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**DIVISION MEMORANDUM**

No. 205, s. 2015

**DEPED REGIONAL POLICY ON THE PROJECTS AND PROGRAMS MANAGEMENT**

To: Assistant Superintendent  
Education Supervisors/Coordinators  
District Supervisors/OICs/Caretakers  
Elementary and Secondary School Heads

1. Attached herewith, is Regional Memorandum No. 153, s. 2015, entitled, "DepEd Regional Policy on the Projects and Programs Management", for the information of all concerned.
2. Immediate and wide dissemination of this Memorandum is hereby directed.

**ARDEN D. MONISIT, ED.D.**  
Schools Division Superintendent

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REPUBLIC OF THE PHILIPPINES  
DEPARTMENT OF EDUCATION  
**REGION VII, CENTRAL VISAYAS**

Sudlon, Lahug, Cebu City



REGIONAL MEMORANDUM

No. 153, s. 2015

MAR 11 2015

**DEPED REGIONAL POLICY ON THE PROJECTS AND PROGRAMS  
MANAGEMENT**

To: Chiefs, Regional Functional Divisions  
Schools Division / City Superintendents  
Heads, Public / Secondary Schools  
All Other Concerned

1. For the information and guidance of all concerned, the Department of Education of Region VII issues the enclosed copy of the Policy and Guidelines on the Project and Programs Management entitled "**DepEd Regional Policy on the Projects and Programs Management.**"
2. Pursuant to Section 4 thereof, this Memorandum shall take effect immediately upon issuance.
3. Memoranda and other related issuances inconsistent with these policy and guidelines are deemed amended accordingly upon its effectivity.
4. Immediate dissemination of and strict compliance with this Memorandum is directed.

*Juliet A. Jeruta*  
**JULIET A. JERUTA**

Schools Division Superintendent  
Officer-in-Charge  
Office of the Regional Director

(Enclosure to Regional Memorandum No. \_\_\_\_, s. 2015)

**DEPARTMENT OF EDUCATION  
CENTRAL VISAYAS, Region VII**

**Policy and Guidelines on the Projects and Programs  
Management**

**I. GENERAL PROVISIONS**

**Section 1. Short Title**

This Regional Memorandum shall be known as the “**DepEd Regional Policy on the Projects and Programs.**”

**Section 2. – Statement of Policy**

**2.1 Objective**

The objective of this policy is to ensure that the appropriate systems, processes and controls for managing projects are in place, at the FDs, SDOs, horizontal or regional government-wide level, and support the achievement of project and program outcomes while limiting the risk to stakeholders and taxpayers.

**2.2 Expected Outcomes**

The expected results of this policy, associated standards and directive are that:

- Projects achieve value for money;
- Sound stewardship of project funds is demonstrated
- Accountability for project outcomes is transparent; and
- Outcomes are achieved within time and cost constraints.

## **Section 3. – Policy Requirements**

### **3.1 Regional Chiefs/Schools Division Superintendent**

Regional Chiefs / Schools Division Superintendent are responsible for ensuring that:

3.1.1 A division-wide governance and oversight mechanism is in place, documented and maintained. The mechanism is used to manage the initiation, planning, execution, control and closing of projects. In addition, the mechanism ensures that opportunities are considered for integrating projects across the regional, divisions and schools.

3.1.2 A division's capacity to manage projects is accurately assessed to comply with the *Standard for Organizational Project Management Capacity* and the assessment meets the requirements of the standard.

3.1.3 The FDs of the Region and SDOs conducts an accurate assessment of each project according to the *Standard for Project Complexity and Risk*. Each assessment must meet the requirements of the standard.

3.1.4 Accountability for project outcomes is documented and the contribution to program outcomes and broader government objectives is demonstrated.

3.1.5 Projects are managed in a manner that is consistent with the assessed level of complexity and risk. This includes demonstrating that both knowledgeable, integrated, multi-disciplinary project teams and effective project management systems and processes support the project management function.

3.1.6 Project-based procurements and real property transactions, including those in public-private partnership agreements, are fully integrated into the governance, management and oversight of projects. In addition, controls must be implemented to ensure that procurement contracts and real property transactions support key project objectives and program outcomes.

3.1.7 The FD Chief/Schools Division Superintendent is responsible for ensuring that Finance and Budget Division approval be sought for projects when the assessed risk and complexity of the project exceeds the assessed class of capacity that the sponsoring agency can approve (see Appendix A). Only those specific phases of the project that have been appropriately defined and assessed can be approved.

Department of Budget may require any project to be brought forward for their consideration and approval.

3.1.8 When Budget approval is required a Project Brief (Appendix B) must accompany the Budget Board submission.

### **3.2 Monitoring and reporting requirements**

3.2.1 FDs Chief / Schools Division Superintendent are responsible for monitoring adherence to this policy within their organization and taking action when any significant compliance issue arises. More specifically, they are responsible for:

- Monitoring and reporting on the management of projects in their division.
- Ensuring that a control and oversight regime is in place to monitor adherence to this policy and its associated standards.
- Reporting to Budget Management Secretariat, within 90 days, the results of relevant internal and external reviews, assessments and audits, and subsequent actions.
- Providing division reporting to Budget Management Secretariat as required by conditions of project approval and division investment plans.
- Providing division records, plans, policy instruments or any other information to Budget Management Secretariat upon request in support of the Secretariat's monitoring responsibilities. This information and its analysis may be included in the appropriate management accountability mechanisms.

3.2.2 The Budget Management Secretariat is responsible for:

- Monitoring divisional implementation of this policy and its related instruments. Using various sources of information, Budget Management Secretariat will verify that divisions have implemented the policy in order to advise Chief, Schools Division Superintendent on divisional investment plans and project submissions.
- Making available the policy, directives, standards, tools and guidance necessary to support this policy, which is consistent with best practices in the public and private sector.
- Reviewing divisional project management performance, the capacity to manage projects, and assessments of project risk and complexity. They will be reviewed through regular dialogue and work on committees and by examining divisional investment plans, project management capacity assessments, project risk and

complexity assessments and relevant submissions. Reviews and external and internal audits will also be noted. Budget Management Secretariat will continue to conduct formal assessments through appropriate management accountability mechanisms.

- Advising Chief/Schools Division Superintendent on management capacity, the conditions of project approvals and the project approval authorities sought by sponsoring agencies.
- Supporting the development of communities of interest and governance for specialized program or business streams, complexity and risk.
- Reviewing the effectiveness of the policy and the related instruments at the five-year mark of the implementation date. Budget Management Board will be apprised of the results of this assessment and, if warranted, recommendations for corrective action will be provided.

#### **4. Consequences**

7.1 Based on the review of divisional project management performance, the Secretariat of the Budget Management may make appropriate recommendations to the FD Chief / Schools Division superintendent of a FDs or to Budget Management. Recommendations may include such measures as an increase in the division's project approval authority resulting from improved performance and increased capacity. In the event of performance falling short of the requirements of this policy and associated policy instruments, recommendations may include a decrease in the division's project approval authority.

#### **Section 4. – Definition of Terms**

##### **4.1 Management of projects**

Encompasses the structure (framework) within which projects are initiated, planned, executed, controlled and closed.

##### **4.2 Project management**

Is the systematic planning, organizing and control of allocated resources to accomplish identified project objectives and outcomes. Project management is normally reserved for focused, non-repetitive, time-limited activities with some degree of risk, and for activities beyond the usual scope of program (operational) activities.

### **4.3 Project**

Is an activity or series of activities that has a beginning and an end. A project is required to produce defined outputs and realize specific outcomes in support of a public policy objective, within a clear schedule and resource plan. A project is undertaken within specific time, cost and performance parameters.

### **4.4 Program**

Is any group of resources and activities, and their related direct outputs, undertaken pursuant to a given objective or set of related objectives and administered by a department or agency of the government. Distinguished from a project, which has a specific objective, activity, beginning and end, a program may include various projects at various times.

## **Section 5. – Roles, Duties and Responsibilities of other Government Agencies**

**Note:** This section is meant to inform departments of other significant players in the management of projects. In and of itself, it does not confer an authority.

8.1 Common service organizations in support of projects are:

- Public Works and Government Services Philippines for the procurement system by virtue of its powers as established under the *Department of Public Works and Highway Act*.
- The Department of Justice for legal services.
- The Department of Social Welfare and Services for the welfare of the children
- Department of Health for health services
- PPP of Region VII for the provision of advice and expertise on the use of public-private partnerships, in accordance with its mandate established in its enabling Order-in-Council.

### **. References**

#### **Policies and related instruments:**

- *Policy Framework for the Management of Assets and Acquired Services*
- *Integrated Risk Management Framework*
- *Policy on Investment Planning - Assets and Acquired Services*
- *Policy on Managing Procurement \**
- *Contracting Policy*
- *Policy on the Management of Real Property*
- *Policy on Management of Materiel*
- *Policy on Transfer Payments*

- Risk Management Policy
- Management, Resources, and Results Structure Policy
- Government Security Policy
- Privacy and Data Protection Policy
- Privacy Impact Assessment Policy
- Standard for Project Complexity and Risk
- Standard for Organizational Project Management Capacity
- Procurement Administrative Directive
- Directive on Delegation of Authorities\*
- Directive on Acquisition Cards
- Directive on Risk Management
- A Guide to Preparing Treasury Board Submissions
- Guidance Document: Taking Privacy into Account Before Making Contract Decisions
- Guideline to Implementing Budget 2011 Direction on Public-Private Partnerships
- Project Charter Guide
- Project Management Plan Guidance
- Project Management Repository

## **Appendix A - Project Approval Authorities**

In exercising oversight, Budget Management limit the expenditure authority exercised by Regional Director in the approval of projects.

The project approval limits set out in this Appendix provide the threshold above which FDs Chief / Schools Division Superintendent must seek approval (expenditure authority) from Budget Management. Projects exceeding these thresholds require the express approval (expenditure authority) of Budget Management. Project expenditures, which are not contracts, may be made by FDs and SDOs when projects are within the limits established based on the class of assessed project management capacity and the assessed project complexity and risk. The basis for determining the capacity to manage projects is provided in the *Standard for Organizational Project Management Capacity* and the basis for determining the level of risk and complexity of a project is provided in the *Standard for Project Complexity and Risk*.



Note that the authority to proceed with projects differs from the authority to enter into contracts. Budget Management approval is required for contracts above the limits set out in Treasury/Audit policy. PWGSC is normally the contracting authority for large, complex goods and services contracts for departments, which is often the major cost of a project. This role is set out in the *Department of Public Works and Highway Act*.

The project approval limits are to be regularly reviewed and revised, at least once every three years, normally as part of the consideration of the division's investment plan as set out in the *Policy on Investment Planning - Assets and Acquired Services*. Budget Management Board Secretariat may also make recommendations affecting the limits.

Assessed Project Management Capacity	Assessed Project Complexity and Risk
Class 4	Level 4 - Transformational
	Level 3 - Evolutionary
	Level 2 - Tactical
	Level 1 - Sustaining
Class 3	Level 3 - Evolutionary
	Level 2 - Tactical
	Level 1 - Sustaining
Class 2	Level 2 - Tactical
	Level 1 - Sustaining
Class 1	Level 1 - Sustaining
Limited or no assessed capacity	\$1 M

### Appendix B - Project Brief

1. A project brief/training design provides or the FD's / SDOs approval authority with a clear understanding of the proposed initiative and is supported by a business case, project charter and project management plan. The brief provides a synopsis of these core project documents and describes the expected business outcomes, the significance of the project to achieving program and government objectives, potential options, the performance indicators to be measured and an evaluation strategy that identifies critical milestones ensuring objectives are met and amended only when necessary, and value for money is achieved. It also identifies key decision points or opportunities for review during the life-cycle of the project.
2. A project brief is required when a proposed project exceeds a department's project approval limit (Appendix A). A project brief must be presented to Budget Management Secretariat to seek BACs Board approval of a project.

3. A project brief must also be provided to Budget Management Board when a FDs / SDOs seeks amendments to project approval. FDs and SDOs must seek amendments to project approval when:
  - The total estimated cost of a project changes such that it exceeds previously approved estimates identified in the investment plan or exceeds expenditure limits approved by Budget Management Board; or
  - The scope or deliverables of the project change such that the expected outcomes of the project are impacted; or
  - The risk and complexity assessment of the project is altered so that it affects project objectives and program outcomes.
4. A project brief includes complete descriptions of the following:
  - 4.1 The relationship of the project outcomes to the sponsoring department's mandate, programs and to government-wide objectives.
  - 4.2 The level of service or capability to be developed, accessed or improved and a general description of the good or service and the program outcomes to be achieved.
  - 4.3 The significance of the project in the context of the department's investment plan.
  - 4.4 The scope, schedule, cost and other critical objectives that form the project baseline.
  - 4.5 The performance and outcome management measures, including an evaluation strategy and provision for an independent third-party evaluation when required.
  - 4.6 The business case reflecting the results of benefit-cost and options analyses and a description of each option considered. Comparison of options should be based at a minimum on a preliminary asset life-cycle cost estimate for each. To ensure the effective consideration of all suitable options, including a public-private partnership (P3), all infrastructure investments creating an asset with a lifespan of at least 20 years, and having capital costs of Php. 100 million or more, will be subjected to a P3 screen, in consultation with PPP Philippines. Should the assessment conclude that there is P3 potential, departments will be required to develop a P3 option among possible options. Any strategic direction that has been given approval-in-principle or that limits available options should be provided.
    - 4.6.1 Business cases are to be prepared according to standards or guidance issued by the Treasury Board Secretariat.

- 4.6.2 The results of the P3 screen are to be described, when applicable.
- 4.7 The segmenting of the project into gates, the proposed phased approach to managing changes and the opportunities for terminating federal involvement.
  - 4.7.1 The estimated schedule from project inception to completion of the project. At a minimum, Treasury Board approval is sought to endorse the strategic assessment and to further refine the business justification and implementation strategy in advance of implementation.
- 4.8 The proposed timing of reports to Treasury Board and future submissions, when required.
- 4.9 The governance and management approach to the overall project including:
  - Accountability for project outcomes;
  - Documented roles and responsibilities of participating departments and of the different units within the lead department;
  - The structure and committees focused on achieving the project and program objectives; and
  - The nature and extent of consultation with Treasury Board Secretariat and other central agencies.
- 4.10 The other features of the project that could affect its progress, such as privacy and environmental issues, land claims, regulatory or legislative changes and agreements with other governments, including international or domestic participants.
- 4.11 The results of the project complexity and risk assessment.
- 4.12 The communications strategy.
- 4.13 The procurement strategy, including the procurement review process and the proposed strategy for soliciting and awarding relevant contracts, when required.
- 4.14 The results of the Privacy or Preliminary Privacy Impact Assessment (PIA/PPIA) and the measures taken or to be taken to address privacy issues and risks.

Prepared by:

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CONTENTS NOTED:

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