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9. DPWH 作成・プロジェクト TOR (案)

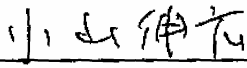
**MINUTES OF MEETINGS BETWEEN JAPANESE
2nd PREPARATORY STUDY TEAM AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF THE PHILIPPINES
ON JAPANESE TECHNICAL COOPERATION
FOR
IMPROVEMENT OF QUALITY MANAGEMENT FOR HIGHWAY AND BRIDGE
CONSTRUCTION AND MAINTENANCE PROJECT**

In response to the request from the Government of the Republic of the Philippines, the 2nd Preparatory Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Nobuhiro KOYAMA, visited the Republic of the Philippines from March 13 to 29, 2006, for the purpose of identifying request background and discussing rough framework of Improvement of Quality Management for Highway and Bridge Construction and Maintenance Project in the Republic of the Philippines (hereinafter referred to as "the Project").


During its stay in the Republic of the Philippines, the Team conducted field surveys and had a series of discussions with the authorities concerned of the Republic of the Philippines.

As a result of the surveys and the discussions, the Team and the authorities concerned of the Republic of the Philippines confirmed and generally agreed on the matters referred to the document attached hereto with some reservations for further discussion on 3.(4) on page 3.

Manila, March 28, 2006



Nobuhiro KOYAMA
Leader
Preparatory Study Team
Japan International Cooperation Agency
Japan



Manuel M. BONOAN
Undersecretary
Department of
Public Works and Highways
The Republic of the Philippines

1. Background of the Project

1-1 Request from the Department of Public Works and Highways (hereinafter referred to as "DPWH") for JICA Technical Cooperation: "The Project" is to be initiated based on the request of DPWH for JICA Technical Cooperation submitted by the Government of the Republic of the Philippines to the Government of Japan in March 2004.

1-2 The 1st Preparatory Study of the Project: In response to the request of DPWH, the 1st Preparatory Study Team visited the country in December 2005 to confirm the background and objectives of the Project through discussions with DPWH. At that time, DPWH informed the Study Team that DPWH was preparing a "Reorganization Plan" following the Executive Order No. 366. The possibility of establishment of the Highway Research Institute, proposed by the request of DPWH for JICA Technical Cooperation, seemed low in the context of the reorganization. Accordingly, JICA Philippine Office requested DPWH to revise the Terms of Reference (TOR) by taking account of the proposed Rationalization Plan.

1-3 The 2nd Preparatory Study of the Project: In response to the request of JICA, DPWH submitted the revised TOR dated March 10, 2006 to JICA Philippines Office. The 2nd Preparatory Study Team (hereinafter referred to as "the Team") visited the country for the period from March 13 to 29, 2006 with a view to discussing and agreeing on the general framework of the Project. The Team had a series of discussions with DPWH Headquarters on the general framework of the Project and visited five Regional Offices (RO) to understand the quality improvement issues that the ROs have. The five ROs visited are: (a) CAR, (b) Region II, (c) Region VII, (d) Region VIII, and (e) Region X I.

1-4 Coordination among JICA Cooperation Programs with DPWH: On top of the Project, there are three other ongoing/planned JICA cooperation programs with DPWH as mentioned below. The Project needs to have proper coordination to produce synergy effects for better quality management:

- (1) Technical Cooperation Project "Improvement of Quality Management for Highways and Bridge Construction and Maintenance" (the Project);
- (2) Development Study "Risk Management for Sediment-Related Disaster on Selected National Highways" (to be started on March 2006);
- (3) Expert "Road Planning and Management Advisor" (June 2003–June 2006); and
- (4) Expert "Bridge Planning and Management Advisor" (February 2005–February 2007).

1-5 Coordination with Road Projects supported by the World Bank (WB) and the Asian Development Bank (ADB): WB has been implementing "The National Roads Improvement and Management Program (NRIMP)" which places an importance on: (a) rehabilitation and upgrading of national road network; (b) preventive maintenance; (c) long-term performance based maintenance contract;

(d) technical support to road planning, designing and construction; and (e) capacity development. ADB has been implementing "The 6th Road Project" which includes "Bridge Management System (BMS) and Pavement Management System (PMS)". As these cooperation has close relevance with the Project, it is necessary to coordinate not only for avoiding duplication but also for complementing each other.

2. Findings by the Team

Through interviews with concerned authorities of DPWH and related organizations and field visits, the Team observed following matters:

2-1 Rationalization of DPWH: Regarding rationalization of the Philippine Government which was issued by Executive Order No. 366, DPWH will submit their rationalization plan to the Department of Budget and Management (DBM) by the middle of May, 2006. In the draft plan, major changes might include the increase of outsourcing maintenance works and reduction of staff personnel both at central and regional levels. After Bureau of Maintenance (BOM) transfers its planning function to Planning Service, inspection and monitoring of regional offices for quality improvement will be their main roles.

2-2 Progress of cooperation by WB and ADB: NRIMP Phase 1 is supposed to be completed by the end of this year, and preparation for Phase 2 Project is supported by Japanese Government through Policy and Human Resources Development Fund. Although contents of the Phase 2 Project are still being in consultation among stakeholders, it may include rehabilitation, upgrading and maintenance of national highways. Furthermore, WB suggests that DPWH establishes Road Maintenance Authority (RMA) in order to separate implementation from policy making. DPWH mentioned that the proposal might be discussed in a long-term point of view. For ADB 7th Road Project, its commencement and contents are not defined yet.

2-3 Current challenges in roads and bridges sector

(1) Roads

For construction, Quality Assurance Units (QAU) both at central and regional levels consist mainly bureaus/divisions, respectively, Bureau of Research and Standards (BRS), Bureau of Design (BOD), Bureau of Construction (BOC) and BOM. They inspect/assess the recently completed and on-going projects in terms of quality based on approved plans and specifications in addition to daily check by ROs and District Engineering Offices (DEOs), however, more efficient and effective supervision needs to be secured. Even lack of equipment is one of issues for maintenance works, improvement of technical capability of area maintenance engineers and managerial capability of ROs and DEOs are the key issues to be addressed.

(2) Bridges

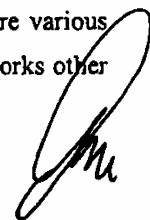
Since bridges have been constructed mainly by foreign assistance, ROs and DEOs have less experience in this area. For maintenance works, as well as roads, both technical and managerial

capacity at implementation stage needs to be enhanced.

3. Tentative Outline of the Project

- (1) Title of the Project: Title of the Project is "Improvement of Quality Management for Highway and Bridge Construction and Maintenance".
- (2) Purpose of the Project: Purpose of the Project is "To attain good road transport functions throughout the project life of roads and bridges by way of improving quality management of their construction and maintenance." To attain the Purpose, the following three outcomes need to be accomplished: (a) to improve supervision and inspection capability of construction works; (b) to improve inspection and implementation capability of maintenance and repair works; and (c) to develop a system effectively spreading the capability improvement nationwide. Capacity Development (CD) would be the most important determinant to attain the objective.
- (3) Crucial Factors for Successful Implementation of the Project: There seems to be three crucial factors for successful implementation of the Project: (a) the Project needs to be promoted under the ownership or leading initiative of DPWH, with technical support provided by JICA; (b) the Project needs to be programmed in such a way as to secure long term sustainability, even after the completion of the Project; and (c) in parallel with the Project, DPWH needs to continue to make efforts to reduce external interventions as much as possible.
- (4) Selection of Priority Regional Offices (ROs): The Project places a greater importance on quality improvement at the level of RO including some of DEOs. The counterpart to work on a daily basis together with the JICA Experts will be the selected priority ROs. In consideration of local project funds, accessibility and security as well as coordination with "the Study on Risk Management for Sediment-Related Disaster on Selected National Highways", the Team has a tentative priority as follows: the Cebu RO of first priority; the Davao RO of second priority; and the Baguio RO of third priority. While an integrated approach for quality improvement will be applied to the first priority RO, a specific issue oriented approach will be applied to the second and third priority ROs
- (5) Technical Cooperation Scheme and Duration of the Project: The Project comprises a combination of three technical cooperation schemes including (a) dispatch of experts; (b) provision of small equipment for capacity development; and (c) training program either in Japan, the Philippines or the third countries. The period for cooperation will be three years, although it depends, to some extent, on intermediate and completion evaluation on the achievements and future sustainability of the Project.
- (6) Information Exchange with Various Stakeholders for Quality Improvement: There are various kinds of stakeholders who are working for quality improvement of road and bridge works other

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than DPWH, including, for instance, local government units, universities and associations of private companies. It is very important to raise awareness and technical level for quality improvement of as many stakeholders as possible. For this purpose, the Project will organize workshops and seminars for information dissemination.

4. Implementation of the Project

- (1) Focus on Priority Issues for Improvement of Quality Management: The major factors for improvement of quality management could be classified into four groups: (a) Construction Management – Roads; (b) Construction Management – Bridges; (c) Maintenance Management – Roads; and (d) Maintenance Management – Bridges. It will be necessary to identify the priority group for quality improvement in view of minimizing project costs throughout the project life. Currently, lax construction management tends to produce a number of construction defects that make maintenance work ineffective.
- (2) Training through Actual Construction/ Maintenance Works: The Project focuses on capacity development (CD), training as the most important means. The Project will make good use of ongoing/planned project sites of RO/DEO.
- (3) Wide Diffusion and Application of the Results of the Project: The results of the Project obtained from the selected ROs will be analyzed and summarized for nationwide application for quality improvement.

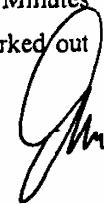
5. Institutions for the Project Implementation

- (1) Institutions of the Philippine Side: DPWH will organize the institutions in view of the following:
(a) the selected ROs are requested to make every arrangement for smooth implementation of the Project, including assignment of counterpart team and preparation of office space for collaboration; and (b) they are also requested to identify possible stakeholders for the Project with a view to dissemination and exchange of information.
- (2) Institutions of the Japanese Side: The Project will be under the jurisdiction of JICA Philippine Office with a view to flexible correspondence to the progress of the Project in which DPWH has ownership or leading initiative to propel the Project.
- (3) Joint Coordination Committee (JCC) for Policy Guidance: The JCC comprising some representatives from the Philippine and Japanese sides will be organized for guiding the Project properly with a view to attaining the objectives of the Project. It will meet regularly, for instance, twice a year to fulfill its mandate.

6. Steps forward for Initiating the Project

- (1) Immediate Assignment of Liaison Officer/Organization in DPWH Headquarters: Immediate assignment of liaison personnel/ organization in the headquarters is requested for continued preparation of the Project. Based on the general framework of the Project agreed in the Minutes of Meeting, detailed contents as well as implementation arrangements need to be worked out

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through repeated discussions between DPWH and JICA.

- (2) The 3rd Preparatory Mission of the Project: After the agreement on the general framework of the Project, the 3rd Mission will visit the Philippines to prepare a draft "Record of Discussions (R/D)". The 3rd Mission will finalize the general framework including selection of the priority ROs as well as confirmation of the priority issues for improvement of quality management. At the same time, the Mission will work together with DPWH including both headquarters and ROs on the Project Design Matrix (PDM) to clarify, for instance, (a) goals of the Project, (b) expected output of the Project, (c) expected input by DPWH and JICA, etc.
- (3) Discussion and Signing on "Record of Discussion (R/D)": The R/D will be finalized and signed through discussions between DPWH and JICA. The R/D is the official document required for the implementation of JICA technical cooperation project.
- (4) Initiation of the Project: Based on the R/D agreed between DPWH and JICA, the JICA Experts will be organized in Japan, and be mobilized to the Philippines to initiate the Project with close collaboration with DPWH.

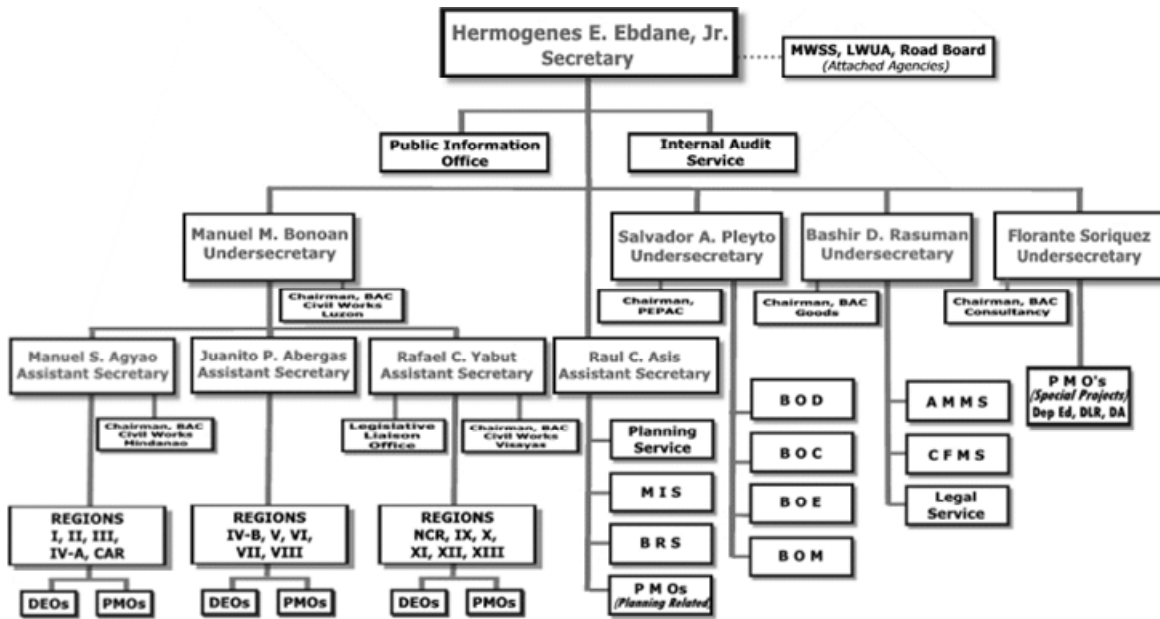
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2. DPWH 現行組織図

2. 1 DPWH 全体及び各部組織図

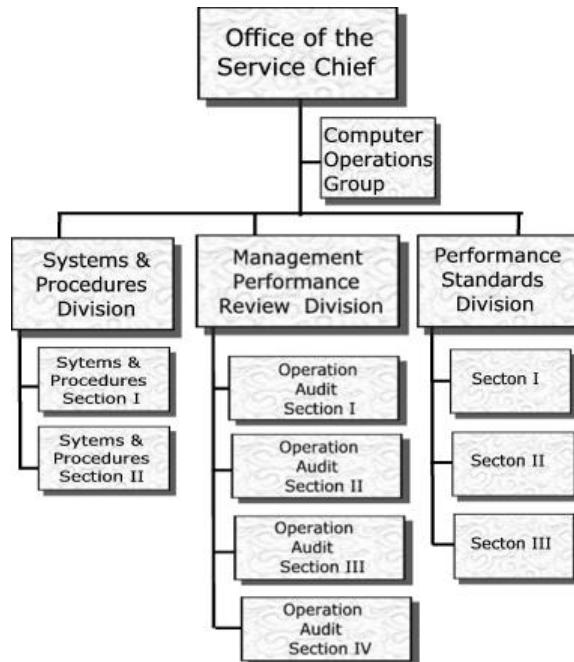
DPWH ORGANIZATIONAL STRUCTURE



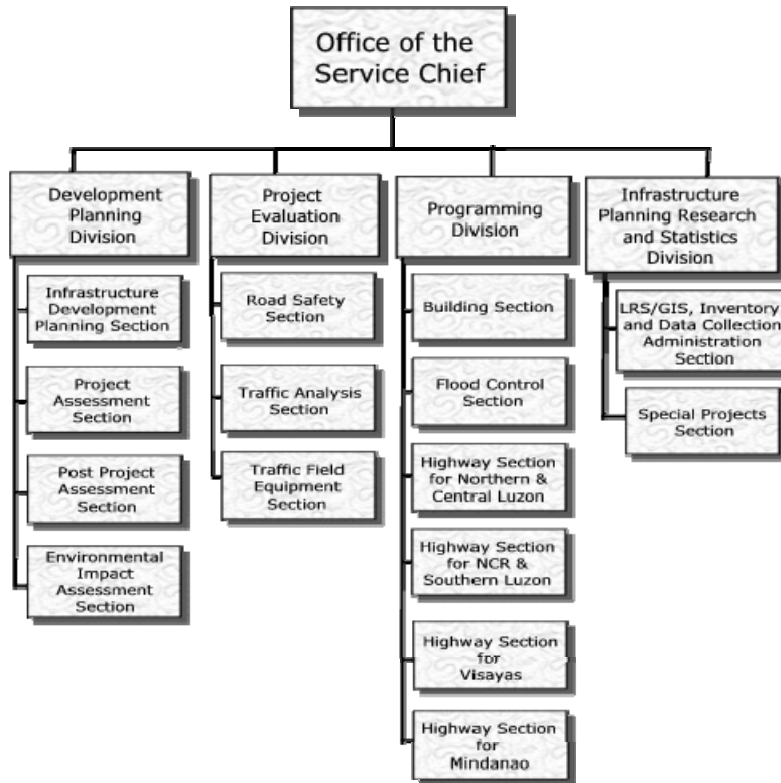
Public Information Division (PID)



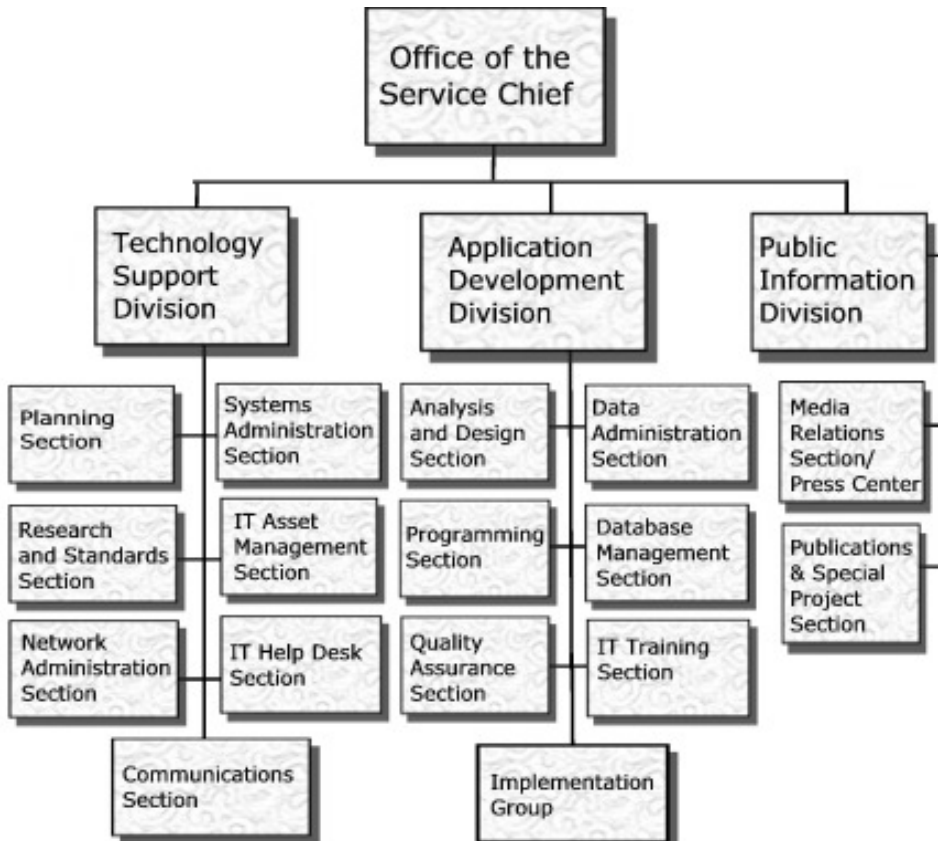
Internal Audit Service (IAS)



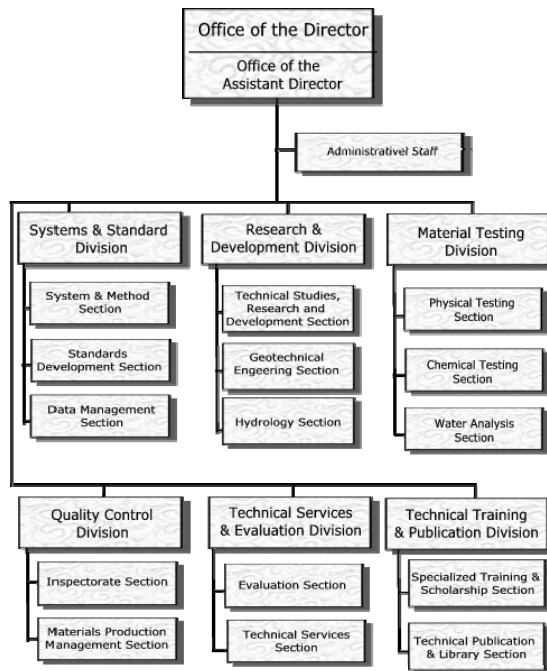
Planning Service



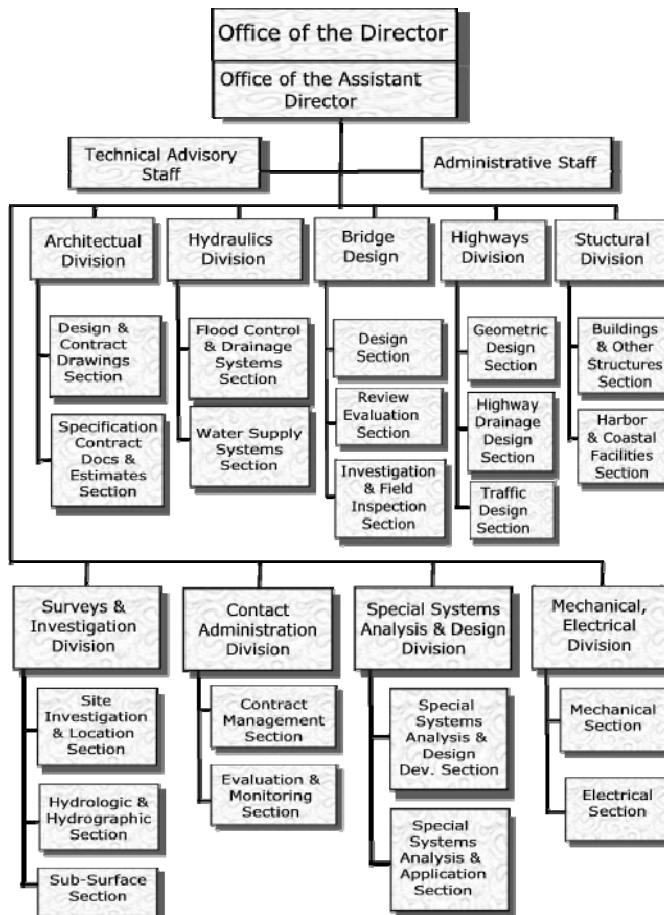
Monitoring and Information Service (MIS)



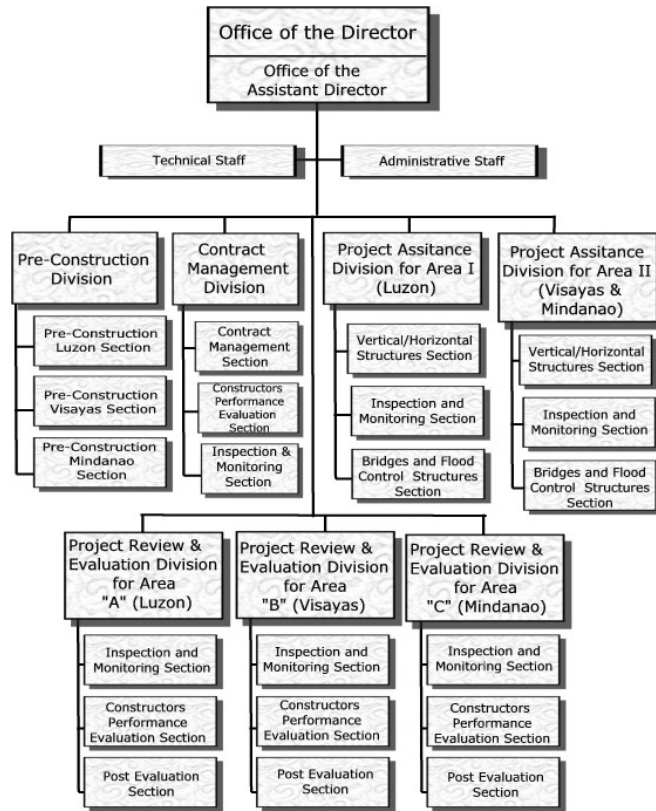
Bureau of Research and Standards (BRS)



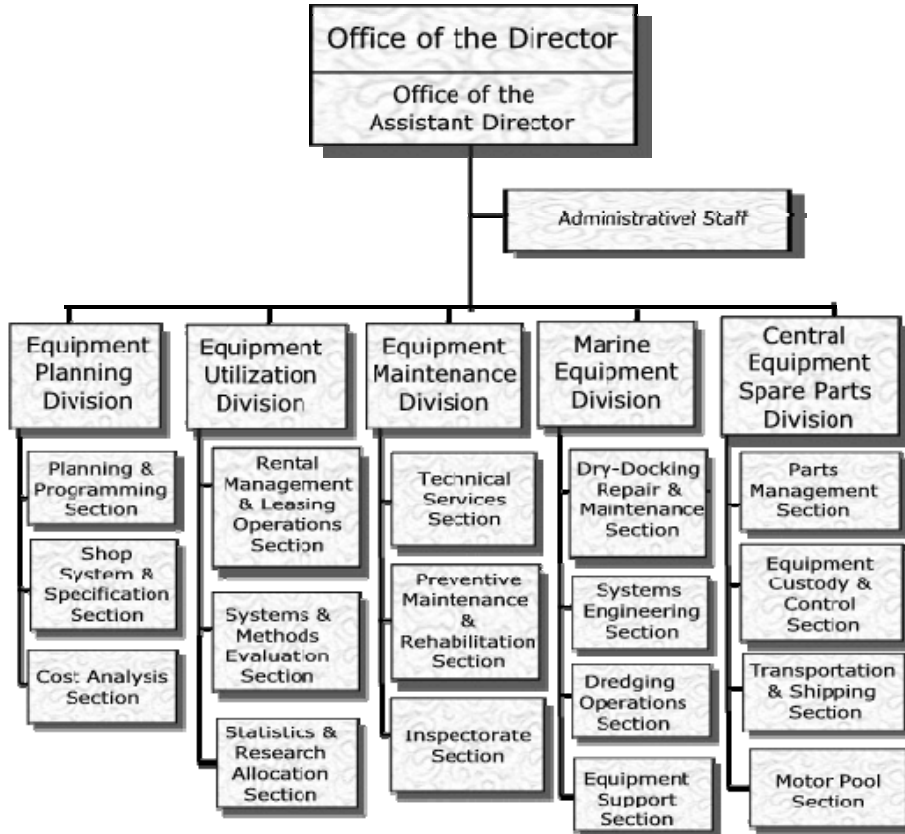
Bureau of Design (BOD)



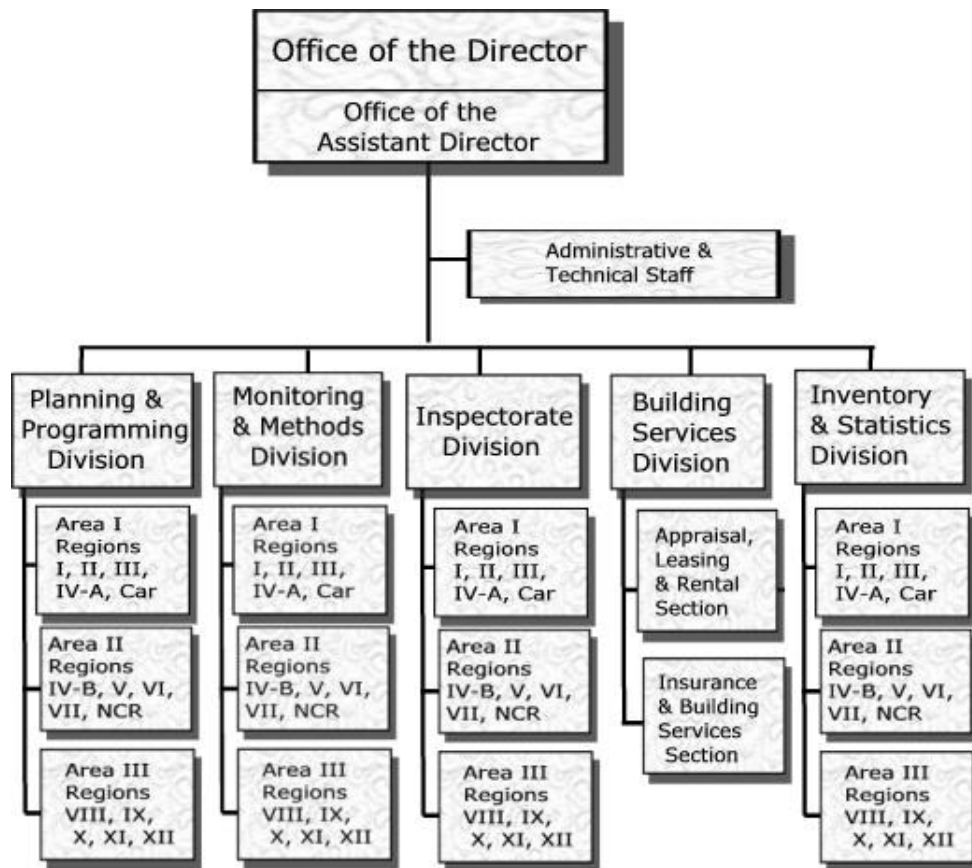
Bureau of Construction (BOC)



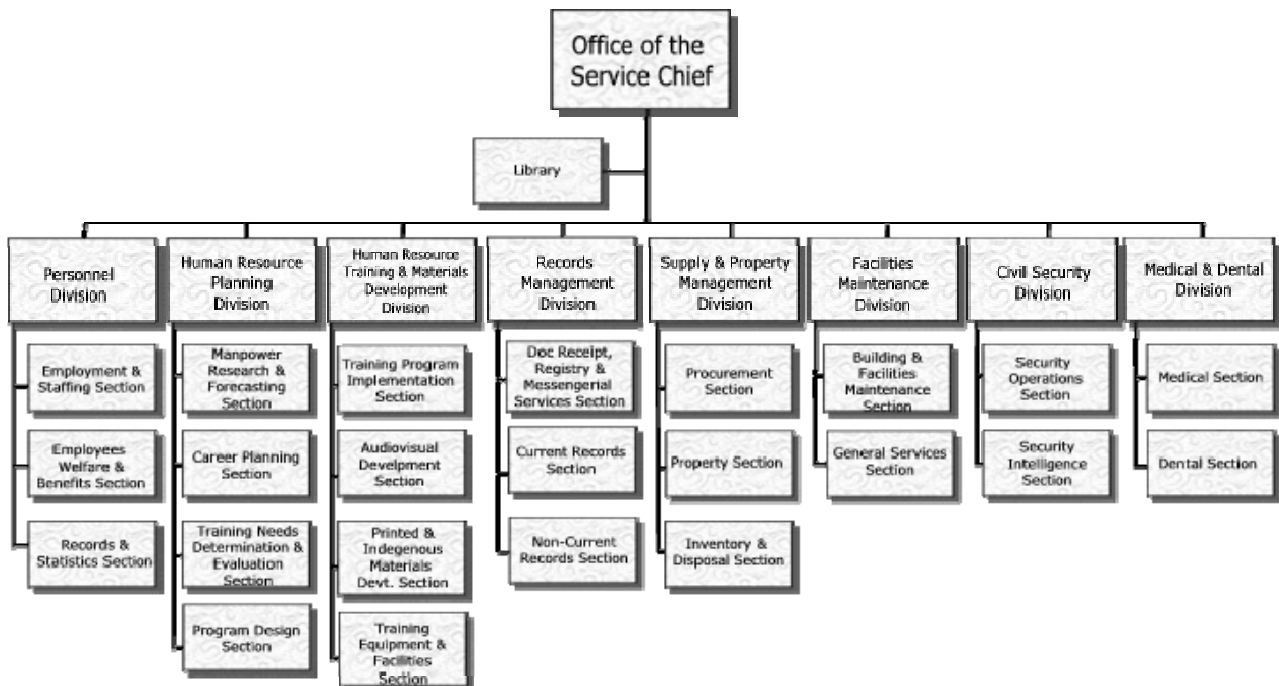
Bureau of Equipment (BOE)



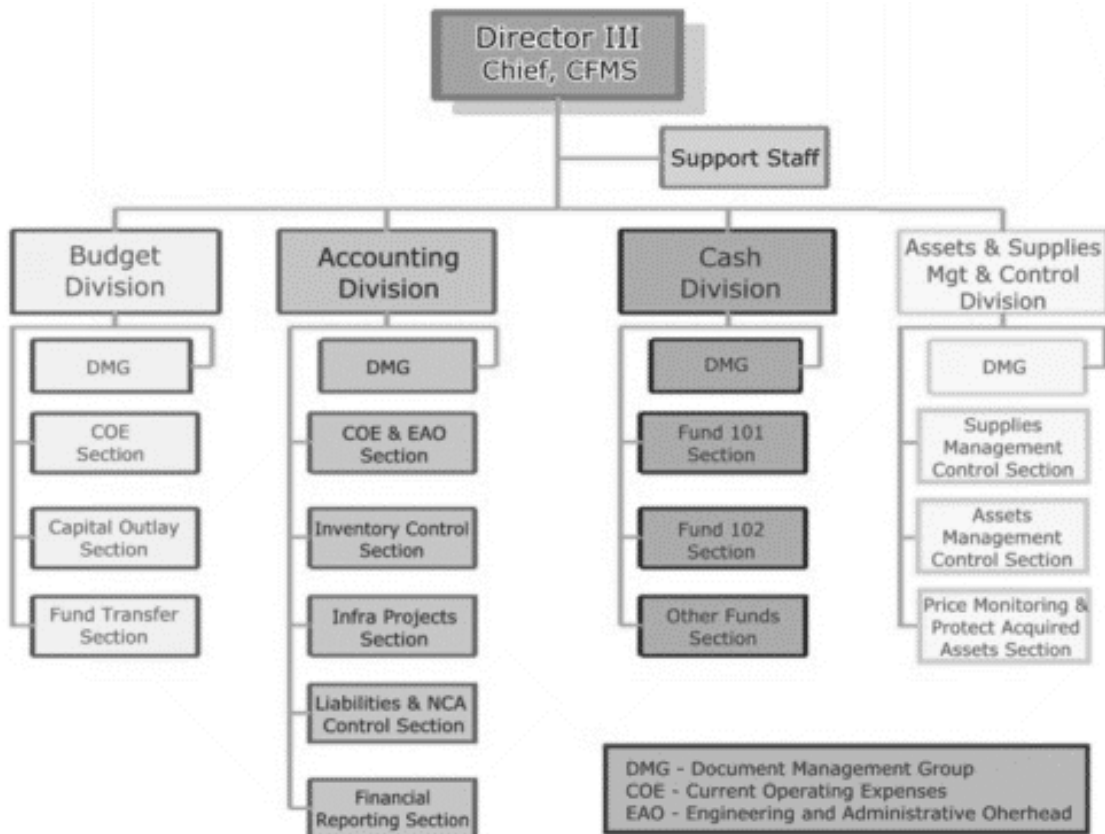
Bureau of Maintenance (BOM)



Administrative and Manpower Management Service (AMMS)



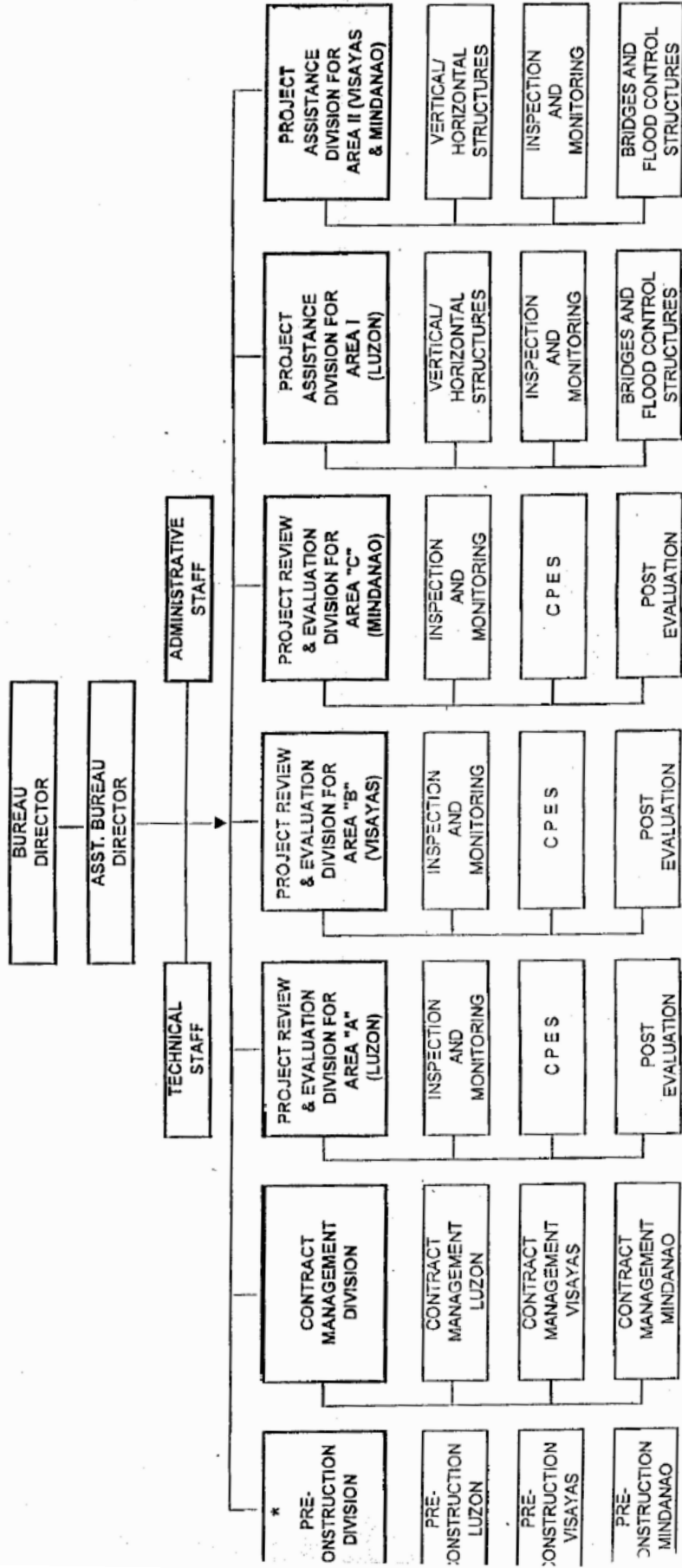
Comptrollership and Financial Management Service (CFMS)



Legal Service



ORGANIZATIONAL CHART BUREAU OF CONSTRUCTION



3d to PBAC-TWG

FUNCTIONAL CHART BUREAU OF CONSTRUCTION

TECHNICAL STAFF	DIRECTOR	ADMINISTRATIVE STAFF
<ol style="list-style-type: none"> 1. Review documents pertaining to infrastructure projects assigned by the Director. 2. Process contracts costing P50.0 M. & above for clearance from the office of the President. 3. Coordinate with D.A. re-implementation of GATT-related Zambo-Marik Road projects. 4. Prepare/Review MOK submitted by the different agencies. 5. Coordinate with CIAP re-Accreditation of Constructors Performance Evaluators & Implementation of CPES 6. Prepare consolidated summary project reports/status of major & regular infrastructure & flagship projects. 7. Perform other duties and responsibilities as may be assigned by the Director. 	<ol style="list-style-type: none"> 1. Formulate policies for approval by the Secretary regarding construction management and contract administration of DPWH infrastructure projects. 2. Review / evaluate programs, estimates, contracts, progress reports of DPWH projects. 3. Inspect, check and monitor construction projects of DPWH implementing offices and other agencies. 4. Review / evaluate contractor's performance in all projects undertaken by the Dept. 5. Provide specialist support to field offices/agencies on construction management and contract administration 6. In-charge of the preparation of the consolidated and summary project monitoring records. 7. Perform other related functions as maybe assigned or delegated by the Secretary. 	<ol style="list-style-type: none"> 1. Provide administrative support to the Bureau in the performance of its functions, particularly secretarial, clerical, messengerial and janitorial services. 2. Supervise the administrative personnel in the preparation of the budget and procurement of office supplies. 3. Render personnel services, keep records to all employees prepare staffing pattern, appointments, planilla & other administrative matters. 4. Receive, and record incoming & outgoing communications documents for distribution & dissemination. 5. Perform other related functions as maybe assigned by the Director.
<ol style="list-style-type: none"> 1. Prepare programs of work and cost estimates for projects undertaken by BOC. 2. Review and evaluate programs of work and cost estimates for projects submitted by implementing offices. 3. Review the evaluation of bids and recommendations submitted by implementing offices. 4. Prepare, evaluate and review bid documents, including advertisement & instructions to bidders, prior to issuance to prospective bidders. 5. Perform other duties and responsibilities as may be assigned by the Director. 	<div style="text-align: center;">CONTRACT MANAGEMENT DIVISION</div> <ol style="list-style-type: none"> 1. Review and evaluate contracts documents for projects submitted by the implementing offices. 2. Review and evaluate statements of works accomplishment, variation orders, and released documents submitted by the implementing office. 3. Prepare consolidated and summary project reports of Region III 4. Perform such other duties and responsibilities as may be assigned by the Director. 	<div style="text-align: center;">PROJECT REVIEW & EVALUATION DIVISION FOR AREA "A" (LUZON)</div> <ol style="list-style-type: none"> 1. Inspect, check & monitor projects undertaken by BOC and implementing offices. 2. Undertake evaluation of contractor's performance in projects. 3. Undertake post review and evaluation of completed projects. 4. Prepare consolidated & summary project reports of Regions IV-A, IV-B, V, NCR. 5. Conduct field verification of projects being implemented when necessary. 6. Provide support to and assign representatives on Quality Assurance Units (QAU) for projects. 7. Perform other duties and responsibilities as may be assigned by the Director.
<div style="text-align: center;">* RECONSTRUCTION DIVISION</div> <ol style="list-style-type: none"> 1. Implement & monitor infra. projects in Area I (Regions I, II, III, IV-A, IV-B, V, CAR & VII), either by contract or administration, including technical supervision as requested by other agencies or as directed by higher authorities. 2. Provide specialist support and technical assistance to implementing offices on project supervision/management in Area I. 3. Oversee project supervision/management in Area I. 4. Prepare consolidated & summary project reports of Regions I, II & CAR. 5. Conduct field verification of projects being implemented when necessary. 6. Perform other duties and responsibilities as may be assigned by the Director. 	<div style="text-align: center;">PROJECT REVIEW & EVALUATION DIVISION FOR AREA "B" (MISAYAS)</div> <ol style="list-style-type: none"> 1. Inspect, check & monitor projects undertaken by BOC and implementing offices. 2. Undertake evaluation of contractor performance in projects. 3. Undertake post review & evaluation of completed projects. 4. Prepare consolidated & summary project reports of Regions VII, VIII, IX 5. Conduct field verification of projects being implemented when necessary. 6. Provide support to and assign representatives on Quality Assurance Units (QAU) for projects. 7. Perform other duties and responsibilities as may be assigned by the Director. 	<div style="text-align: center;">PROJECT ASSISTANCE DIVISION FOR AREA I (LUZON)</div> <ol style="list-style-type: none"> 1. Implement & monitor infra. projects in Area I (Regions I, II, III, IV-A, IV-B, V, CAR & VII), either by contract or administration, including technical supervision as requested by other agencies or as directed by higher authorities. 2. Provide specialist support and technical assistance to implementing offices on project supervision/management in Area I. 3. Oversee project supervision/management in Area I. 4. Prepare consolidated & summary project reports of Regions XII & XIII. 5. Conduct field verification of projects being implemented when necessary. 6. Perform other duties and responsibilities as may be assigned by the Director.
<div style="text-align: center;">* RECONSTRUCTION DIVISION</div> <ol style="list-style-type: none"> 1. Implement infrastructure projects in Area II (Regions VI, VII, IX, X, XI, XII, XIII and NCR), either by contract or administration, including technical supervision as requested by other agencies or as directed by higher authorities. 2. Provide specialist support and technical assistance to implementing offices on project supervision/management in Area II. 3. Oversee project supervision/management in Area II. 4. Prepare consolidated & summary project reports of Regions XII & XIII. 5. Conduct field verification of projects being implemented when necessary. 6. Perform other duties and responsibilities as may be assigned by the Director. 	<div style="text-align: center;">PROJECT REVIEW & EVALUATION DIVISION FOR AREA "C" (MINDANAO)</div> <ol style="list-style-type: none"> 1. Inspect, check & monitor projects undertaken by BOC and implementing offices. 2. Undertake evaluation of contractor performance in projects. 3. Undertake post review and evaluation of completed projects. 4. Prepare consolidated & summary project reports of Regions IX, X, XI, PMOs, DECS. 5. Conduct field verification of projects being implemented when necessary. 6. Provide support to and assign representatives on Quality Assurance Units (QAU) for projects. 7. Perform other duties and responsibilities as may be assigned by the Director. 	<div style="text-align: center;">PROJECT ASSISTANCE DIVISION FOR AREA II (MISAYAS & MINDANAO)</div> <ol style="list-style-type: none"> 1. Implement infrastructure projects in Area II (Regions VI, VII, IX, X, XI, XII, XIII and NCR), either by contract or administration, including technical supervision as requested by other agencies or as directed by higher authorities. 2. Provide specialist support and technical assistance to implementing offices on project supervision/management in Area II. 3. Oversee project supervision/management in Area II. 4. Prepare consolidated & summary project reports of Regions XII & XIII. 5. Conduct field verification of projects being implemented when necessary. 6. Perform other duties and responsibilities as may be assigned by the Director.

7th REGIONAL EQUIPMENT SERVICES
SOTTO ST., CEBU CITY

FUNCTIONAL CHART

