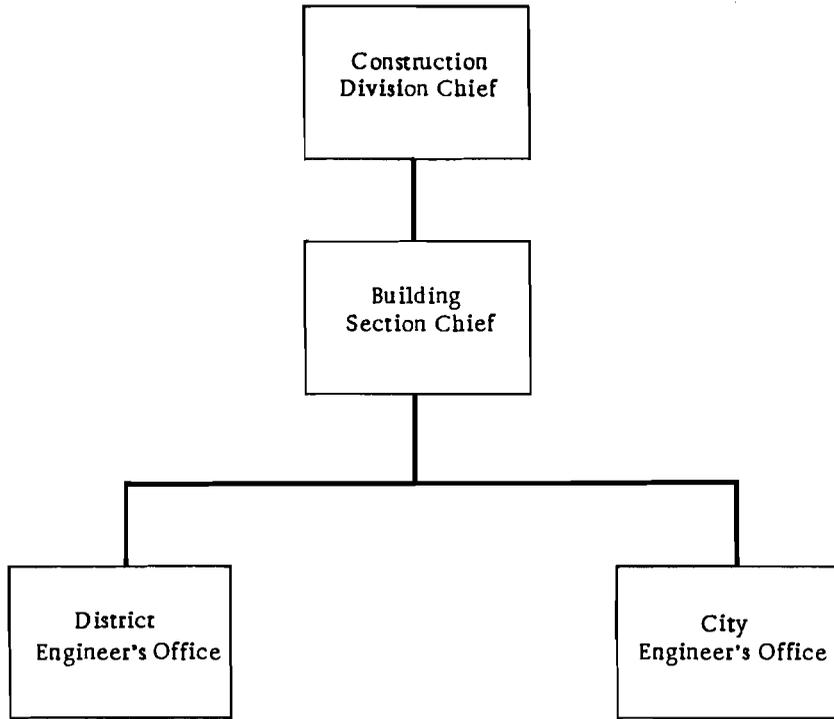
The organization structures of the DPWH for the district and regional levels are shown in the next two pages.

At the LGU level, the CEDP was also implemented through the existing organization structure of the LGUs. Thus, the administrative costs for administering the CEDP projects cannot be identified separately. CEDP projects were handled by the Barangay Development Council, Municipal Development Council, Sangguniang Bayan, and the Municipal Planning and Development Coordinator. For technical support, the LGUs relied on the DPWH. The CEDP projects of the DPWH were initiated by the barangays. The involvement of the DPWH started at the implementation phase.

DISTRICT ENGINEER'S OFFICE - DWPH
ORGANIZATIONAL SET-UP



REGIONAL OFFICE - DPWH
ORGANIZATIONAL SET-UP



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The functions of each of the LGUs that worked for the implementation of CEDP projects follow:

Barangay Development Council (BDC) - identified and proposed projects and submitted these to the Municipal Development Council;

Municipal Development Council (MDC) - screened and prioritized projects and submitted these to the Sangguniang Bayan;

Sangguniang Bayan (SB) - evaluated proposed projects and submitted these to the Municipal Planning and Development Coordinator;

Municipal Planning and Development Coordinator (MPDC) - endorsed proposed projects and submitted these to the Provincial Development Council; and

Prequalification, Bid and Award Committee (PBAC) - handled and supervised prequalification, bid and award procedures as prescribed under Presidential Decree No. 1594.

Augmenting the foregoing structure were non-governmental organizations (NGOs) which assisted in monitoring the prequalification of contractors, bid and award procedures, and the actual construction of projects. Some of the NGOs are the local chapters of either the Jaycees, National Citizens Movement for Free Elections (NAMFREL), or local chapters of the Philippine Institute of Certified Public Accountants (PICPA). The involvement of the NGOs could either be on a formal or informal basis with the respective local government officials. The involvement of NAMFREL in the monitoring of CEDP-related activities is covered by a Memorandum of Agreement between NEDA and the NAMFREL dated August 27, 1986.

The NGO participation is an important feature of the implementation of the CEDP projects at the local level. However, not all projects covered in the study have NGO participation because there were places where the renowned NGOs such as NAMFREL and Jaycees were not existing. In the absence of these NGOs, established local community civic organizations may be tapped. These NGOs should be in the data base of the DPWH Central Office to provide the DPWH Central Office with an independent source of feedback regarding project implementation when needed. This will reinforce the DPWH Central Office's capability in monitoring the implementation of the projects. This approach will require institutionalization of the NGO involvement in the implementation of CEDP type of projects. It will also require a reporting system which includes the NGO.

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o Project Management Procedures

The management of the CEDP projects consisted of the following procedures:

1. Identification - The barangay officials, who compose the Barangay Development Council (BDC) headed by the barangay captain, prepared and submitted a list of projects to the Municipal Development Council (MDC).

2. Evaluation - Projects submitted by the barangay officials underwent several evaluations. From the BDC, the list of evaluated and prioritized projects was forwarded to the MDC and then to the Sangguniang Bayan (SB). The action of the SB on the projects was documented in a resolution. The resolution was then forwarded to the Municipal Planning and Development Coordinator (MPDC) for endorsement to the Provincial Development Council (PDC). The proposed projects had to conform at all times to the development plans and investment programs of the Government. From the PDC, the list of approved projects was consolidated by the line agency - DLG for school buildings and DPWH for roads and water systems. The proposed projects then became parts of the proposed budget of the line agency.

3. Work Program - The work program contained the description of work to be done, the cost of the work, and the breakdown of costs by labor and materials component.

The work program was initiated upon receipt of the approved budget. Following DPWH standard designs for the specific project and after DPWH site inspection, the MPDC or the District Engineer's Office prepared a work program. A plan for the specific project/site was also drawn.

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4. Bids and Awards

- The bid and award procedure was done upon receipt of the Letter of Advice of Allotment (LAA). The invitation to submit bids was posted at strategic areas (municipal hall, public market, etc.). The invitation described the basic specifications and requirements of the bid. Bids were either for labor or materials only or for both labor and materials. Sometimes, labor was bidden out under the "pakyaw" system (meaning a lump sum contract). Bids received were opened and evaluated by the PBAC. The PBAC was joined by the Commission on Audit (COA) representative, and in some cases, the NGO representative. An abstract of bids was prepared by the PBAC and the best bid was chosen. The winning bidder was given a Notice of Award signed by the Chairman of the PBAC. The winner, after complying with the requirements of the PBAC, signed a contract with the implementing unit. A certificate of availability of funds was issued by the implementing unit and the Notice to Commence Work was given to the winner of the bid.

5. Monitoring

- This step covered the periodic inspection of projects in progress. The DPWH field engineer, the implementing unit and COA representative, and in some cases, the NGO representative, were in charge of this function. The results of periodic inspection were documented through the monthly Project Status Report and Progress and Accomplishment Report. These reports were submitted to the regional offices of the implementing unit and the NRO. The NRD also conducted periodic site inspection.

The monthly reports covered mainly the status of fund disbursements and percentage of completion of the projects. Problems and issues on project implementation were not included in the reports.

6. Reporting

- This step covered the submission of reports upon project completion. Basically the reports done in this step were the following: Completion Report; Inspection Report; Certificate of Completion; and Certificate of Acceptance. The COA, NGO representatives, and the school principal (if it is a school building project) signed the Completion Report aside from the other signatories. Like the monitoring reports, these reports were submitted to the regional offices of the implementing unit and the NRO.

o Funding Mechanism

In 1986, the funding mechanism for the CEDP followed the Cash Disbursement Ceiling (CDC) system for all types of disbursements of the GOP. This system set a limit to the amount of disbursements which government units and agencies could make. This system was cited as one of the reasons for the delays in the release of funding for government projects including the CEDP projects.

In 1987, the foregoing system was changed, and the Funding Warrant System was implemented. Under this system, funds were released by the DBM on a lump-sum basis within the approved budget of the government units and agencies. Thus, funds for projects included in the approved budget were available in lump sum. This system eliminated the gaps in the stream of funds available within the budget once the funds are released.

The CEDP water supply system and road projects were under the DPWH Infrastructure Program. Hence, Letters of Advice of Allotments (LAA) were released through the DPWH central office. From the central office, the funds were suballotted to the regional offices for implementation of all projects with budgets of ₱500,000 and above. For projects with budgets of less than ₱500,000, the funds were further suballotted to the District/City Engineers directly.

In the case of the school building projects, the system of release of funds was modified annually since 1986. For the 1986 CEDP school building projects, funds were released by the DBM to the DECS. DECS in turn released the funds to the LGUs as cash advances. Because of serious delays experienced in the release of funds from DECS to LGUs, the system was changed in 1987 and the DECS was removed from the system of fund release. However, because of alleged lack of capability of some LGUs to implement the projects, the system was changed again. Starting 1988, DBM released the funds to DECS. DECS then suballotted the funds directly to the Regional Offices of DPWH. The Regional Offices finally suballotted the funds to its District/City Engineers for projects with less than ₱500,000 budgets.

The funding, implementation, and monitoring process flow for the CEDP projects is shown in Chart 1, while the format of the required reports is shown in Annexes 1 to 8.

OVERALL ASSESSMENT OF SAMPLE PROJECTS

Discussed in this section is the overall assessment results of the sample projects.

Management of the Projects

The number of projects which complied with specific management procedures based on available documentation is shown below. Our interviews with the DPWH district engineers and LGU officials indicated that the prescribed management procedures discussed earlier were in place. However, there were many projects which did not have documents on file to show compliance with specific management procedures. Considering the length of the time since the projects were completed, it is now difficult to obtain explanation for the absence of said documents.

Presented below are the projects which had documents on file showing compliance with specific management procedures.

Table 2
Overall Compliance with Prescribed Management Procedures

	<u>School Building</u>	<u>Road</u>	<u>Water System</u>	<u>Total</u>
No. of Projects Covered	40	29	31	100
Project Management				
Identification	32	22	27	81
Evaluation	32	25	29	86
Work Program	39	26	31	96
Bids and Awards	34	27	26	87
Monitoring	34	29	28	91
Reporting				
Completion report	30	25	26	81
Inspection report	19	21	22	62
Certificate of completion	18	25	13	56
Certificate of acceptance	28	26	23	77

The foregoing statistics indicate that the greater proportion of the projects had documents on file showing compliance with specific project management procedures. However, the foregoing statistics should be interpreted cautiously. There were indications that the documentations may not indicate the problems underlying the projects. For instance, in Region VI, a certificate of completion was prepared for a project which was not implemented. In a few other cases, certificates of completion were prepared although the projects were unfinished.

The possible impact of compliance with the prescribed management procedures on the physical condition of the projects was looked at. Table 3 below indicates that the compliance with the prescribed management procedures has no direct relation to the physical condition of the projects. This observation, however, does not consider the quality of compliance with the prescribed management procedures. The quality of compliance with the procedures cannot be verified comprehensively given the time allowed for the study.

Table 3
Compliance with Management Procedures of
Projects Classified by Physical Condition

	Good		Fair		Bad	
	No. of Projects	%	No. of Projects	%	No. of Projects	%
No. of Projects	44	100	26	100	17	100
Project Management						
Identification	36	82	20	77	16	94
Evaluation	39	89	20	77	16	94
Work Program	42	95	25	96	17	100
Bids & Awards	38	86	20	77	16	94
Monitoring	42	95	22	85	17	100
Reporting						
- Completion Report	38	86	19	73	15	88
- Inspection Report	26	59	16	62	13	76
- Certificate of Completion	23	52	14	54	13	76
- Certificate of Acceptance	35	80	20	77	13	76

The financial records of the projects were found to be adequate. These records were subject to audit by the Commission on Audit.

Comprehensive individual records for each project were not maintained. The various reports on the projects were filed by type of reports, thus making comprehensive project review cumbersome. Furthermore, there were many projects with no plan, specifications, and location maps on file.

Most of the projects were within budget. Only three projects showed unfavorable budget variance (Exhibit 3). In Region IV-A, only one project, the Cagbalete Elementary School in Quezon, exceeded budget by ₱959. In region VI, the budget for a rehabilitation project was instead used to construct a two-classroom building for the Talanghauan Elementary School. As a result, the budget was fully utilized but the project was not completed. The persons we interviewed indicated that the community also contributed funds for the project. Although incomplete, the project

is being used as classroom. Region X, on the other hand, has two below-budget but incomplete projects: the Consolacion Monserat Road and the Jasaan Central School. Both projects were about 70% complete at the time of the study. Another below-the-budget, but not existing, project is the Sinalac water system. All the three projects did not have certificates of completion on file. Another project, the Kilabong-Dadulan road project in Region X, was over the budget by ₱15,140. There was no reason given for the overspending on the project.

Funding Mechanism

We reviewed the funding mechanism for the projects from the DBM down to the project level. The objective of the review was to trace any gap in the flow of funds from the DBM to the projects. Accordingly, we attempted to trace the funding documents of all CEDP projects from the DBM records to the DPWH records. We were able to trace the school building projects from the DBM records. However, we were not able to trace these in the DPWH Central Office records because the Letter of Advice of Allotment evidencing the release of the funds by the DPWH Central Office to the DPWH Regional Offices did not indicate the projects covered under the fund releases. Thus, we were not able to establish the gaps in the release of funds for the school building projects.

The roads and water system projects could not be readily traced from the records of the DBM. Alternatively, we were able to trace these in the records of the DPWH Central Office. The DPWH records indicated the dates funds were received by the DPWH Central Office from the DBM, and the dates the funds were released by DPWH Central Office to the DPWH Regional Offices, and DPWH Regional Offices to the DPWH District offices.

Based on the DPWH records, the gaps in the release of funds to the roads and water system projects follow:

	<u>Region IV-A</u>	<u>Region VI</u>	<u>Region X</u>
From DPWH Central Office to Regional Office	19-48 days	28-45 days	15-40 days
DPWH Regional Office to District	15-27 days	13-50 days	42-65 days

Project Completion

Of the 90 projects visited, only 4 projects or 4% were not completed. The projects which were not completed are: one school building project and one road project in Region X; and two school building projects in Region VI. One of the incomplete school building projects in Region VI, can not be considered a default as the budget for the project was inadequate from the start. Budget was only for rehabilitation, but was instead used for construction. Thus only three projects can be considered in default.

Of the projects visited, 36 projects or about 40% have no completion date on record. However, these projects were confirmed to be existing by the engineers who conducted the physical inspection. Their existence was double checked by the management consultants.

Seventeen projects (19%) were delayed. The major reasons cited for the delay were: inclement weather, insurgency problem, right of way, and the election ban.

The summary of assessment results on project completion is shown in Table 4.

Table 4
Statistics on Project Completion

	<u>Region IV-A</u>		<u>Region VI</u>		<u>Region X</u>		<u>Total</u>	<u>%</u>
Project Covered	30	100%	28	100%	32	100%	90	100%
Project Delayed	3	10	7	25	7	22	17	19
Projects Completed in Advance	8	27	5	18	1	3	14	16
Projects Completed on Time	8	27	1	4	7	22	16	18
No Completion Date	11	37	11	39	15	47	37	41
Projects Not Completed	-	-	2	7	2	6	4	4
Projects Not Existing	-	-	2	7	1	3	3	3

Efforts were made to account for all CEDP projects in the regions from where the samples were drawn. From the DBM records, we were able to obtain a list of all school building projects for which funds were released. Then we checked these against the 1987 MPWH Infrastructure Program. This document supposedly included all CEDP projects. We noted 34 school building projects which were funded by the DBM but which were not listed in the 1987 MPWH Infrastructure Program made available to us by the DBM. Subsequent follow-up with the DPWH showed that the projects were included in other lists not provided to us by the DPWH. These 34 projects were not considered in the selection of samples for the project.

Physical Existence of the Projects

Of the 100 projects, only 90 were visited by the engineers. Ten projects were not visited due to inaccessibility caused by either inclement weather or critical peace and order situation. Of those physically inspected, 87 projects or 97% were confirmed in existence, and only 3 projects or 3% were confirmed not existing. The non-existent projects were located in Regions VI and X. The statistics on the physical existence of the projects are as follows:

Table 5
Statistics on the Physical Existence of Projects

	<u>Region IV-A</u>		<u>Region VI</u>		<u>Region X</u>		<u>Average</u>	
	<u>No. of Projects</u>	<u>%</u>						
Projects Visited	30	100 %	28	100 %	32	100 %	90	100 %
Projects Not Accessible	4		5		1		10	
Projects Confirmed to be Existing:								
School building	8	27	14	50	15	47	37	41
Road	10	33	7	25	7	22	24	27
Water System	<u>12</u>	<u>40</u>	<u>5</u>	<u>17</u>	<u>9</u>	<u>28</u>	<u>26</u>	<u>29</u>
	30	100	26	92	31	97	87	97
Projects Confirmed not to be Existing:								
School building	-	-	1	4	-	-	1	1
Road	-	-	-	-	-	-	-	-
Water System	-	-	<u>1</u>	<u>4</u>	<u>1</u>	<u>3</u>	<u>2</u>	<u>2</u>
	<u>30</u>	<u>100 %</u>	<u>28</u>	<u>100 %</u>	<u>32</u>	<u>100 %</u>	<u>90</u>	<u>100 %</u>

3/3

Three projects were confirmed not existing - one classroom building and water supply system in Negros Occidental and one water supply system in Misamis Oriental. The projects in Negros Occidental have not yet been implemented because of lapses in funding mechanism - at the local government level in the case of the classroom building, and at the District level of the DPWH in the case of the water supply system.

For the water supply system in Misamis Oriental, some residents said that the project had been implemented but the pipes were pulled out when the spring, which was the source of water for the system, dried up later. On the other hand, a barangay official mentioned that the project was not implemented because the materials available for the project were inadequate.

Condition of the Projects

The condition of the projects was visually evaluated by the engineers using "good", "fair", and "bad" criteria. Good condition means the project is free from significant functional defects. Fair means the project has some slight functional defects. Bad means the project has serious functional defects.

Of the 90 projects visited, 17 projects or 19% were in bad condition; 26 projects or 29% were in fair condition; and 44 projects or 49% were in good condition. The defects of the projects are summarized in Exhibit 3. The details of the physical condition of the projects by type are as follows:

Table 6
Statistics on the Physical Condition of Projects

	Region IV-A		Region VI		Region X		Average	
	No. of Projects	%	No. of Projects	%	No. of Projects	%	No. of Projects	%
Projects Visited	30	100%	28	100%	32	100%	90	100%
Projects not Existing			2	7	1	3	3	3
Projects in Good Physical Condition:								
School building	4	13	11	39	6	19	21	23
Road	2	7	1	4	2	6	5	6
Water System	<u>9</u>	<u>30</u>	<u>4</u>	<u>14</u>	<u>5</u>	<u>16</u>	<u>18</u>	<u>20</u>
	<u>15</u>	<u>50</u>	<u>16</u>	<u>57</u>	<u>13</u>	<u>41</u>	<u>44</u>	<u>49</u>
Projects in Fair Physical Condition:								
School building	4	13	3	11	7	22	14	16
Road	2	7	5	17	3	9	10	11
Water System	<u>1</u>	<u>3</u>	<u>1</u>	<u>4</u>	-	-	<u>2</u>	<u>2</u>
	<u>7</u>	<u>23</u>	<u>9</u>	<u>32</u>	<u>10</u>	<u>31</u>	<u>26</u>	<u>29</u>
Projects in Bad Physical Condition:								
School building	-	-	-	-	2	6	2	2
Road	6	20	1	4	2	6	9	10
Water System	<u>2</u>	<u>7</u>	-	-	<u>4</u>	<u>13</u>	<u>6</u>	<u>7</u>
	<u>8</u>	<u>27%</u>	<u>1</u>	<u>4%</u>	<u>8</u>	<u>25%</u>	<u>17</u>	<u>19%</u>

By type of projects, the water systems showed the highest percentage of projects in good condition - 64%, equivalent to 18 out of 28 projects visited. Following it closely is the school building project - 55%, equivalent to 21 out of 38 projects visited. The road component showed a very low percentage of projects in good condition - 21%, equivalent to 5 out of 24 projects visited.

In terms of projects in bad condition, the road component showed the highest percentage - 37%, equivalent to 9 projects out of 24 projects visited. This is followed by water system - 22%, equivalent to 6 projects out of 28 visited. The school building component had the lowest number of projects in bad condition - 5%, equivalent to 2 project out of 38 projects visited. The details are shown in the following table.

Table 7
Statistics on the Physical Condition By Type of Projects

	<u>Construction</u>		<u>Rehabilitation</u>		<u>Total</u>	
	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>%</u>
School Building						
Good	9	60%	12	52%	21	55%
Fair	5	33	9	39	14	37
Bad	1	7	1	4	2	5
Not Existing	-	-	1	5	1	3
	<u>15</u>	<u>100</u>	<u>23</u>	<u>100%</u>	<u>38</u>	<u>100%</u>
Road						
Good	3	23	2	18	5	21
Fair	6	46	4	36	10	42
Bad	4	31	5	46	9	37
	<u>13</u>	<u>100</u>	<u>11</u>	<u>100</u>	<u>24</u>	<u>100</u>
Water System						
Good	15	65	3	60	18	64
Fair	1	4	1	20	2	7
Bad	5	22	1	20	6	22
Not Existing	2	9	-	-	2	7
	<u>23</u>	<u>100%</u>	<u>5</u>	<u>100%</u>	<u>28</u>	<u>100%</u>
Total	<u>51</u>		<u>39</u>		<u>90</u>	

When construction projects are compared with rehabilitation projects, the construction projects showed proportionately more projects in good condition on an overall basis. However, the observation from the overall statistics should be viewed with caution because if the projects were analyzed by region (see Assessment by Region), there would be no specific pattern that indicates better physical condition of construction projects as compared with rehabilitation projects.

Use of the Projects

Out of the 90 projects visited, 80 projects or 89% were confirmed as being used by the beneficiaries, and 7 projects or 8% were confirmed not being used by them. The projects not being used are two in Region IV-A, two in Region VI, and three in Region X. The projects not being used were either incomplete or in bad condition. The details of the assessment results as to the use of the project follow:

Table 8
Statistics on the Use of Projects

	<u>School Building</u>		<u>Road</u>		<u>Water System</u>		<u>Total</u>
	<u>Rehab</u>	<u>Construction</u>	<u>Rehab</u>	<u>Construction</u>	<u>Rehab</u>	<u>Construction</u>	
Region IV-A	4	4	6	4	-	10	28
Region VI	8	5	3	3	1	4	24
Region X	<u>9</u>	<u>6</u>	<u>2</u>	<u>5</u>	<u>3</u>	<u>3</u>	<u>28</u>
Total	<u>21</u>	<u>15</u>	<u>11</u>	<u>12</u>	<u>4</u>	<u>17</u>	<u>80</u>

ASSESSMENT OF RESULTS BY REGION

Region IV-A

o Management of the Projects

The number of projects which complied with specific management procedures based on available documentations follows:

Table 9
Summary of Compliance
with Prescribed Project Management Procedures
Region IV-A

	<u>School Building</u>	<u>Road</u>	<u>Water System</u>	<u>Total</u>
Number of Projects Covered	<u>9</u>	<u>13</u>	<u>12</u>	<u>34</u>
Project Management				
Identification	9	9	10	28
Evaluation	9	13	12	34
Work Program	9	11	12	32
Bids and Awards	9	13	12	34
Monitoring	9	13	12	34
Reporting:				
Completion Report	7	12	11	30
Inspection Report	5	10	9	24
Certification of				
Completion	5	11	4	20
Certificate of				
Acceptance	6	12	9	27

The projects which did not comply with the prescribed management procedures and the specific deviations were as follows:

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	<u>School Building</u>	<u>Road</u>	<u>Water System</u>
No barangay resolution on file		1. Sariaya - Antipolo Road Quezon 2. Candelaria - Mangilag Norte, Quezon 3. Buenvista - Quasay, Catulin 4. Tagkawayan - Sto. Tomas Tabasan	1. Laguna, Lumban 2. Lusan, Tiagong - Quezon
No work program on file		1. Laguna - Ibabang Palima, Liliw 2. Aurora - Maligaya - Dicabibian Malatinig- yen Road, Dilasag	
No completion report on file	1. Laguna - Wawa Elementary School, Lumban 2. Rizal - San Isidro Elementary School Antipolo	1. Dicabibian, Malati- nigyen Road, Dilasag	1. Maguyam, Silang Cavite
No inspection report on file	1. Batangas - Malabrigo Elementary School, Lobo 2. Cavite - Alfonso Central School, Alfonso 3. Laguna - Wawa Elementary School, Lumban 4. Quezon I - Cagba- lete I Elementary School, Mauban	1. Batangas - Palico - Balayan - Batangas Road, (Taal Poblacion Section) 2. Quezon I - Mangilag Norte, Candelaria 3. Cavite City - Trece Martires	1. Cavite - Maguyam, Silang 2. Lipa City - Tangob 3. Trece Martires City - Brgy. Aguado

	<u>School Building</u>	<u>Road</u>	<u>Water System</u>
No certificate of completion	1. Batangas - Bayudbud Elementary School, Tuy	1. Aurora - Maligaya - Dicabibian Malatinigyen Road, Dilasag	1. Cavite - Maguyam, Silang
	2. Cavite - Alfonso Central School, Alfonso	2. Laguna - Ibabang Palima, Liliw	2. Quezon I - Luscan, Tiaong
	3. Laguna - Wawa Elementary School, Lumban		3. Laguna - San Nicolas, Bay
	4. Quezon I - Cagbalete Elementary School, Mauban		4. Laguna - Bano, Pakil
No certificate of acceptance			5. Laguna - Antipolo Rizal
			6. Lipa City - Tangob
			7. Lucena City - Bocalan (Purok III)
			8. Trece Martires City - Barangay Aguado
	1. Cavite - Alfonso Central School, Alfonso	1. Quezon I - Mauban-Tignoan Road	1. Cavite - Maguyam, Silang
	2. Laguna - Wawa Elementary School, Lumban		2. Lipa City - Tangob
	3. Rizal - San Rafael Elementary School, Montalban		3. Trece Martires City - Barangay Aguado

The summary of deviations from the prescribed project management procedures is as follows:

Table 10
Summary of Type of Deviations
from Project Management Procedures
Region IV-A

	<u>School Building</u>	<u>Road</u>	<u>Water System</u>	<u>Total</u>
Project Management				
No barangay resolution on file	-	4	2	6
No work program on file	-	2	-	2
No completion report on file	2	1	1	4
No inspection report on file	4	3	3	10
No certificate of completion on file	4	2	8	14
No certificate of acceptance on file	3	1	3	7

The possible effects of non-compliance with prescribed management procedures were ascertained on the basis of statistics. The statistics indicate that the compliance or non-compliance with management procedures has no impact on the physical condition of the projects. Compliance of the management procedures based on available documentation may be high, yet the physical condition of the project may be "bad." This observation did not consider the quality of compliance with said procedures because such quality cannot be ascertained within the period allowed for this study. For instance, the monitoring report on the projects indicated only information on fund disbursements and percentage of completion. Implementation issues and problems were not indicated. Thus although the management procedures were complied based on documentations, the quality of the projects was not necessarily assured.

Following is the statistics on compliance with management procedures of projects classified by physical condition. The projects not visited were not included in the statistics.

Table 11
 Compliance with Management Procedures of Projects
 Classified by Physical Condition
 Region IV-A

	Good		Fair		Bad		Total	
	No. of Projects	%						
Number of Projects	15	100	7	100	8	100	30	100
Project Management								
Identification	13	87	5	71	8	100	26	87
Evaluation	15	100	7	100	8	100	30	100
Work Program	14	93	7	100	8	100	29	97
Bids & Awards	15	100	7	100	8	100	30	100
Monitoring	15	100	7	100	8	100	30	100
Reporting								
- Completion Report	12	80	7	100	8	100	27	90
- Inspection Report	10	67	5	71	6	75	21	70
- Certificate of Completion	7	47	4	57	6	75	17	57
- Certificate of Acceptance	11	73	6	86	6	75	23	77

o Physical Existence of the Projects

Thirty-four sample projects were selected from this region. Thirty projects were visited and 4 were not accessible because of inclement weather. The profile of the projects in this region is as follows:

Table 12
CEDP Projects Covered in the Study
Region IV-A

	<u>Schoolbuilding</u>		<u>Road</u>		<u>Water System</u>		<u>Total</u>	
	<u>Rehabi- litation</u>	<u>Con- struction</u>	<u>Rehabi- litation</u>	<u>Con- struction</u>	<u>Rehabi- litation</u>	<u>Con- struction</u>	<u>Projects</u>	<u>Percent</u>
Projects Visited	5	3	5	5	1	11	30	100%
Projects not Accessible	1	-	3	-	-	-	4	13
Projects Confirmed to be Existing	5	3	5	5	1	11	30	100
Projects Confirmed not to be Existing	-	-	-	-	-	-	-	-

The projects not visited due to inclement weather were:

1. Aurora - Maligaya-Dicabibian Malatinigyen Road, Dilasag Barangay Road
2. Quezon II - Cuasay - Catulin, Buenavista Barangay road
3. Quezon II - Sto. Tomas - Tabasan Tagkawayan Barangay road

o Condition of the Projects

Of the 30 projects visited, 15 projects or 50% were in good condition, 7 projects or 23% were in fair condition, and 8 projects or 27% were in bad condition. The details are as follows:

Table 13
Statistics on the Physical Condition of Projects
Region IV-A

	<u>No. of Projects</u>	<u>%</u>
Projects visited	<u>30</u>	<u>100%</u>
Projects not existing	-	-
Projects in good physical condition		
School building	4	13
Road	2	7
Water system	<u>9</u>	<u>30</u>
Subtotal	<u>15</u>	<u>50</u>
Projects in fair physical condition		
School building	4	13
Road	2	7
Water system	<u>1</u>	<u>3</u>
Subtotal	<u>7</u>	<u>23</u>
Projects in bad physical condition		
School building	-	-
Road	6	20
Water system	<u>2</u>	<u>7</u>
Subtotal	<u>8</u>	<u>27</u>
TOTAL	<u>30</u>	<u>100%</u>

When the projects were compared with each other in terms of physical condition, the water system projects showed the highest number of good projects - 75% of the total water system projects as compared with 50% for the school building projects and 20% for the road projects. The projects in fair condition were as follows: school building projects - 50%; road projects - 20%; and water system projects - 8%. There were no school building projects in bad physical condition. Sixty percent of the road projects and 17% of the water system projects were in bad physical condition.

Comparing construction projects and rehabilitation projects in terms of physical condition, the statistics show that in this region, the percentage of the projects in good condition was higher for the construction projects except for the road projects which showed that construction and rehabilitation projects in good and in fair condition were the same.

The statistics comparing the physical condition of the projects with each other, and the construction project with rehabilitation projects follow:

Table 14
 Statistics on the Condition of the Projects Grouped by Type of Projects
 Region IV - A

	<u>Construction</u>		<u>Rehabilitation</u>		<u>Total</u>	
	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>%</u>
School Building						
Good	2	67%	2	40%	4	50%
Fair	1	33	3	60	4	50
Bad	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>3</u>	<u>100</u>	<u>5</u>	<u>100</u>	<u>8</u>	<u>100%</u>
Road						
Good	1	20	1	20	2	20
Fair	1	20	1	20	2	20
Bad	<u>3</u>	<u>60</u>	<u>3</u>	<u>60</u>	<u>6</u>	<u>60</u>
	<u>5</u>	<u>100</u>	<u>5</u>	<u>100</u>	<u>10</u>	<u>100</u>
Water System						
Good	8	73	1	100	9	75
Fair	1	9	-	-	1	8
Bad	<u>2</u>	<u>18</u>	<u>-</u>	<u>-</u>	<u>2</u>	<u>17</u>
	<u>11</u>	<u>100%</u>	<u>1</u>	<u>100%</u>	<u>12</u>	<u>100%</u>
Total	<u>19</u>		<u>11</u>		<u>30</u>	

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o Use of the Projects

Out of 30 projects visited, 28 or 93% were confirmed being used by the beneficiaries. Two projects or 7% were confirmed not being used and not operational.

The two projects not in use were water system projects. The engineers who inspected the projects reported that the water from the well is unfit for human consumption. The engineer described the condition of the projects as follows:

1. Laguna - Bano - Pakil Water System Project

The depth of the well should be increased because the project site is on high elevation.

2. Lipa City - Tangob Water System Project - the drill pipe broke loose.

Based on the engineers' description of the condition of the projects, the causes of the problems seemed to be technical for one of the projects and maintenance for the other.

Region VI

o Management of the Projects

The number of projects which complied with specific management procedures based on available documentations follows:

Table 15
Summary of Compliance
with Prescribed Project Management Procedures
Region VI

	<u>School Building</u>	<u>Road</u>	<u>Water System</u>	<u>Total</u>
Number of Projects Covered	16	9	8	33
Project Management				
Identification	10	6	6	22
Evaluation	10	5	6	21
Work Program	15	8	8	31
Bids and Awards	10	7	4	21
Monitoring	12	9	6	27
Reporting				
Completion report	14	7	6	27
Inspection report	5	4	4	13
Certificate of completion	10	8	3	21
Certificate of acceptance	12	8	6	26

The projects which did not comply with all the prescribed management procedures and the specific deviations were as follows:

	<u>School Building</u>	<u>Road</u>	<u>Water System</u>
No barangay resolution on file	<ol style="list-style-type: none"> 1. Bagong Barrio Elementary School, Tapaz 2. Talanghau-an Elementary School, Sta. Barbara 3. San Roque Elementary School, Estancia 4. Sohoton Elementary School, Btac Nuevo 5. Tando Primary School, Nueva Valencia 6. Nanunga Elementary School, Hinigaran 	<ol style="list-style-type: none"> 1. Road around Pontevedra Public Market, Pontevedra 2. Ma. Liberato Road, Lawa-an 3. Poblacion Ilaya-Sitio Willi Road, Maayon 	<ol style="list-style-type: none"> 1. Capiz - Municipality of Dumarao 2. Guimaras - Dasal, Jordan
No evaluation procedures on file	<ol style="list-style-type: none"> 1. Bagong Barrio Elementary School, Tapaz 2. Guimbal Catholic School, Guimbal 3. Talanghau-an Elementary School, Sta. Barbara 4. San Roque Elementary School, Estancia 5. Tando Primary School, Nueva Valencia 6. Nanunga Elementary School, Hinigaran 	<ol style="list-style-type: none"> 1. Road around Pontevedra Public Market, Pontevedra 2. Ma. Liberato Road, Lawa-an 3. Poblacion Ilaya - Sitio Willi Road, Maayon 4. Sto. Rosario - Manlud Road, Ajuy 	<ol style="list-style-type: none"> 1. Capiz - Municipality of Dumarao 2. Guimaras - Dasal, Jordan
No work program on file	<ol style="list-style-type: none"> 1. Rufino Castellana Elementary School, Calatrava 	<ol style="list-style-type: none"> 1. San Isidro Barangay Road, Calatrava 	
No bids and awards on file	<ol style="list-style-type: none"> 1. Balete Catholic School, Balete 2. Iglinab Primary School, Valderrama 3. Bagong Barrio Elementary School, Tapaz 4. Talanghau-an Elementary School, Sta. Barbara 5. San Roque Elementary School, Estancia 6. Nanunga Elementary School, Hinigaran 	<ol style="list-style-type: none"> 1. Poblacion Ilaya - Sitio Willi Road, Maayon 2. San Isidro Barangay Road, Calatrava 	<ol style="list-style-type: none"> 1. Capiz - Municipality of Pilar 2. Iloilo II -Barangay Batuan, Duenas 3. Negros Occidental II - San Enrique 4. Negros Occidental II - Candoni, (Market Site) Candoni
No monitoring reports on file	<ol style="list-style-type: none"> 1. Guimbal Catholic School, Guimbal 2. Talanghau-an Elementary School, Sta. Barbara 3. Tondo Primary School, Nueva Valencia 4. Nanunga Elementary School, Hinigaran 		<ol style="list-style-type: none"> 1. Negros Occidental II - San Enrique 2. Negros Occidental II - Candoni, (Market Site) Candoni

	<u>School Building</u>	<u>Road</u>	<u>Water System</u>
No completion report on file	<ol style="list-style-type: none"> 1. Iglinab Primary School, Valderama 2. A. Bonifacio I Elementary School, Bacolod City 	<ol style="list-style-type: none"> 1. Ma. Liberato Road, Lawa-an 2. Improvement of Kabangkalan Tampalon Road, Kabangkalan 	<ol style="list-style-type: none"> 1. Negros Occidental II - San Enrique 2. Negros Occidental II - Candoni, (Market Site) Candoni
No inspection report on file	<ol style="list-style-type: none"> 1. Balete Catholic School, Balete 2. Sto. Rosario Elementary School, Tibiao 3. Iglinab Primary School, Valderrama 4. San Roque Elementary School, Estancia 5. Tando Primary School, Nueva Valencia 6. P.A. Cuaycong Elementary School, Victorias 7. Nanunga Elementary School, Hinigaran 8. A. Bonifacio I Elementary School, Bacolod City 9. Taloc Elementary School, Bago City 10. Bagong Barrio Elementary School, Tapaz 11. Silay South Elementary School, Silay City 	<ol style="list-style-type: none"> 1. Road around Pontevedra Public Market, Pontevedra 2. Poblacion Ilaya - Sitio Willi Road, Maayon 3. San Isidro Barangay Road, Calatrava 4. Mainit Road, Toboso 5. Caduha-an - Cadiz Viejo Road, Cadiz City 	<ol style="list-style-type: none"> 1. Capiz - Municipality of Pilar 2. Negros Occidental I - Barangay Colonia Divina, Sagay 3. Negros Occidental II - Candoni, (Market Site) Candoni 4. Guimaras - Dasal, Jordan
No certificate of completion on file	<ol style="list-style-type: none"> 1. Balete Catholic School, Balete 2. Iglinab Primary School, Valderrama 3. Bagong Barrio Elementary School, Tapaz 4. Talanghau-an Elementary School, Sta. Barbara 5. Tando Primary School, Nueva Valencia 6. Nanunga Elementary School, Hinigaran 	<ol style="list-style-type: none"> 1. Sto. Rosario - Manlud Road, Ajuy 	<ol style="list-style-type: none"> 1. Capiz - Municipality of Dumarao 2. Iloilo II - Barangay Batuan, Duenas 3. Negros Occidental I - Barangay Colonia Divina, Sagay 4. Negros Occidental II - Candoni, (Market Site) Candoni 5. Guimaras - Dasal, Jordan
No certificate of Acceptance on file	<ol style="list-style-type: none"> 1. Balete Catholic School, Balete 2. Iglinab Primary School, Valderrama 3. Tando Primary School, Nueva Valencia 4. Nanunga Elementary School, Hinigaran 	<ol style="list-style-type: none"> 1. Sto. Rosario - Manlud Road Ajuy 	<ol style="list-style-type: none"> 1. Negros Occidental I - Barangay Colonia Divina, Sagay 2. Negros Occidental II - Candoni, (Market Site) Candoni

From the visual inspection done, certain deviations from specifications were noted. Examples are as follows:

1. Jasaan Elementary School (Rehabilitation of the three-classroom school building)
 - o Hardwood or equivalent was specified for the roof framing but coco lumber was used.
 - o Only a portion of one classroom facing the street has new G.I. sheets. The rest of the G.I. sheets had deteriorated.
 - o According to work program, wood jalousies were required. Instead, 2' x 1' wood grills were used.
2. Corrales Elementary School (Construction of new toilet)
 - o Interior walls were still rough.
3. Consolacion - Monserat Road (Construction of 2-kilometer road)
 - o The road was 0.45 short of the length specified in the work program.
4. Kapalaran Elementary School (Rehabilitation of three-classroom pre-fab building)
 - o One room has no ceiling because of insufficient funds.

In one instance, Ulaliman Water Supply, the work program was exceeded. Only one unit was programmed for construction but two units were constructed instead without increase in budget.

The number of projects and deviations from specific management procedures is summarized as follows:

Table 16
Summary of Type of Deviations
from Project Management Procedures
Region VI

<u>Project Management</u>	<u>School Building</u>	<u>Road</u>	<u>Water System</u>	<u>Total</u>
No barangay resolution on file	6	3	2	11
No evaluation procedures on file	6	4	2	12
No work program on file	1	1	-	2
No bids and awards on file	6	2	4	12
No monitoring report on file	4	-	2	6
No completion report on file	2	2	2	6
No inspection report on file	11	5	4	20
No certificate of completion on file	6	1	5	12
No certificate of acceptance on file	4	1	2	7

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Presented below are statistics on the compliance of the projects, classified by physical condition, with the prescribed management procedures. The statistics do not include those projects not visited, and those not existing.

Table 17
Compliance with Management Procedures of
Project Classified by Physical Condition
Region VI

	Good		Fair		Bad		Total	
	No. of Projects	%						
Number of Projects	16	100	9	100	1	100	26	100
Project Management								
Identification	11	69	6	67	-	-	17	65
Evaluation	12	75	4	44	-	-	16	62
Work Program	15	94	8	89	1	100	24	92
Bids & Awards	10	63	3	33	1	100	14	54
Monitoring	14	88	7	78	1	100	22	85
Reporting								
- Completion Report	15	94	7	78	-	-	22	85
- Inspection Report	6	38	4	44	1	100	11	42
- Certificate of Completion	12	75	6	67	1	100	19	73
- Certificate of Acceptance	14	88	8	89	1	100	23	88

The statistics indicate that the compliance or noncompliance with management procedures has no direct relationship to the physical condition of the projects. Compliance with the prescribed management procedures may be high based on available documentation, yet the project may be in "bad" physical condition. This observation did not consider the quality of compliance with said procedures because quality cannot be ascertained within the period allowed for this study. For instance, the reports on the projects indicated only information on fund disbursements and percentage of completion. Implementation issues, such as non-conformity with specifications or materials standards, were not indicated in the reports. Thus, although the management procedures were complied with based on documentations, the quality of the projects was not necessarily assured.

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o Physical Existence of the Projects

Thirty-three sample projects were selected from this region. Twenty-eight projects were visited and five were not accessible because of critical peace and order situation and/or inclement weather. The assessment of the physical existence follows:

Table 18
CEDP Projects Covered in the Study
Region VI

	<u>Schoolbuilding</u>		<u>Road</u>		<u>Water System</u>		<u>Total</u>	
	<u>Rehabi- litation</u>	<u>Cor- struction</u>	<u>Rehabi- litation</u>	<u>Cor- struction</u>	<u>Rehabi- litation</u>	<u>Cor- struction</u>	<u>Projects</u>	<u>Percent</u>
Projects Visited	9	6	4	3	1	5	28	100%
Projects not Accessible	1	-	2	-	-	2	5	18
Projects Confirmed to be Existing	8	6	4	3	1	4	26	93
Projects Confirmed not to be Existing	1	-	-	-	-	1	2	7

The four projects not accessible due to critical peace and order condition were:

- o Iglinab Public School, Valderrama, Antique
- o Mainit Road, Taboso, Negros Occidental I -
- o Panagunpinan, Inapoy Road Kabangkalan, Negros Occidental I
- o Colonia Water System, Divina, Sagay

The Dumarao Water System in Capiz was not visited due to inclement weather.

The projects confirmed not existing consist of a water system in Candoni, Negros Occidental and rehabilitation of a classroom building in Hinigaran, also in Negros Occidental. These projects have not yet been undertaken because of funding mechanism problems at the municipal level in the case of the classroom building and at the district/regional level in the case of the water system. It was alleged that the Letter of Advice of Allotment (LAA) evidencing the availability of funds for the classroom rehabilitation was misplaced by the previous municipal treasurer and was found only recently by the new municipal treasurer. The documents presented during the assessment of the project showed that the funds for the project were still intact. However, a certificate of completion for the school building project was prepared and signed by the DPWH engineer assigned to the project although no work was actually done. The materials for the artesian well were still incomplete at the time of assessment. Construction of the project was expected to be undertaken in November 1988.

o Condition of the Projects

Of the 28 projects visited, 57% or 16 projects were in good condition, 32% or 9 projects were in fair condition, and 4% or 1 project was in bad condition.

Following is a summary of the physical condition of the projects

Table 19
Statistics on the Physical Condition of Projects
Region VI

	<u>No. of Projects</u>	<u>%</u>
Projects visited	<u>28</u>	<u>100</u>
Projects not existing	2	7
Projects in good physical condition		
School building	11	39
Road	1	4
Water system	<u>4</u>	<u>14</u>
Subtotal	<u>16</u>	<u>57</u>
Projects in fair physical condition		
School building	3	11
Road	5	17
Water system	<u>1</u>	<u>4</u>
Subtotal	<u>9</u>	<u>32</u>
Projects in bad physical condition		
School building	-	-
Road	1	4
Water system	<u>-</u>	<u>-</u>
Subtotal	<u>1</u>	<u>4</u>
TOTAL	<u>28</u>	<u>100%</u>

Among the school buildings considered in fair condition, two school-building projects were incomplete. These schools were:

- o Talanghau-an Elementary School, Sta. Barbara, Iloilo
- o Andres Bonifacio Elementary School, Bacolod City

The Talanghau-an Elementary School involved the construction of a new classroom. This project did not have doors, windows, floor and ceiling works. Although it was about 58% complete, certificate of project acceptance and inspection reports were duly signed by the Mayor and the Auditor, respectively. Costing ₱32,980, this project was originally intended for the rehabilitation of the classroom, and its funds were apparently not sufficient for the realigned project.

The Andres Bonifacio Elementary School, on the other hand, needs rough ins, quadrails, etc. The first floor was 98% complete, while the second floor was 38% complete. The records of this project also showed a certificate of completion and a certificate of project acceptance duly signed by the Civil Engineer and School Principal, respectively.

When the projects were compared with each other in terms of physical condition, the school building projects showed the highest number of good projects - 73% of the total school building projects as compared with 67% of the water system projects and 14% of the road projects. The projects in fair condition were as follows: school building projects - 20%; road projects - 72%; and water system projects - 17%. No school building and water system projects were found in bad condition.

Comparing construction projects and rehabilitation projects in terms of physical condition, the statistics show that in Region VI, neither of these two classes of projects has an advantage over the other. For the school buildings, there were proportionately more rehabilitation projects in good condition as compared with construction projects. However, for roads and water systems, there were proportionately more construction projects in good condition as compared with rehabilitation projects.

The statistics comparing the physical condition of the projects with each other, and the construction projects with rehabilitation projects follow:

Table 20
Statistics on the Condition of the Projects Grouped
by Type of Projects
Region VI

	<u>Construction</u>		<u>Rehabilitation</u>		<u>Total</u>	
	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>%</u>
School Building						
Good	4	67%	7	78%	11	73%
Fair	2	33	1	11	3	20
Bad	-	-	-	-	-	-
Not Existing	-	-	1	11	1	7
	<u>6</u>	<u>100</u>	<u>9</u>	<u>100</u>	<u>15</u>	<u>100%</u>

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	<u>Construction</u>		<u>Rehabilitation</u>		<u>Total</u>	
	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>%</u>
Road						
Good	1	33	-	-	1	14
Fair	2	67	3	75	5	72
Bad	-	-	1	25	1	14
	<u>3</u>	<u>100%</u>	<u>4</u>	<u>100%</u>	<u>7</u>	<u>100%</u>
Water System						
Good	4	80	-	-	4	67
Fair	-	-	1	-	1	17
Bad	-	-	-	-	-	-
Not Existing	1	20	-	-	1	16
	<u>5</u>	<u>100%</u>	<u>1</u>	<u>100%</u>	<u>6</u>	<u>100%</u>
Total	<u>14</u>		<u>14</u>		<u>28</u>	

o Use of the Projects

Of the 28 projects visited, 24 projects or 86% were confirmed being used by the beneficiaries. Two projects, one toilet and one road, representing 7% of the projects were confirmed not being used. The toilet was not being used as a toilet because of lack of water supply. It was instead used as a stockroom. The road was not being used because it was badly eroded.

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Region X

o Management of the Projects

The number of projects which complied with specific management procedure based on the documentation on file follows:

Table 21
Summary of Compliance
with Prescribed Project Management Procedures
Region X

	<u>School Building</u>	<u>Road</u>	<u>Water System</u>	<u>Total</u>
Projects Covered	<u>15</u>	<u>7</u>	<u>11</u>	<u>33</u>
Project Management				
Identification	13	7	11	31
Evaluation	13	7	11	31
Work Program	15	7	11	33
Bids/Awards	15	7	10	32
Monitoring	13	7	10	30
Reporting:				
Completion Report	9	6	9	24
Inspection Report	9	7	9	25
Certificate of Completion	3	6	6	15
Certificate of Acceptance	10	6	8	24

The deviations of specific projects from the prescribed management procedures follow:

REGION X

	<u>School Building</u>	<u>Road</u>	<u>Water Supply</u>
No barangay resolution on file	1. Cosina Elementary School Talagak, Bukidnon 2. San Jose Elementary School, Bukidnon		
No evaluation procedures on file	1. Cosina Elementary Talatag, School, Bukidnon 2. San Jose Elementary School, Bukidnon		
No bids and awards documents on file			1. Guiso Capalayan, Surigao City
No monitoring report on file	1. Kapalaran Elementary School, Bukidnon 2. Balintawak Elementary School, Ozamis City		1. Sinalac, Centro Water Supply, Initao Misamis Oriental
No completion report on file	1. Cosina Elementary School Talagak, Bukidnon 2. Ocasion Public School, Sumilao, Bukidnon 3. Jasaan Central School, Misamis Oriental 4. Cabitoonan, Surigao del Norte 5. Corrales Elementary School, Cagayan de Oro (Toilet Construction) 6. Balintawak Elementary School, Ozamis City	1. Pagahan - Pontacon Road, Misamis Oriental	1. Kalilangan, Bukidnon 2. Sinalac Centro Water Supply - Initao, Misamis Oriental
No inspection report on file	1. San Jose Elementary School, Bukidnon 2. Cosina Elementary School, Talagak, Bukidnon 3. Lahi Elementary School, Surigao del Norte 4. Rehabilitation of one classroom, Cabitoonan, Surigao Del Norte 5. Libertad Elementary School, Butuan City 6. Corrales Elementary School, Cagayan de Oro		1. San Rafael Deepwell, Agusan Del Sur 2. Kalilangan Shallow Well, Bukidnon

	<u>School Building</u>	<u>Road</u>	<u>Water Supply</u>
No certificate of completion on file	<ol style="list-style-type: none">1. Sinobong School Building Agusan del Sur2. San Jose Elementary School, Bukidnon3. Cosina Elementary, School Talakag, Bukidnon4. Kapalaran Elementary School, Bukidnon5. Puntod Elementary School, Camiguin, Mahinog6. Medallo Elementary School, Misamis Occidental7. Jasaan Central School, Misamis Oriental8. Lahi Elementary School, Surigao del Norte9. Rehabilitation of One Classroom, Cabitoonan, Surigao del Norte10. Corrales Elementary School, Cagayan de Oro (Toilet Construction)11. Balintawak Elementary School, Ozamis City12. Sumirap- Tangub City	<ol style="list-style-type: none">1. Kiowak Barangay Road, Misamis Oriental	<ol style="list-style-type: none">1. Mayana Shallow Well, Camiguin2. Agusan Pequeno, Deepwell, Butuan City3. Kalilangan Shallow Well Bukidnon4. Dinas, Sinacaban Misamis Occidental5. Sinalac Centro Water Supply - Initao, Misamis Oriental
No certificate of acceptance on file	<ol style="list-style-type: none">1. San Jose Elementary School, Bukidnon2. Cosina Elementary School Talakag, Bukidnon3. Jasaan Central School, Misamis Oriental4. Lahi Elementary School, Surigao del Norte5) Corrales Elementary School, Cagayan de Oro (Toilet Construction)	<ol style="list-style-type: none">1. Consolacion - Monserat Road, Surigao del Norte	<ol style="list-style-type: none">1. Langasian Deepwell, Agusan del Sur2. Sinalac Centro Water Supply - Initao, Misamis Oriental3. Guiso Capalayan, Surigao City

The number of projects which deviated from specific management procedures is summarized below:

Table 22
Summary of Deviations
from Project Management Procedures
Region X

	<u>School- building</u>	<u>Road</u>	<u>Water System</u>	<u>Total</u>
No barangay resolution on file	2	-	-	2
No evaluation procedures on file	2	-	-	2
No bids and awards documents on file	-	-	1	1
No Monitoring Report on file	2	-	1	3
No Completion Report on file	6	1	2	9
No Inspection Report on file	6	-	2	8
No Certificate of Completion on file	12	1	5	18
No Certificate of Acceptance on file	5	1	3	9

The probable effects of non-compliance with prescribed management procedures were ascertained. The statistics below indicate that the compliance or non-compliance with management procedures has no relation to the physical condition of the projects. Compliance with the management procedures may be high based on available documentations, yet the projects may be in "bad" physical condition. This observation did not consider the quality of compliance with said procedures because quality cannot be ascertained within the period allowed for this study. For instance, the monitoring reports on the projects indicated only information on fund disbursements and percentage of completion. Implementation issues and problems were not indicated in the reports. Thus, although there were documentations for compliance with management procedures, the quality of the projects cannot necessarily be assured.

Table 23
Compliance with Management Procedures of
Projects Classified by Physical Condition
Region X

	Good		Fair		Bad		Total	
	No. of Projects	%						
NO. OF PROJECTS	13	100	10	100	8	100	31	100
Project Management								
Identification	12	92	9	90	8	100	29	94
Evaluation	12	92	9	90	8	100	29	94
Work Program	13	100	10	100	8	100	31	100
Bids and Awards	13	100	10	100	7	88	30	97
Monitoring	13	100	8	80	8	100	29	94
Reporting								
- Completion Report	11	85	5	50	7	88	23	74
- Inspection Report	10	77	7	70	6	75	23	74
- Certificate of Completion	4	31	4	40	6	75	14	45
- Certificate of Acceptance	10	77	6	60	6	75	22	71

The foregoing statistics do not include those projects not visited and those not existing.

o Physical Existence of the Projects

Thirty-three sample projects were selected from this region. Thirty-two projects were visited; the other one was not visited because of unsafe peace and order condition. The assessment of the physical existence of the projects follows:

Table 24
CEDP Projects Covered in the Study
Region X

	<u>School Building</u>		<u>Road</u>		<u>Water System</u>		<u>Total</u>	
	<u>Rehabi-</u> <u>litation</u>	<u>Con-</u> <u>struction</u>	<u>Rehabi-</u> <u>litation</u>	<u>Con-</u> <u>struction</u>	<u>Rehabi-</u> <u>litation</u>	<u>Con-</u> <u>struction</u>	<u>Projects</u>	<u>Percent</u>
Projects Visited	9	6	2	5	3	7	32	100%
Projects not Accessible	-	-	-	-	-	1	1	3
Projects Confirmed to be Existing	9	6	2	5	3	6	31	97
Projects Confirmed not to be Existing	-	-	-	-	-	1	1	3

The non-existent project was a water system in Sinalac, Misamis Oriental. Interviewees regarding this project had conflicting versions about the implementation of the project. A barrio councilor indicated that the project was not implemented because of the incompleteness of the materials available for the project. According to this interviewee, only 100 meters of polyethylene pipes out of 305 meters needed were received. However, residents who were interviewed indicated that the well was constructed but the pipes were subsequently pulled out because the well dried up. Regardless of these conflicting interviews, this project was considered non-existent in this study. The project has no certificate of completion.

o Condition of the Projects

Of the 32 projects visited, 13 projects or 41% were in good condition; 10 projects or 31% were in fair condition; and 8 projects or 25% were in bad condition. Following is a summary of the physical condition of the projects.

Table 25
 Statistics on the Condition of Projects
 Region X

	<u>No. of Projects</u>	<u>%</u>
Projects visited	<u>32</u>	<u>100%</u>
Projects not existing	1	3
Projects in good physical condition		
School building	6	19%
Road	2	6
Water system	<u>5</u>	<u>16</u>
Subtotal	<u>13</u>	<u>41</u>
Projects in fair physical condition		
School building	7	22
Road	3	9
Water system	-	-
Subtotal	<u>10</u>	<u>31</u>
Projects in bad physical condition		
School building	2	6
Road	2	6
Water system	<u>4</u>	<u>13</u>
Subtotal	<u>8</u>	<u>25</u>
TOTAL	<u>32</u>	<u>100%</u>

Included in the school building projects in good condition are Consolacion Monserat Road and Puntod Elementary School. The Consolacion Monserat Road, classified to be in fair condition, was only about 70% complete as of inspection date. It has no Certificate of Completion/Inspection available on file. The Puntod Elementary School, classified to be in good condition, was not being utilized. It has incomplete facilities such as kitchen sinks, fixtures, and toilet facilities. These were not included in the work program.

Shown below are statistics comparing the projects with each other as to physical condition, and comparing construction projects with rehabilitation projects:

Table 26
 Statistics on the Condition of the Projects
 Grouped by Type of Project
 Region X

	<u>Construction</u>		<u>Rehabilitation</u>		<u>Total</u>	
	<u>No. of Projects</u>	<u>%</u>	<u>No. of Projects</u>	<u>100%</u>	<u>No. of Projects</u>	<u>%</u>
School Building						
Good	3	50	3	33	6	40
Fair	2	33	5	56	7	47
Bad	<u>1</u>	<u>17</u>	<u>1</u>	<u>11</u>	<u>2</u>	<u>13</u>
	<u>6</u>	<u>100</u>	<u>9</u>	<u>100</u>	<u>15</u>	<u>100</u>
Road						
Good	1	20	1	50	2	29
Fair	3	60	-	-	3	42
Bad	<u>1</u>	<u>20</u>	<u>1</u>	<u>50</u>	<u>2</u>	<u>29</u>
	<u>5</u>	<u>100</u>	<u>2</u>	<u>100</u>	<u>7</u>	<u>100</u>
Water System						
Good	3	50	2	50	5	50
Fair	-	-	-	-	-	-
Bad	3	50	1	25	4	40
Not Existing	<u>-</u>	<u>-</u>	<u>1</u>	<u>25</u>	<u>1</u>	<u>10</u>
	<u>6</u>	<u>100%</u>	<u>4</u>	<u>100%</u>	<u>10</u>	<u>100%</u>
Total	<u>17</u>		<u>15</u>		<u>32</u>	

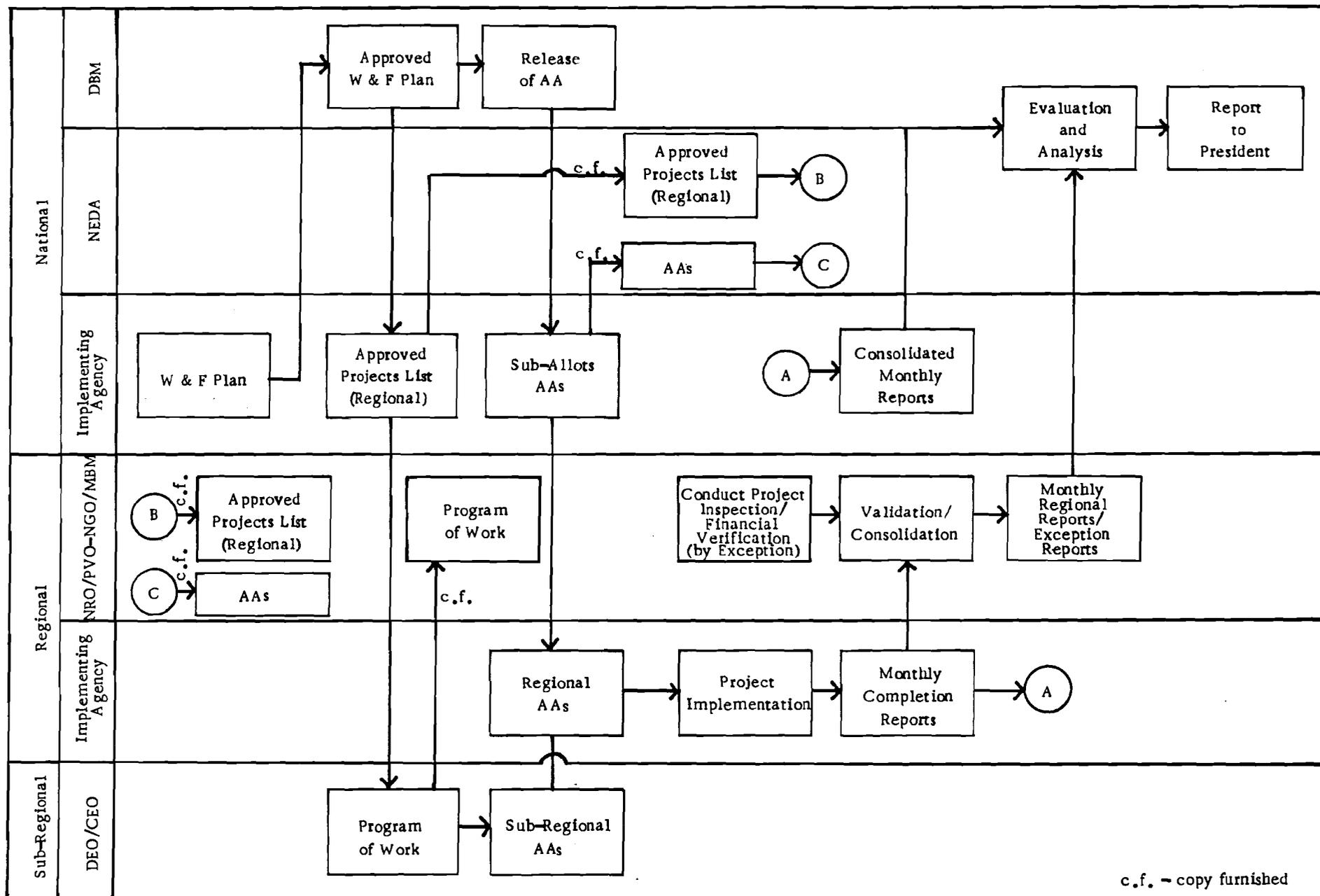
When the projects were compared with each other with regard to physical condition, the water systems showed the highest number of good projects - 50% of the total water system projects as compared with 40% for the school building projects and 29% for the road projects. The projects in fair condition were as follows: school building projects - 47%; and road projects - 42%. The projects in bad condition were as follows: school building projects 13%; road projects 29%; and water system projects - 40%.

o Use of the Projects

According to our inspection and interviews with beneficiaries, 28 projects or 88% are being used by the beneficiaries and 3 projects or 9% are not being used by the beneficiaries. The projects not being used consist largely of water systems located in Las Nievas, San Rafael, and Guiso, Capalayan. The reasons for non-use are mainly maintenance problems such as broken gasket, and equipment stuck up.

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FUNDING, IMPLEMENTATION AND MONITORING PROCESS FLOW



c.f. - copy furnished

CONSULTANTS' QUESTIONNAIRE
I. REGIONAL OFFICE

ORGANIZATIONAL SETUP

1. Is there a separate unit of the CEDP?
2. Is there a project coordinator for CEDP Projects?
3. What were the organizational supports to the project coordinator?
4. Prepare or obtain the organizational structure for the CED projects in the region.
5. Are there written job descriptions for each officer involved in the CEDP? If yes, obtain job descriptions.
6. Is there a clear delineation between CEDP and non CEDP related functions?
7. Describe the upward/downward linkages of the regional office regarding CED project management.
8. Identify NGOs involved in the project and describe involvement of each.
9. Are there problems encountered in linkages with other organizations?
10. If yes,
 - o List relationship problems and identify agencies where problems were encountered.
 - o Describe how problems were handled/resolved.
 - o Show the impact of the problems on the progress of work.

PROJECT MONITORING/REPORTING SYSTEM

1. Is there a PMO for the CEDP at the regional level? Or are CEDP types of projects monitored together with other projects.
2. Obtain samples of financial and operational reports prepared and submitted regularly by the Region to NEDA/MBM.
3. Prepare a reporting plan as follows:
See Exhibit 2-A.

4. Obtain samples of financial and operational reports submitted by the District/LGU to the Regional office.
5. Prepare the following:

See Exhibit 2-B.
6. How does the reporting system help the Regional office in the monitoring of the CED projects?
7. Check the consistency of the information obtained at the Regional level with the information obtained at the LGU level, particularly with regard to the financial and reporting aspects.

FINANCIAL

1. Is the fund coming from DBM for the CED projects entered and recognized in the region's books of accounts.

II. DISTRICT/LGU

ADEQUACY OF PROGRAM RECORDS AND ACCOUNTS

Normally, projects in the Local Government level pass the following stages of development:

- o Project conceptualization;
- o Project authorization and approval;
- o Project implementation;
- o Project completion.

REQUIREMENTS

1. Check if each of the aforementioned project stages is followed by the Local Government Unit.
2. If they are followed, list down the records that are maintained for each of the project stages.
3. Review the information content of the records. Analyze and check with the Local Government official (Municipal Treasurer) concerned the purpose and relevance of each information content.

REPORTING SYSTEM

1. Check with the Municipal Treasurer the reports required by DPWH for every type of CED project. Prepare a list of the reports.
2. Obtain samples of the reports.
3. Check if the reports are submitted on time.
4. If the reports are not submitted on time, check or find out the length of the delay in the report submission. Use the format shown in Exhibit 2-C.
5. Inquire on the causes of any significant delay in the submission of the reports (delay of over 1 month is considered significant).
6. Are there NGOs involved in the project? Describe their involvement.
7. Analyze the purpose and contents of each report:
 - a. What is the purpose of each of the information in the report?
 - b. What actions are being taken by the District/Regional DPWH officer based on the report? Validate response by documenting 1 or 2 examples.

FORMS, DOCUMENTS, RECORDS

1. Obtain a copy of the accounting records, forms, and documents being used for the projects.
2. Describe the nature of the information being recorded under each of the sections of the accounting record.

TRANSACTIONS

1. Test, check/review complete transactions from project conceptualization to project completion to find out if the system is really operational or not. The transactions shall be your evidence, and the peso value thereof shall be used as the quantified effect of the finding.
2. Check whether the funds for the project are deposited in a special trust fund specifically for the project or in the general fund account.

ADEQUACY OF THE FLOW OF FUNDS TO THE SUBPROJECTS

1. Obtain or prepare the most current financial status of the project. See Exhibit 2-D.
2. Determine the status of the fund releases. See Exhibit 2-E.
3. If fund release is delayed, inquire from the Municipal Treasurer the reason(s) for the delay. Substantiate the explanation by referring to pertinent documents and records.

RATIO OF SUBPROJECT START-UP TO DEFAULTS

1. Obtain or prepare an analysis of the expenditures and physical status of the CED projects in the District/LGU. See Exhibit 2-F.
2. List down the reasons/causes of projects not yet started and projects defaulted. Validate the reasons given.
3. Inquire what remedial measures/actions were done by the District/LGU to solve and prevent the occurrence of the same problems in the future.

BIDDING, EVALUATION, AND APPROVAL

1. With the assistance of the District/LGU official, determine if the bidding, evaluation and approval processes of the projects considered the following:
 - o That bids for construction are solicited
 - on a timely basis.

- bidding is open; if bidding is "limited" (bidding by invitation), inquire about the justification for the bid method used.
- o Indicate whether or not COA and district representatives are involved in the screening and awarding of bids. Check if they signed the bid and award documents.
- o That prospective bidders are provided with the basic specifications, construction method, and materials required.

CONSTRUCTION CONTROL

1. Inquire if the District/LGU has designated a supervising engineer to represent the Government with the contractor.
2. If yes,
 - o Is the engineer supported by a group of inspectors whose duty it is to see that the contractor meets all plans and specifications of the project?
 - o Does the District/LGU require the contractor to complete the project by a certain date or within a specified number of days?
 - o Is the contractor required to pay a penalty when he does not meet the contract time constraints?
3. For ongoing projects, obtain or prepare the following (please see Exhibit 2-G).

Check and ensure that the data and foregoing information are consistent with the data under 1 and 2 above. Explain any inconsistencies.

4. Determine probable causes/reasons of delays.
 - o Funding;
 - o Scarcity of material;
 - o Right of way;
 - o Administrative procedures;
 - o Technical;
 - o Breakdown/lack of equipment.

SCHOOL BUILDINGS

ENGINEERS' QUESTIONNAIRE
INSPECTION CHECKLIST
BUILDING
STRUCTURAL

PROJECT : Marcos Pre-fab Bagong Lipunan Type School Building INSPECTED BY: _____

LOCATION : _____ DATE : _____

BUILDING UNIT NO.: _____ NOTED BY : _____

OCCUPANT : _____ DATE : _____

ITEMS OF WORK	MATERIAL	WORKMANSHIP	REMARKS
---------------	----------	-------------	---------

I. Check & verify in accordance with plans & specs. the following:

A. Wall finishes

- 1. CHB tool finish
- 2. 5 mm thk. lawanit single wall
- 3. (Black board)

B. Floor Finishes

Plain cement with V-cut
1.00 c.c.

C. Roof Framing

- 1. Purlins
- 2. Anchorage
- 3. Fascia board

See structural-Trusses

D. Roof

- 1. Corrugated G.I. sheets flashings
- 2. G.I. gutter (ESF)
- 3. G.I. downspout (ESF)
- 4. End lap/side lap
- 5. Ridge roll

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SCHOOL BUILDINGS

INSPECTION CHECKLIST
BUILDING
ARCHITECTURAL

PROJECT : Marcos Pre-fab Bagong INSPECTED BY: _____
Lipunan Type School
Building

LOCATION : _____ DATE : _____

BUILDING UNIT NO.: _____ NOTED BY : _____

OCCUPANT : _____ DATE : _____

<u>ITEMS OF WORK</u>	<u>MATERIAL</u>	<u>WORKMANSHIP</u>	<u>REMARKS</u>
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E. Ceiling Works

1. Ceiling Joint
2. Hangers
3. 3/16 Lawanit

F. Doors & Windows

1. Door Jambs
2. Panel Door
3. Window Jambs
4. Wood Jalousie

G. Finishing
Hardwares

1. Metal Door
pull
2. Barrel Bolt
3. Hasplock
4. Stanley
Hinges

H. Painting

SCHOOL BUILDINGS

INSPECTION CHECKLIST
BUILDING
ELECTRICAL
(Those w/ Electrical Connections Only)

PROJECT : Marcos Pre-fab Bagong Lipunan Type School Building INSPECTED BY: _____

LOCATION : _____ DATE : _____

BUILDING UNIT NO.: _____ NOTED BY : _____

OCCUPANT : _____ DATE : _____

ITEMS OF WORK MATERIAL WORKMANSHIP REMARKS

A. Wiring Entrance

- #10
- #8
- Wiring Interior
- #14
- #12

B. Conduit

1. RSC
2. PVC
3. Switches
 - a. Toggle
 - b. Snap
4. Fixtures
 - a. Fluorescent
 - b. Incandescent
5. Junction Boxes
6. Fusible safety switch (30 amp)

SCHOOL BUILDINGS

ENGINEERS' QUESTIONNAIRE
INSPECTION CHECKLIST
BUILDING
STRUCTURAL

PROJECT : Marcos Pre-fab Bagong Lipunan Type School Building
INSPECTED BY: _____

LOCATION : _____ DATE : _____

BUILDING UNIT NO.: _____ NOTED BY : _____

OCCUPANT : _____ DATE : _____

ITEMS OF WORK	MATERIAL	WORKMANSHIP	REMARKS
---------------	----------	-------------	---------

I. Check & verify in accordance with plans & specs. the following:

A. Wall finishes

1. CHB tool finish
2. 5 mm thk. lawanit single wall
3. (Black board)

B. Floor Finishes

1. Plain cement with V-cut 1.00 c.c.

C. Roof Framing

1. Purlins
2. Anchorage
3. Fascia board

See structural-Trusses

D. Roof

1. Corrugated G.I. sheets flashings
2. G.I. gutter (ESF)
3. G.I. downspout (ESF)
4. End lap/side lap
5. Ridge roll

ROADS

QUESTIONNAIRE
ON EXISTENCE AND USAGE

1. Length (m) : _____

2. Width (m) : _____

3. Shoulder width (m): _____

4. Type: (Check Appropriate box)

a) Concrete +-----+
+-----+

d) Muddy +-----+
+-----+

b) Asphalt +-----+
+-----+

c) Others +-----+
(specify) +-----+

c) Rough road +-----+
+-----+

5. Drainage (check appropriate box)

a) R.C. Pipes +-----+
+-----+

b) Open Lined Canal +-----+
+-----+

c) Earth canal (ditch) +-----+
+-----+

d) No drainage +-----+
+-----+

6. Is it passable to:

a) Vehicular traffic?

1) 6 wheeler truck,	YES	_____	NO	_____
2) 4 wheeler jeep/car,	YES	_____	NO	_____
3) 2 & 3 wheeler motorcyle,	YES	_____	NO	_____

b) Animal driven cart? YES _____ NO _____

c) Human passage only? YES _____ NO _____

ROADS

INSPECTION CHECKLIST

7. Condition: Good +---+ Fair +---+ Bad +---+
 +---+ +---+ +---+

8. Does it need repair/maintenance? YES _____ NO _____

9. Remarks: _____

WATER SUPPLY
CONSTRUCTION OF WELLS

QUESTIONNAIRE
ON EXISTENCE AND USAGE

1. Date of construction _____
2. No. of people benefited from the project _____
3. Status of the Project:
 - a. Operational _____
 - b. Non-Operational _____ If so what is the reason? _____

4. Types of platform:
 - a. Cement _____
 - b. Gravel/sand base _____
 - c. Earth _____
5. Area of platform in square meters _____
6. Thickness of concrete (m) _____
7. Type of pedestal (post):
 - a. Concrete _____
 - b. Steel/pipe _____
 - c. Wood _____
8. Type of Pump Well
 - a. Shallow Pump _____
 - b. Deep Well _____

WATER SUPPLY
CONSTRUCTION OF WELLS

QUESTIONNAIRE
ON EXISTENCE AND USAGE

9. Trademark:

- a. Fuji _____
- b. Eureka _____
- c. Takasago _____
- d. Malawi _____
- e. Others/specify _____

10. Type of Handle:

- a. Pipe/Steel _____
- b. Wood/bamboo _____
- c. Diameter _____

11. Length of pipe (m) _____

12. Size of pipe (for shallow well) _____ diameter

13. Size of drive pipe casing (deep well) _____ diameter

14. Size of drop pipe (deep well) _____ diameter

15. Size of G.I. Spout (outlet)

- a. 2" diameter _____
- b. 1 3/4" diameter _____
- c. 1 1/2" diameter _____
- d. 1" diameter _____
- e. Others specify _____

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EXHIBIT 2-A

SOURCE OF DATA PROCESSING OF REPORT

<u>Report</u> <u>No.</u>	<u>Title of</u> <u>Report</u>	<u>Contents and Pur-</u> <u>pose of Report</u>	<u>Prepared</u> <u>by</u>	<u>Source</u> <u>Document</u>	<u>Due</u> <u>Date</u>	<u>Prepared</u> <u>by</u>	<u>Due</u> <u>Date</u>	<u>No. of</u> <u>Copies</u>	<u>Report Distribution</u> <u>Copy</u> <u>Recipients</u>
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<u>Title of Report</u>	<u>Contents of Report</u>	<u>Submitted by</u> (District/LGU)	<u>Due Date</u>	<u>Date Received</u>	<u>Recipients</u>
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EXHIBIT 2-C

SOURCE OF DATA PROCESSING OF REPORT

<u>Report</u> <u>No.</u>	<u>Title of</u> <u>Report</u>	<u>Contents and Pur-</u> <u>pose of Report</u>	<u>Prepared</u> <u>by</u>	<u>Source</u> <u>Document</u>	<u>Due</u> <u>Date</u>	<u>Prepared</u> <u>by</u>	<u>Due</u> <u>Date</u>	<u>No. of</u> <u>Copies</u>	<u>Report Distribution</u> <u>Copy</u>	<u>Recipients</u>
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EXHIBIT 2-D

<u>Project</u>	<u>Location</u>	<u>Project Cost</u>		<u>Releases/ Sub-Allotments</u>	<u>Amount Obligated</u>	<u>Cash Flow</u>		
		<u>Original</u>	<u>Revised</u>			<u>Actual Amount Received</u>	<u>Scheduled Disb.</u>	<u>Actual Disb.</u>

<u>Project</u>	<u>Location</u>	<u>Planned Releases</u>		<u>Actual Releases</u>	
		<u>This Month</u>	<u>To Date</u>	<u>This Month</u>	<u>To Date</u>

<u>Projects</u>	<u>Planned Project Cost</u>	<u>EXPENDITURES</u>				<u>PHYSICAL STATUS</u>			
		<u>Obligations</u>		<u>Disbursements</u>		<u>Not Yet</u>			
		<u>This Month</u>	<u>To Date</u>	<u>This Month</u>	<u>To Date</u>	<u>Started</u>	<u>Ongoing</u>	<u>Completed</u>	<u>Defaulted</u>

EXHIBIT 2-C

<u>Project</u>	<u>Location</u>	<u>Project Cost</u>	<u>Name of Contractor</u>	<u>Contract Amount</u>		<u>Scheduled Accomplishment</u>		<u>Actual</u>	<u>Status</u>		
				<u>Orig.</u>	<u>Revised</u>	<u>Original</u>	<u>Revised</u>	<u>Accomplishment</u>	<u>Ahead</u>	<u>Behind</u>	<u>On Schedule</u>

COMPARISON OF BUDGET AND ACTUAL EXPENSES
BY PROJECT

Project/Location	Budget	Actual Cost	Budget Versus Actual	Remarks
REGION IV-A				
HIGHWAY/ROAD				
1. Construction of National Road Batangas-Palico- Balayan- Batangas Road	P1,000,000.00	P888,715.00	Below budget P111,285	
2. Construction of Tignoan Road Quezon I - Mauban	500,000.00	500,000.00	Budget = actual	
3. Rehabilitation of Dicabibian-Maligaya- Malatinegyen Road	150,000.00	140,731.74	Below budget P9,268.26	Not visited
4. Rehabilitation of Batangas-Balanga Dayapan Road	100,000	100,000 (U)	Budget = actual	
5. Rehabilitation of Batangas-Luya- San Isidro Barangay Road	100,000	74,238	Below budget P25,762	
6. Construction of Bailey Minantok, Amadeo, Cavite	180,000	165,606.30	Below budget P14,393.70	
7. Brgy. Road Rehabilitation Laguna Ibabang Palima	100,000	90,643.35	Below budget P9,356.65	
8. Construction of Antipolo Brgy. Road Quezon I	75,000	73,875.00	Below budget P1,125	
9. Construction of Mangilag Norte Quezon I	100,000	89,708	Below budget P10,292	
10. Rehabilitation of Barangay Road Quezon II- Quasay- Catulin	120,000	120,000	Budget = actual	Not visited

<u>Project/Location</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Budget Versus Actual</u>	<u>Remarks</u>
11. Rehabilitation of Sto. Tomas, Tabasan Tagkawayan Barangay Road	₱120,000	₱118,109.56	Below budget ₱1,890.44	Not visited
12. Rehab. of Trece Martires Road	81,000 (A)	79,785	Below budget ₱1,215	
13. Improvement of Tagaytay-Canlubang Road	100,000	98,500	Below budget ₱1,500	
SCHOOL BUILDING				
14. 2CL Rosario East Central School	103,500	103,500	Budget = actual	
15. Malabrigo Elementary School Malabrigo, Lobo, Batangas	80,000	76,000	Below budget ₱4,000	Not visited
16. Bayudbud Elementary School Bayudbud, Tuy Batangas	51,000	49,408.60	Below budget ₱1,591.40	
17. Repair of 2CL Alfonso Central School Alfonso, Cavite	51,000	49,470	Below budget ₱1,530	
18. Rehabilitation of Academic Elementary School	165,000	-	Incomplete data	
19. Cagbalete Elementary School, Cagbalete I - - Mauban Quezon	52,209.32	53,168.69	Above budget ₱959.37	
20. Construction of a one-unit classroom Quezon II - Pinagmoogan Perez	60,000	60,000	Budget = actual	

<u>Project/Location</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Budget Versus Actual</u>	<u>Remarks</u>
21. Construction of Academic Bldgs. 3-CL Rizal-San Isidro Elementary School Antipolo			Incomplete data	
22. Construction of 6-seater toilet in school building Rizal-San Rafael Elementary School Montalban	₱ 82,500	₱ 79,960.85	Below budget ₱2,539.15	
WATER SUPPLY				
23. Construction of Deepwell Cavite, Pulo ni Sarah, Maragondon	22,442.55	22,442.55	Budget = actual	
24. Construction of one (1) unit of Shallow well Bano-Pakil, Laguna	11,000.00	9,231.00	Below budget ₱1,769	Not Operational
25. Artesian well, Tangob, Lipa City	20,200	20,000	Below budget ₱200	Not Operational
26. Rehabilitation of Deepwell 2 Antipolo, Rizal, Laguna	6,500	5,354.12	Below budget ₱1,145.88	
27. Construction of shallow well Lusacan, Tiaong Quezon	4,900	3,708	Below budget ₱1,192	
28. One unit of shallow well Primera, Pulo I Lumban, Laguna	11,000	9,420	Below budget ₱1,580	
29. Construction of Deepwell Barangay Aguado, Trece Martires City	22,500	16,500	Below budget ₱6,000	
30. Construction of shallow well, San Nicolas, Bay, Laguna	9,514.12	9,420.00	Below budget ₱94.12	

<u>Project/Location</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Budget Versus Actual</u>	<u>Remarks</u>
31. Construction of one deepwell Bocohan (Purok III), Lucena City	₱ 62,000	₱ 59,750	Below budget ₱2,250	
32. Rehabilitation of deepwell Maguyan, Silang	3,365.44	3,099.00	Below budget ₱266.44	
33. Construction of Water Supply San Francisco, Gen. Trias	13,100	13,100.00	Budget = actual	
34. Construction of Water Supply System Lantik I-B Carmona	3,445	3,300	Below budget ₱145	

REGION VI

HIGHWAY/ROAD

1. Road around Pontevedra Public Market	194,040	194,040	Budget = actual	
2. Inapoy Road, Kabankalan	407,484	407,378.21	Below budget ₱105.79	Not visited
3. Lawa-an Road	280,000	244,875	Below budget ₱35,125	
4. Sitio Willi Road, Maayon	145,000	141,435.22	Below budget ₱3,564.78	
5. Sto. Rosario Manlud Road Ajuy, Iloilo	200,000	193,934.94	Below budget ₱6,065.06	
6. San Isidro Barangay Road, Calatrava	50,000	49,490.56	Below budget ₱509.44	
7. Tubusan Road E.B. Magalona	50,000	50,000	Budget = actual	
8. Kabangkalan Tampalon Road	120,000	118,681.44	Below budget ₱1,318.56	
9. Cadiz Viejo Road, Caduha-an	100,000	100,000	Budget = actual	

<u>Project/Location</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Budget Versus Actual</u>	<u>Remarks</u>
WATER SUPPLY				
10. Silakat-Nonok, Lezo	₱ 17,855.27	₱ 16,148	Below budget ₱1,707.27	
11. Dumarao Water Supply	-	-	Incomplete data	
12. Municipality of Pilar, Capiz	26,341.41	26,262.95	Below budget ₱78.46	
13. Barangay Batuan, Duenas	3,631.34	2,953.64	Below budget ₱677.70	
14. Divina Sagay	-	-	Incomplete data	
15. San Enrique, Negros Occidental II				
16. Candoni, Negros Occidental II	49,000	23,092.48		Not existing Project not yet started. Fund balance (₱25,907) will cover other materials needed.
17. Dasal, Jordan	24,867	24,867	Budget = actual	
SCHOOL BUILDING				
18. Balete Central School Aklan	32,980	30,988	Below budget ₱1,992	
19. Sto. Rosario Elementary School, Tibiao	116,400	115,583.30	Below budget ₱816.70	
20. Iglinab Public School Valderrama	-	-	Incomplete data	
21. Bagong Barrio Elementary School, Tapaz	-	-	Incomplete data	
22. Guimbal Central School Iloilo	49,470	49,075	Below budget ₱395	

<u>Project/Location</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Budget Versus Actual</u>	<u>Remarks</u>
23. Talanghay-an Elementary School, Sta. Barbara	₱ 32,980	₱ 32,948	Below budget ₱32	Incomplete - Project realigned; construction instead of rehabilitation
24. San Roque, Estancia	34,000	32,980	Below budget ₱1,020	
25. Sohoton Elementary School, Btac Nuevo	34,000	32,957.60	Below budget ₱1,042.40	
26. Tando P/S, Nueva Valencia	32,980	32,815.60	Below budget ₱164.40	
27. P.A. Guaycong E/S, Victorias	106,700	104,209.49	Below budget ₱2,490.51	
28. Rufino Castellana Elementary School Calatrava	30,000	27,159	Below budget ₱2,841	
29. Nanunga Elementary School, Hinigaran	-	-	No data	Not existing- Project not started
30. A. Bonifacio I Elementary School Bacolod City	174,600	174,535.10	Below budget ₱64.90	Incomplete (2nd floor 90% 1st floor 30% complete)
31. Taloc Elementary School, Bago City	32,980	32,458.51	Below budget ₱521.49	
32. Consuelo Elementary School, La Carlota City	16,438.99	16,438.99	Budget = actual	
33. Silay South Elementary School Silay City	49,470	46,628.46	Below budget ₱2,841.54	

<u>Project/Location</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Budget Versus Actual</u>	<u>Remarks</u>
REGION X				
HIGHWAY/ROAD				
1. Alubijid-Lourdes Road	₱150,000	₱144,795.00	Below budget ₱5,205	
2. Pagahan-Pontacon Road	72,000	69,501.60	Below budget ₱2,498.4	
3. Consolacion-Monserat Road	250,000	241,315	Below budget ₱8,685	Incomplete (70% complete)
4. Angas-Baclise	280,000	269,490.29	Below budget ₱10,509.71	
5. Kilabong-Dapulan	230,113.60	245,253.91	Above budget ₱15,140.31	
6. Opol-Patag Road	180,000	170,500	Below budget ₱9,500	
7. Kiowak Barangay Road	18,000	17,730	Below budget ₱270	
WATER SUPPLY				
8. Langasian Deepwell, Agusan del Sur	12,184.75	12,184.75	Budget = actual	Not visited
9. Camiguin Spring Rehabilitation	1,600	1,600	Budget = actual	
10. Liberty-Loreto Deepwell	10,000	10,000	Budget = actual	
11. Bonifacio Deepwell	79,647.80	79,647.80	Budget = actual	Not operational
12. San Rafael Deepwell	63,449.17	60,847.39	Below budget ₱2,601.78	Not operational
13. Agusan Pequeno Deepwell, Butuan City	18,000	17,729.44	Below budget ₱270.56	
14. Kalilangan Shallow Well Kalingan, Bukidnon	15,571	15,571	Budget = actual	

<u>Project/Location</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Budget Versus Actual</u>	<u>Remarks</u>
15. Rehabilitation of Deepwell Dinas, Sinacaban Misamis Occidental	₱ 12,544.05	₱ 12,544.05	Budget = actual	
16. Sitio Ulaliman Deepwell El Salvador, Misamis Oriental	96,650.66	96,650.66	Budget = actual	
17. Sinalac Centro Water Supply Initao, Misamis Oriental	5,250	5,067.83	Below budget ₱182.17	Not existing
18. Guiso Capalayan Water Supply Capalayan Surigao City	15,000	14,475	Below budget ₱525	Not operational
SCHOOL BUILDING				
19. BLSB Type School Building Hanogaway, Bayugan Agusan del Sur	120,030	96,966.60	Below budget ₱23,063.40	
20. Sinobong School Building	39,800	32,570	Below budget ₱7,230	
21. San Jose Elementary School	58,200.00	59,360.80	Above budget ₱1,160.80	
22. School Building Cosina, Talakag Bukidnon	60,000	58,200	Below budget ₱1,800	
23. Kapalaran Elementary School	18,000	16,526.60	Below budget ₱1,473.40	
24. Ocasion Public School, Sumilao, Bukidnon	16,903	11,867.25	Below budget ₱5,035.75	
25. Puntod Elementary School	113,863.32	113,186.33	Below budget ₱676.99	
26. Home Economics Building, Puntod Elementary School, Caniguin	36,000	36,000	Budget = actual	

<u>Project/Location</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Budget Versus Actual</u>	<u>Remarks</u>
27. Jasaan Central School	55,000	53,347.50	Below budget ₱1,652.50	Incomplete (70% complete)
28. Lahi Elementary School	55,000	52,226.75	Below budget ₱2,773.25	
29. Rehabilitation of One Classroom School Building, Cabitoonan	17,000	17,000	Budget = actual	
30. Libertad Elementary School Gabaldon Type Building	29,100	26,860	Below budget ₱2,240	
31. Corrales Elementary School	120,000	116,400	Below budget ₱3,600	
32. School Building Balintawak Ozamis City	32,980	32,980	Budget = actual	
33. Rehabilitation of Four School Buildings Sumirap Tangub City	68,728	68,728	Budget = actual	

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DESCRIPTION OF PROJECT CONDITION
REGION IV-A
(Lifted from Engineers' Remarks)

<u>Project</u>	<u>Remarks</u>
I. Construction	
A. Fair	
<u>School Building</u>	
Rizal - San Rafael Elementary School, Montalban	Needs rehabilitation of gutters and downspouts.
<u>Road</u>	
Quezon I - Antipolo Road, Sariaya	Earth ditches on one side of the road section are still functional although some sections are already damaged. Road is passable but needs improvements on surfacing.
<u>Water System</u>	
Laguna - Bano, Pakil	Needs additional pipe to reach water level during heavy draw. Not operational during site visit.
B. Bad	
<u>Road</u>	
Quezon I - Mauban - Tignoan Road	Generally rough. Earth ditches are not defined in most areas. Hence, there is virtually no drainage. The road seemed passable to all vehicular traffic, although extensive rehabilitation is required on surfacing. Stiff gradients, cross-drainages and erodible side slopes.
Cavite - Minantok I Barangay Road Amadeo	Road alignment is generally under- lined with rippable rock material.
Tagaytay City - Tagaytay Canlubang Road	Needs complete rehabilitation and provision of drainage structures and surfacing. Road alignment is generally underlined with rippable rock material.

<u>Project</u>	<u>Remarks</u>
<u>Water System</u>	
Laguna - San Nicolas Bay	Platform is flooded and needs repair. Water is not suitable for drinking.
Lipa City - Tangob	Structure and handpump should be replaced/or rehabilitated to cope with the growing water needs of the residents of the area. Not operational during site visit.

II. Rehabilitation

A. Fair

School Building

Batangas - Rosario East Central School	Needs rehabilitation work for ceiling, downspout, and electrical installation.
Batangas - Bayudbud Elementary School, Tuy	Needs rehabilitation work. Provisions of concrete flooring and ceiling.
Quezon I - Cagbalete I Elementary School, Mauban	No concrete flooring and ceiling.

Road

Quezon I - Mangilag Norte, Candelaria	Vehicular traffic could use this road without difficulty. Road is quite narrow and the side ditches are left unmaintained. There is no side or cross-drainage constructed or installed. Road surfacing requires rehabilitation.
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B. Bad

Road

Batangas - Balanga Dayapan Road, Ibaan	Drainage system is needed. Erosion protection should also be considered to prolong life of the road.
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Pr

<u>Project</u>	<u>Remarks</u>
Batangas - Luya - San Isidro Road, San Luis	Road alignment is generally underlined with rippable rock material. Needs complete rehabilitation. Lowering of existing stiff grades is essential. Erosion protection is needed.
Cavite City - Trece Martires Barangay Road, Kangkong, San Roque	Hydrologic and drainage studies conducted to obtain the expected serviceability of the road.

REGION VI

I. Construction

A. Fair

Road

Sto. Rosario - Manlud Road, Ajuy	Only first 1.4 km. constructed; remaining 0.6 km. extremely muddy.
San Isidro Road, Calatrava	Needs improvement to accommodate sugarcane and cereal-carrying cargo trucks.

School Building

Talanghau-an Elementary School, Sta. Barbara	70% complete. Lacks doors, windows, floor and ceiling works.
A. Bonifacio I, Elementary School, Bacolod City	2nd floor 90% complete, 1st floor 30% complete; 1st floor needs rough-ins, guardrails.

<u>Project</u>	<u>Remarks</u>
II. Rehabilitation	
A. Fair	
<u>Road</u>	
Poblacion Ilaya- Sitio Willi Road, Maayon	Narrow roadway, only one-way traffic for large vehicles.
Kabangkalan Tampalon Road, Kabangkalan	Needs concreting to accommodate cargo trucks heavily loaded with agricultural products.
Caduha-an-Cadiz-Viejo Road, Cadiz City	Heavy loading from sugarcane trucks calls for regular maintenance.
<u>Water System</u>	
Dasal Water System, Jordan, Guimaras	Though yield is clear, surface film develops. One anchor bolt needed; no nut and washer. Nuts and washers for 3 other bolts not tightened.
<u>School Building</u>	
Guimbal Central School, Guimbal	Only eaves were repaired. Inner roofs and ceilings still need repair.
B. Bad	
<u>Road</u>	
Ma. Liberato Road, Lawa-an	Repair covered 1.5 km out of the 3.0 km planned. Considered useless by town mayor.

REGION X

<u>Project</u>	<u>Remarks</u>
I. Construction	
A. Fair	
<u>School Building</u>	
San Jose Elementary School, Libona, Bukidnon	Rainwater enters through the louvers and lattice transoms during strong rains.
Corrales Elementary School, Cagayan de Oro City	Missing water pipes' installation and fixtures.
<u>Road</u>	
Pagahan-Pontacon Road, Initao, Misamis Oriental	Gravel surface is uneven.
Consolacion - Monserat Road, Dapa, Surigao del Norte II	Gravel surface; only animal driven cart and humans can pass.
Angas - Baclise Section, Sta. Josefa, Agusan del Sur	Area has potholes. Muddy.
B. Bad	
<u>Road</u>	
Opol - Patag Road, Misamis Oriental	Badly deteriorated due to lack of maintenance.
<u>Water System</u>	
Bonifacio Deepwell, Las Nieves, Agusan del Norte	Not operational due to lack of maintenance knowledge by the local association.
San Rafael Deepwell, Prosperidad, Agusan del Sur	Unoperational due to broken gasket.
Sitio Capalayan Guiso Deepwell, Surigao City	Not operational due to stocked-up yoke.

<u>Project</u>	<u>Remarks</u>
<u>School Building</u>	
Jasaan Central School, Jasaan, Misamis Oriental	70% completed; specifications not complied with.
II. Rehabilitation	
A. Fair	
<u>School Building</u>	
Sinobong Elementary School, Veruela, Agusan del Sur	No plaster finish on the CHB walls.
Kapalaran Elementary School, Dangcagan, Bukidnon	One classroom has no ceiling; classrooms used as principal's office, library and storage room.
Ocasion Public School, Sumilao, Bukidnon	Inferior quality materials used in project construction.
Cabitoonan Elementary School, Gen. Luna, Surigao del Norte II	Minor repairs needed.
Balintawak Elementary School, Sumirap, Tangub City	2 classrooms still need renova- tion.
B. Bad	
<u>Road</u>	
Kilabong - Dapulan Road, Sumilao, Bukidnon	Most of its gravel has been washed out and some portions are muddy during rainy season.
<u>Water System</u>	
Dinas, Sinacaban, Misamis Occidental	Water is not potable.
<u>School Building</u>	
Libertad Elementary School, Butuan City	Repair works inadequate to restore the building.

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MONTHLY PROGRESS REPORT

NEDA-MBM
RF2

AS OF _____

REGION: _____
PROVINCE: _____
CATEGORY/SECTOR: _____

CHECK IF:
 CAPITAL OUTLAY
 REPAIR/MAINTENANCE (COE)

A) NAME OF PROJECT B) TYPE OF WORK C) TOTAL PROJECT COST (P000)	LOCATION CITY/ MUNICIPALITY	PHYSICAL STATUS			FINANCIAL STATUS (P000)				EMPLOYMENT STATUS			REMARKS
		Target	Actual	Program	Expenditure		Labor Cost (Actual)		Ave. No.	Generated		
		A) This Mo. B) To Date	A) This Mo. B) To Date	A) This Mo. B) To Date	Oblig.	Disb.	A) This Mo. B) To Date	A) This Mo. B) To Date	P000	% To total	of Workers for the Month	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)=8/cx100	(10)	(11)	(12)	

FIELD VALIDATION FORM
1986 EMERGENCY EMPLOYMENT PROGRAM

NEDA-MEM
RF4

NAME OF PROJECT:
BRIEF DESCRIPTION:

- | | |
|---|--|
| <p>1. Date of Inspection
Project Cost (P)
Original:
Revised:
Implementation Schedule
Original:
Revised:</p> | <p>2. CONTRACT WORK STATUS
Contract Amount (P)
Original:
Revised:
NAME OF CONTRACTOR
Contract Time: Extension:
Notice to Proceed Time Elapsed:</p> |
| <p>3. PHYSICAL ACCOMPLISHMENT (%)
Scheduled Accomplishment
Original:
Revised:
Actual Accomplishment
Slippage</p> | <p>4. FINANCIAL STATUS
Releases/Sub-Allotment to RD
Actual Amount Received by Project
Cash Flow
Scheduled Disbursement:
Actual Obligated:
Actual Disbursement:</p> |
| <p>5. EMPLOYMENT STATUS

Labor Cost (P)
Schedule:
Actual :
Number of Workers
Schedule:
Actual :</p> | <p>Labor Cost as % of Project Cost
Original Revised

Man-days Generated</p> |
| <p>6. GENERAL ASSESSMENT OF WORK</p> | |
| <p>7. CURRENT/ANTICIPATED PROBLEMS

Funding
Scarcity of Materials
Right of Way
Administrative Procedures
Technical
Breakdown/Lack of
Equipment
Inclement Weather
Peace and Order
Others (specify)</p> | <p>8. RECOMMENDATION/Agency/Person Responsible</p> |

Submitted by:

_____	_____	_____
NAME	DESIGNATION/OFFICE	DATE

* During project Inspection

FIELD VALIDATION FORM
DOABILITY INDICATOR

(For the 5 Pilot Provinces Only)

NEDA-MEM

RF4C

Barangay/Municipal/City/Province: _____

Region: _____

Name of Project: _____

WORK ACCOMPLISHED STATUS	Date of Inspection:
Description of Work _____	// Rehabilitation
Accomplished: _____	// Construction
_____	// Replacement
Unit of Measurement _____	// Repair and Maintenance
Physical Target: _____	// Improvement

Work accomplished as of this Date: _____ Completion: _____ Implementation Status(//)
Ahead Off-Schedule On-Schedule

CURRENT/ANTICIPATED PROBLEMS ON PROJECT DOABILITY/CAUSES OF DELAY

- | | |
|---|---|
| <p>1.0 MATERIALS AVAILABILITY</p> <p>// 1.1 Quantities underestimated</p> <p>// 1.2 Late Ordering</p> <p>// 1.3 Unexpected delays in delivery</p> <p>// 1.4 Inadequate local stocking</p> <p>// 1.5 Equipment failure</p> <p>// 1.6 Faulty design</p> | <p>5.0 LAND</p> <p>// 5.1 Unexpected difficulty in physical preparation/high terrain</p> <p>// 5.2 Unforeseen tenure difficulties/right of way</p> |
| <p>2.0 PERSONNEL REQUIREMENTS</p> <p>// 2.1 Planned personnel not available</p> <p>// 2.2 Personnel needs underestimated</p> <p>// 2.3 Skill levels inadequate</p> | <p>6.0 PEACE AND ORDER CONDITIONS</p> <p>// 6.1 High infiltration of dissidents</p> <p>// 6.2 Frequent encounter with military forces</p> |
| <p>3.0 TRANSPORTATION COMMUNICATION AVAILABILITY</p> <p>// 3.1 Transport needs underestimated</p> <p>// 3.2 Communication needs underestimated</p> <p>// 3.3 High level of breakdown</p> | <p>7.0 CLIMATE/WEATHER CONDITION</p> <p>// 7.1 High incidence of typhoon</p> <p>// 7.2 All year round rainy season</p> |
| <p>4.0 MANAGEMENT ABILITY</p> <p>// 4.1 Inadequate project planning</p> <p>// 4.2 Inadequate project management</p> <p>// 4.3 Inadequate reporting and trouble shooting</p> | <p>8.0 General</p> <p>// 8.1 Non-cooperation from other agencies</p> <p>// 8.2 Community indifference</p> <p>// 8.3 Other causes (please specify)</p> |

GENERAL ASSESSMENT OF WORK

Submitted by:

_____	_____	_____
Name	Designation/Office	Date

REGIONAL SUMMARY STATUS REPORT (by province)

As of _____

NEDA-MBM

RS-1

Region:

PROVINCE/ SECTOR	NUMBER OF PROJECTS	TOTAL COST (P000)	EXPENDITURES (P000)		PHYSICAL STATUS (NO.)				EMPLOYMENT STATUS		
			OBLIGATION	DISBURSEMENT	NOT YET STARTED	ONGOING	COMPLETED	DEFERRED	Labor Cost (P000)	NO. OF WORKERS FOR THE MONTH	GENERATED MAN-DAYS
			a) This Month b) To Date	a) This Month b) To Date	(6)	(7)	(8)	(9)	(10)	(11)	(12)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)

REGIONAL SUMMARY STATUS REPORT (by sector)
As of _____

NEDA-MBM
RS-2
Region:

SECTOR/ PROVINCE	NUMBER OF PROJECTS	TOTAL COST (P000)	EXPENDITURES (P000)		PHYSICAL STATUS (NO.)				EMPLOYMENT STATUS		
			OBLIGATION	DISBURSEMENT	NOT YET STARTED	ONGOING	COMPLETED	DEFERRED	Labor Cost (P000)	NO. OF WORKERS FOR THE MONTH	GENERATED MAN-DAYS
			a) This Month b) To Date	a) This Month b) To Date							
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)