



REPUBLIC OF THE PHILIPPINES  
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS  
OFFICE OF THE SECRETARY  
MANILA

CGP 13 DPWH  
3-11-91

21 February 1991

DEPARTMENT ORDER)

No. 55 ) Re: New assignments of Undersecretaries;  
Series of 1991 *BH* Delineation of authorities and  
responsibilities of Regional Directors  
and Central Office Project Directors/  
Managers in the implementation of  
Foreign-Assisted Projects (FAPs)

To make field-based officials fully conversant with, and totally responsible for, the implementation of all DPWH programs and projects in their respective operational areas, it is hereby directed that Regional Directors must be involved in the identification, preparation and execution of all projects located in their respective regions, including those presently being implemented under Central Office Project Management Offices (COPMOs).

In this connection field operations is hereby divided into four (4) groups as follows:

- (a) Field Operations "A" (FOA) covering NCR;
- (b) Field Operations "B" (FOB) covering CAR, Regions I and II;
- (c) Field Operations "C" (FOC) covering Regions III, IV-A, IV-B and V, and
- (d) Field Operations "D" (FOD) covering Regions VI, VII, VIII, IX, X, XI and XII.

This grouping is based on the value of all projects to be implemented in the aforesaid areas during the year 1991 composed of those funded under (a) the regular 1991 Infra Program, (b) the Earthquake Rehabilitation Fund, and (c) foreign-assisted projects. The groupings may be altered in the ensuing year(s) when value distribution of projects shall have changed particularly with the completion of earthquake rehabilitation projects and on-going foreign-assisted projects and the emergence of new projects, local and/or foreign-assisted.

Field operations involve the construction, rehabilitation, betterment, improvement and maintenance of all projects regardless of their funding source and amount, including adequacy of their design and strict observance of specifications and quality control requirements.

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Following the above grouping, the assignments of Undersecretaries are herein re-configured and the responsibilities/authorities of Regional Directors and Central Office Project Directors/Managers are herein defined as follows:

I. Assignment of Undersecretaries

1. UNDERSECRETARY TEODORO T. ENCARNACION:

- (a) Undersecretary for Field Operations "A" (FOA);
- (b) Undersecretary for Technical Support Services with administrative and technical supervision over the Planning Service (PS), Bureau of Construction (BOC), Bureau of Design (BOD), Bureau of Maintenance (BOM), and Bureau of Research and Standards (BRS);
- (c) Chairman, Central Office Prequalification, Evaluation and Awards Committee for Consultancy Services.
- (d) Chairman, Central Office Prequalification, Bidding and Awards Committee for civil works contracts of projects under FOA. (\*)

2. UNDERSECRETARY EDMUNDO V. MIR:

- (a) Undersecretary for Field Operations "B" (FOB);
- (b) Undersecretary for Allied Services related to Foreign-assisted Projects (FAPs) with administrative and technical supervision over all Central Office Project Management Offices (COPMOs);
- (c) Chairman, Central Office Prequalification, Bidding and Awards Committee for civil works contracts of projects under FOB. (\*)

3. UNDERSECRETARY JOSE F. MABANTA:

- (a) Undersecretary for Field Operations "C" (FOC);
- (b) Undersecretary for Equipment Support Services with administrative and technical supervision over the Bureau of Equipment (BOE);
- (c) Chairman, Central Office Prequalification, Bidding and Awards Committee for Construction/Maintenance, Equipment, Materials and Supplies contracts;
- (d) Chairman, Central Office Prequalification, Bid-

ding and Awards Committee for civil works contracts of projects under FOC. (\*)

4. UNDERSECRETARY ROMULO M. DEL ROSARIO:

(a) Undersecretary for Field Operations "D" (FOD)

(b) Chairman, Central Office Prequalification, Bidding and Awards Committee for civil works contracts of projects under FOD. (\*)

(\*)NOTE: While functions of the PBAC Chairman for civil works contracts are carried out by the Operations Undersecretaries concerned vis-a-vis their respective areas of operation, the PBAC members and Secretariat shall remain the same.

The Head, PBAC Secretariat, shall schedule meetings separately for each Operations Undersecretary.

5. UNDERSECRETARY GREGORIO S. ALVAREZ:

(a) Undersecretary for Administrative and Financial Support Services with administrative and technical supervision over the Administrative and Manpower Management Services (AMMS), Comptrollership and Financial Management Service (CFMS), Legal Service (LS), Internal Audit Service (IAS) and Monitoring and Information Service (MIS);

(b) Chairman, Central Office, Prequalification, Bidding and Awards Committee for Office Equipment, Materials and Supplies contracts.

II. The Undersecretaries for Field Operations shall ensure that all projects within their respective areas of responsibility are properly and successfully implemented within their given budgets, time schedules and approved plans and specifications.

They shall cause smooth working relationships between and among Regional Directors, Central Office Project Directors/Managers, consultants and contractors. They shall continuously define and delineate authorities and responsibilities pertaining to aspects of the project which may not have been covered in this Department Order. If necessary, Supplemental Orders should be prepared and submitted for the signature of the undersigned to reduce, and altogether eliminate, any and all ambiguities in the relationships of each to each.

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III. The Undersecretary for Allied Services related to FAPs shall, among others, have the following specific functions relative to this assignment, viz:

1. administrative and technical supervision and control over all COPMO's particularly, but not necessarily limited to, the following:

- (a) approval of payrolls and travel orders (noted only if directive is signed by another Operations Undersecretary) of Central Office Project Directors/Managers;
- (b) approval (or recommendation if it should be approved by the Secretary) of COPMO organizational and functional charts, staffing patterns and plantillas, and appointments of COPMO staff/personnel;
- (c) evaluation (together with the other Operations Undersecretaries) of the performance of COPMO Project Directors/Managers and recommendation for (or approval per delegated authority) promotions;
- (d) identification of projects to be included for foreign funding/assistance (in coordination with the Undersecretary for Technical Support Services and the Undersecretaries for Operations concerned)
- (e) review of COPMO and project budgets (in coordination with the Undersecretary for Technical Support Services).

2. interfacing with lending institutions, e.g.:

- (a) country project review and evaluation missions of the lending institutions/governments (together with the concerned Undersecretary for Operations);
- (b) review/submission of disbursement applications to the lending institution/government concerned;
- (c) requests for extension of loan closing dates; re-allocation of loan proceeds; etc., etc., (thru DOF);
- (d) requests for concurrence of contractor prequalification resolutions, awards and approval of contracts.
- (e) others as are presently being done by the Undersecretary for PMO Operations.

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3. interfacing with other GOP agencies re FAPs activities such as the Office of the President (CCPAP, PFC), DOF, DBM, DFA, etc.

4. entering into consultancy and civil works contracts (or approval per delegated authority) involving FAPs located within the jurisdiction of two or more Operations Undersecretaries. [NOTE: Where contracts are confined only to the area of one Undersecretary, the Undersecretary for Operations concerned shall enter into (or approve per delegated authority) this contract.]

5. counter-signing checks signed by the Operations Undersecretary concerned.

#### IV. Definition of Authorities/Responsibilities of Regional Directors and Central Office Project Directors/Managers re implementation of projects presently under PMOs.

A. Regional Directors shall assume full responsibility in the implementation and supervision of all projects within their respective regions regardless of amount and funding source. In cases of projects, particularly FAPs, where Consultants are hired to assist DPWH in project implementation as DPWH's ENGINEER or ENGINEER'S REPRESENTATIVE thereat, the Regional Directors shall, nevertheless, assume full operational control and supervision over these projects without however relieving the Consultants of their obligations and responsibilities as given in the TOR and spelled out in the consultancy agreements.

Regional Directors shall establish and maintain close and effective working relationships with the Project Consultant. A regional representative shall be assigned by the Regional Director to the project on a permanent basis as Counterpart Resident Engineer with defined functions agreed upon with the Consultant. This counterpart Resident Engineer shall be DPWH's eyes and ears in the project concerning activities/performance of both contractor and consultant and shall be based at the project site.

#### B. Central Office Project Directors/Managers shall:

1. perform staff functions for the Secretary/Undersecretary concerned in the identification, preparation and execution of foreign-assisted projects;
2. perform administrative functions pertaining to the proper/timely funding of all projects under their respective PMOs in coordination with the Planning Service and Comptrollership and Financial Management

Service;

3. retain overall administrative and technical supervision over Consultants;
4. establish and maintain working relationships and linkage with representatives of lending institutions/governments;
5. periodically evaluate and assess implementation of FAPs by Regional Offices; identify improvement needs, develop and recommend improvement programs and measures to meet these needs and advise the Regional Offices in the application of these programs and measures without interfering in line chains of authority and responsibility and, further, without relieving Regional Directors of any of their responsibilities.
6. assist Regional Directors in (a) solving unusually difficult construction management and contract administration problems; (b) anticipating project implementation problems and giving recommendations to prevent occurrences of these problems or minimizing their ill-effects.

V. Delineation of Authorities/Responsibilities of Consultants, Regional Directors, Central Office Project Directors/Managers re FAPs:

1. Consultants shall be primarily responsible for the proper implementation of projects covered under their respective contracts in accordance with the given TOR, contract agreement and good engineering practice.
2. For construction contracts, all contractor-related documents (e.g. SWAs, VOs, time extensions, etc.), which are normally forwarded by the Consultant to the Project Director after completing all requisite actions therein, shall be coursed thru the Regional Director for his review and recommendatory action to the Undersecretary concerned thru the concerned COPMO.
3. For feasibility studies and/or detailed engineering consultancy contracts, Consultants are directed to consult and coordinate their studies/designs with Regional Directors. Specifically, consultants must furnish

Regional Directors copies of their inception reports and preliminary reports, including their initial findings and emerging recommendations, and soliciting the Regional Director's comments and recommendations thereon particularly on proposed alignments, road/bridge elevations, pavement types, bridge types, and other design concepts.

4. Regional Directors must be thoroughly familiar with all field activities re all FAPs in their regions so that whenever their action is required on certain matters, the same can be given without undue delay. They should actively participate and be involved in all project coordination meetings between contractors and consultants and inspect/evaluate work progress not less than once a month. It is directed that they personally review all project-related documents or, if staff review is necessary, the same shall not go down the line lower than the Regional Project Manager. A maximum of two days to act on all project-related documents is prescribed to avoid complaints of contractors affected thereby. In this respect, routing slips indicating date/time in and out of each document from the offices of the Consultant, Regional Director, Central Office Project Director/Manager and others concerned shall be attached to said documents. In no case shall final DPWH action take more than fifteen (15) days, otherwise it will be detrimental to successful/early project completion.
5. The monitoring and reporting of all special locally-funded projects and foreign-assisted projects which are hitherto under Central Office PMOs shall now be included in the Regional Monthly Accomplishment Reports and the over-all performance of the Regional Directors shall be measured inclusive of said projects.
6. Central Office Project Directors/Managers shall closely and constantly coordinate with the Regional Directors to eliminate duplication of efforts and overlaps of responsibilities/authorities. Field responsibilities shall primarily be borne by the Regional Director [e.g. (a) assurance that construction is being done in accordance with plans and specifications; (NOTE: Control

as differentiated from assurance that construction is being done properly is the responsibility of the Consultant) (b) confirmation that a proposed RCBC is responsive or not to actual field conditions, or should it be a bridge?; (c) confirmation that the pavement should be AC or PCCP since the area is flood-prone, etc., etc.]

The latter two issues and similar others should however be minimized hereinafter with the active involvement of Regional Directors during the Feasibility and Detailed Engineering stages of the project.

Administrative and other technical support services (as opposed to field operations) shall be the responsibility of the COPMOs [e.g., staff work necessary in the prequalification, bidding and award of contracts; submission to lending institutions/governments of requests for disbursements and withdrawal applications from loan accounts; interfacing with the lending institutions re matters pertaining to the implementation of the project; submission of reports to the lending institution; etc., etc.]

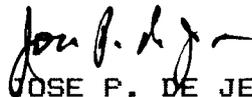
7. COPMO's shall continue to prepare and submit monitoring reports concerning progress of all projects under their jurisdiction for purposes of determining the status of the whole project which may be made up of several contract packages located in regions belonging to two or more Undersecretaries.
8. COPMO's shall review all project-related documents received from the Regional Offices and submit the same for appropriate action of the Secretary/Undersecretary concerned. In the case of SWAs and payment vouchers for contractor's accomplishments, the COPMO shall review the SWA submitted by the Consultant and Regional Director, and recommend proper action of the Undersecretary concerned. Upon approval, the COPMO shall cause the preparation of the payment voucher therefor. The Central Office Project Director/Manager shall recommend payment on the face of the payment voucher while the Regional Director shall sign under Item 3 thereof. The voucher shall be approved for payment by the Undersecretary concerned, including signing of the corresponding check which shall be countersigned by the Undersecretary

in-charge for Allied Services related to FAPs.

9. The Central Office Project Director/Manager is the primary link between DPWH and the lending institution/government providing funds for implementation of the FAPs. As such he must continue to be highly conversant with, and knowledgeable of, all activities pertaining to the project and the status of its implementation, including all problems therein with the corresponding actions taken or to be taken in order to be effective in interacting with Staffs of the lending institutions/governments concerned.
10. In this connection, present COPMO staff assigned to projects as Counterpart Resident Engineers shall now be seconded to the Regional Offices. Other excess Central Office Project Managers and contractual or daily-waged staff of the COPMOs shall be assigned on detail to the Regional Offices to augment the latter's capability to successfully carry out their added responsibilities in the implementation of FAPs. Upon completion of the projects to which they are assigned and termination of their assignment, they may be retained in the same regional office with new assignment in other projects or be reassigned (thru the COPMOs) to other regions/projects.

This Order shall take effect immediately.

For compliance.

  
JOSE P. DE JESUS  
Secretary