



PROJECT AND CONTRACT MANAGEMENT APPLICATION: GUIDELINES, IMPLEMENTATION AND OUTCOMES

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ABSTRACT

This study presented the implementation of the Project and Contract Management Application (PCMA), including its guidelines, implementation, and outcomes. The system was designed to improve efficiency, transparency, and accountability in managing projects and contractual processes. The study adopted a qualitative research technique using a structured questionnaire administered to seven (7) respondents. Data gathered during the in-depth interview were interpreted and analyzed using thematic analysis. Implementation occurred in a controlled organizational setting where users were trained and guided in adopting the platform. The findings highlight the importance of clear operational guidelines and user engagement in ensuring successful system adoption. The results demonstrate that the PCMA serves as an effective tool for streamlining project and contract management processes while promoting transparency and accountability. To maximize system benefits, the study recommends strengthening capacity building and continuous training for PCMA users. Additionally, regular evaluations should be conducted to identify emerging issues and optimize system performance.

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Keywords: *Project and Contract Management Application (PCMA), DPWH Department Order*

06, Series of 2016

INTRODUCTION

Project monitoring of public infrastructure is essential in delivering the desired outcome to the public and public satisfaction. With the right project, quality, cost, and deliver right on time attributes to the overall implementation of infrastructures that will improve the life of every Filipino.

Project and Contract Management Application (PCMA) is a web-based project and contract management application developed by the Department of Public Works and Highways (DPWH) to monitor the progress of all its ongoing contracts, programs and projects. It also helps to manage data for each component of DPWH projects.

PCMA was first introduced in 2015 followed by the training of the accredited Project Engineers, Project Inspector and Monitoring Engineers in all Regional and District Office across the country on the use of the new system. It was used to replace the previous Project Monitoring System (PMS), offering improved capabilities in tracking project implementation, contract details, and overall performance of ongoing projects.

In 2016 it was implemented as the official monitoring system for 2016 projects and onwards. It is governed by the DPWH's Department Order 06 Series of 2016 (Implementation of Project and Contract Management Procedures and Application), Department Order 15 Series of 2018 (Project and Contract Management Procedures and Application Policy Update)

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and Department Order 005 Series of 2025 (Implementation of Project and Contract Management Procedures and Application). It also adheres to the new way of project identification and monitoring of physical accomplishment. The Project Engineers are in-charge of encoding the actual and schedule accomplishment which is based on the approved Project Evaluation and Review Technique and Critical Path Method (PERT/CPM). Revision of scheduled accomplishment such as Time Extension and Change/Variation including the required attachments are then submitted to the DPWH-Central Office for approval, (if applicable) to suit actual field condition. While the Monitoring Engineers are in-charge in encoding of contract authorities such as Approving Authority, Project Engineer, Materials Engineer, Project Inspector and pay items that are included in the approved contract.

Following the President's State of the Nation Address in July 2025, public indignation reached a breaking point as a massive corruption scandal involving flood control funds came to light. Allegations suggest that billions of pesos were embezzled via fictitious projects, inferior infrastructure, and manipulated bidding processes. Despite the administration's public commitment to transparency, the reality of genuine accountability remains frustratingly elusive for the Filipino people.

PCMA was mentioned during the Blue-Ribbon Committee hearing in the Senate. Several high-ranking DPWH Officials were present during the session. The system was scrutinized on the use of the application as to the accuracy of the data submitted in the system versus the actual location and implementation of the projects.

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MATERIALS AND METHODS

Research Design

This study employed a qualitative descriptive research design to gather and analyze data. This design is appropriate in the study because it aims to obtain a clear and comprehensive understanding of the experiences, perceptions, and responses of participants in the usage of PCMA.

A researcher-developed interview guide, along with questionnaires, was used as the primary tool for collecting consistent and detailed data. This approach enabled the gathering of rich narratives that helped identify users' experiences, challenges, and perceptions of the system's effectiveness.

Participants of the Study

The participants of this study consisted of accredited field engineers from the DPWH – Iloilo City District Engineering Office.

Specifically, these include project engineers, project inspector, and a monitoring engineer who are directly involved in the planning, supervision, and evaluation of infrastructure projects.

Their professional roles and firsthand experience in project implementation make them highly qualified to provide reliable and relevant data for the study.

A non-probability sampling technique, particularly purposive sampling, was employed in selecting the respondents. This method was chosen to deliberately identify individuals who possess the necessary technical expertise, practical experience, and familiarity with the

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processes being examined in the study. By using purposive sampling, the researcher ensured that only those who could meaningfully contribute to the research objectives were included.

The study involved a total of seven (7) participants. This group was composed of selected project engineers, project inspector, and monitoring engineer from the DPWH – Iloilo City District Engineering Office.

Despite the relatively small sample size, the respondents were deemed sufficient due to their specialized knowledge and direct involvement in the subject matter, allowing for in-depth insights and informed perspectives relevant to the study.

Research Instrument

The researcher used a structured interview guide to gather the data. To triangulate the data, the researcher conducted a key informant interview of three (3) DPWH officials who were administratively connected with PCMA.

The questionnaire has three (3) parts. The first part contains personal information of the participant such as gender, sex, age, employment status and highest educational attainment aiming to gather essential information of the participants. This information provided contextual background necessary for understanding the perspectives of the respondents.

The second part of the questionnaire contains questions that would determine the implementing mechanism of PCMA. It included questions designed to elicit detailed descriptions of procedures, strategies, and practices employed by the agency in carrying out

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PCMA initiatives. It also encouraged the participants to provide comprehensive and detailed responses based on their actual experiences in project implementation.

The third part examined the output of PCMA guidelines and policies. It aimed to capture the participants' perceptions and experiences regarding the outcome in terms of efficiency, cost effectiveness, timely completion and accountability.

The researcher also adhered to the interview protocol for key informants and followed ethical guidelines in conducting the interviews. These key informants were selected based on their direct involvement, administrative responsibility, and substantial knowledge of the PCMA and its implementation processes. These involved questions related to the implementation of PCMA to assess the usage and effectiveness.

Validity of the Research Instrument

To ensure valid results of the study, the researcher conducted a content validation of the questionnaire by submitting a draft to the research adviser for feedback. The adviser reviewed the instrument and provided comments, suggestions, and corrections. This step helped improve the clarity, structure, and alignment of the questions with the objectives of the study. It also ensured that the initial version of the questionnaire was methodologically sound before being evaluated further. The draft of the questionnaire was thereafter referred to a jury of three (3) experts who went through the questionnaire carefully to ascertain the appropriateness and adequacy of the instrument. The approval of the questionnaire by the experts established the questionnaires content validity. The eight-point criteria for content

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validation are reflected in (see Appendix D). The comments and recommendations of the experts were duly considered and integrated into the final version of the questionnaire.

Data Gathering Procedures

The researcher personally administered the questionnaires to the participants. This method was employed to ensure proper distribution of the research instrument and to facilitate immediate clarification of any concerns that the respondents might have regarding the items in the questionnaire. The researcher personally approached the identified participants and explained the purpose and significance of the study prior to the administration of the instrument.

During the distribution process, the researcher conducted interviews and emphasized that participation in the study was entirely voluntary. The participants' anonymity was also stressed to encourage honest and truthful responses during both the interviews and questionnaire completion. The researcher further clarified that all data gathered from the interviews and questionnaires would be used solely for academic and research purposes, and no information would be disclosed in any way that could compromise the identity of the participants. The retrieval of the questionnaire was done after a considerable period of time to allow participants sufficient time to respond thoughtfully.

To triangulate the data, the researcher conducted a key informant interview of three (3) DPWH-Iloilo City District Engineering Office officials who are administratively connected with PCMA to ensure that the research findings are more accurate, well-supported, and comprehensive through triangulation of data sources.

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Based on the data and results gathered, the researcher drew conclusions and made recommendations for the study.

Data Analyses

The data collected in the study were analyzed using a qualitative approach, specifically through thematic analysis, which is a method used for identifying, analyzing, and reporting patterns or themes within qualitative data. This approach was deemed appropriate as it allows for a detailed interpretation of participants' experiences, perspectives, and responses gathered from multiple data sources.

The analysis was guided by the six-phase framework of Braun and Clarke (2006), which provides a systematic process for conducting thematic analysis. The first phase involved familiarization with the data, wherein the researcher thoroughly reviewed and repeatedly read the responses obtained from the accomplished questionnaires, structured interviews, and key informant interview transcripts. This step enabled the researcher to gain a deep understanding of the content and identify initial ideas relevant to the research objectives.

The second phase involved generating initial codes, where relevant segments of the data were systematically identified and labeled. Coding was conducted manually to ensure careful attention to detail and a closer engagement with the data. To strengthen the rigor of the analysis, the initial codes were subsequently cross-checked by a second coder, thereby enhancing intercoder reliability and ensuring consistency in the coding process.

In the third and fourth phases, the coded data were examined to identify patterns, which were then grouped into potential themes. These themes were reviewed and refined to

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ensure that they accurately represented the coded data and were coherent in relation to the research questions.

The fifth phase involved defining and naming themes, where each theme was clearly described and refined to capture its essence and significance within the study.

Finally, in the sixth phase, the themes were systematically organized and presented for interpretation and discussion. Through the analysis of these qualitative narratives, the study identified the underlying factors influencing the use of PCMA in terms of efficiency, cost-effectiveness, timely completion, and accountability.

RESULTS AND DISCUSSIONS

This research was conducted in March 2026 to assess the guidelines, implementation, and outcomes of the Project and Contract Management Application (PCMA) at the DPWH Iloilo City District Engineering Office.

Specifically, the study sought to determine the profile of the respondents, the existing project guidelines, the challenges encountered during implementation, the project outcomes, and the possible policy recommendations to improve the system.

The data were gathered through interviews and questionnaires distributed to the participants, which included five (5) Project Engineers, one (1) Project Inspector, and one (1) Monitoring Engineer who have access to and use the PCMA system. The responses were analyzed and interpreted in accordance with the study's research questions.

The findings of the study are as follows:

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In terms of the participants' profile, the study was composed of seven (7) personnel from the DPWH-Iloilo City District Engineering Office who are accredited field engineers with varying ages, genders, PCMA user access roles, and educational attainments. Their roles and access to the system vary depending on their job responsibilities.

In terms of project guidelines, the study revealed that most participants are aware of the existing guidelines governing the PCMA system. These guidelines include the legal basis, objectives, and strategies that guide the monitoring and management of infrastructure projects. The presence of clear policies helps ensure that project implementation follows standardized procedures and aligns with government regulations.

Regarding challenges in implementation, several issues were identified in the use of the PCMA system. These include technical difficulties in system navigation and limited training opportunities. These challenges affect the efficiency of some users in fully utilizing the system's capabilities.

With regard to project outcomes, the implementation of the PCMA system has contributed positively to project monitoring and contract management. The system enhances efficiency by providing faster access to project data and improving report accuracy. It also supports cost-effectiveness by reducing paperwork and administrative processes. Furthermore, it promotes the timely completion of projects and strengthens accountability among personnel involved in project implementation.

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Conclusion

In view of the findings of the study, the following conclusions were drawn:

Implementation of regular training and capacity-building programs is essential to enhance the knowledge and technical skills of personnel in effectively utilizing the PCMA system.

The guidelines governing the implementation of the PCMA system provide a clear framework that supports proper project monitoring and documentation. The PCMA system improves efficiency and transparency, several implementation challenges still exist, particularly in terms of technical knowledge, training, and system accessibility.

The PCMA system significantly contributes to improved efficiency, cost-effectiveness, timely project completion, and accountability in infrastructure project management.

Continuous improvement in policies, training, and system support is necessary to further strengthen the implementation and effectiveness of the PCMA system.

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