

Project Implementation of Metro Kalibo Water District: Enhancing the Performance and Commitment Review

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ABSTRACT

The purpose of this study was to evaluate the Metro Kalibo Water District's (MKWD) project implementation procedures in order to develop a performance and commitment review that would improve operational efficiency. It sought to ascertain the degree of issues in the domains of quality assurance, documentation and reporting, and monitoring and control in relation to the efficacy of current procedures. A descriptive-quantitative research design was employed in this study. Respondents included forty technical, administrative personnel and contractor who worked on the project. Three months were spent gathering data, and then another three months were spent analyzing and drafting the report. The study examined employee characteristics according to their level of education, position, and duration of service, as well as how they perceived the difficulties and success of project implementation. The results showed that organized monitoring methods, resource allocation, and personnel competency all have a major impact on how well a project is implemented. The most frequent areas of difficulty were found in the documentation and quality assurance processes. Confirming the interdependence of these components in attaining performance outcomes, the data also showed a statistically significant association between the effectiveness of practices and the severity of issues faced. The study covers the year 2025 and was carried out at the Metro Kalibo Water District, which is situated at Jaime Cardinal Sin Avenue, Barangay Andagao, Municipality of Kalibo, Province of Aklan. The findings offer important information for policymaking, and the long-term viability of water infrastructure projects in Metro Kalibo Water District.

Keywords: Documentation, Monitoring, Project Implementation, Performance Review, Quality Assurance

Introduction

Smith and Johnson (2020) state that water districts play an important role in guaranteeing the long term and effective provision of water to communities. With increased demands on water supplies caused by urbanization, climate change, and population growth, these districts ability to properly implement infrastructure projects is more important than ever. Department of Public Works and Highways (DPWH, 2020) emphasize water districts must follow a number of engineering and regulatory criteria when building new water treatment plants, upgrading distribution networks, or adopting water conservation efforts. However, despite ongoing attempts to improve water service delivery, many water districts continue to face substantial problems in project implementation and completion. Alcantara (2021)

highlights these obstacles, include concerns with monitoring and control, quality assurance techniques, and insufficient documentation and reporting.

Gonzales and Reyes (2020) study's main goal are to assess the water district's current project implementation procedures and find any gaps or inefficiencies that prevent the best possible delivery of water infrastructure projects. Projects managers, contractors, engineers, regulatory bodies, and the community are just a few of the many stakeholders who must coordinate for a project to be implemented effectively. Pineda (2019) argues that poor implementation techniques can lead to missed deadlines, increased expenses and a failure to

fulfill project requirements or quality standards. However, well implemented projects can greatly improve the water delivery system, increasing the amount and quality of water the customers receive while lowering long- term operating costs. As noted by Chan et al (2020) as a result in understanding and improving project implementation techniques is critical to ensuring that water districts can fulfill the expanding needs of water infrastructure and delivery systems in the face of changing difficulties.

Perez and Bautista (2021) also highlight that in their study that to assess the effectiveness of water district project management practices, with a focus on monitoring and control processes, quality assurance protocols, and documentation and reporting systems. Monitoring and control are critical components of successful project management because they allow for the early detection of problems and prompt corrective actions. Effective communication, both internal and external, ensures that all parties involved are kept informed, lowering the possibility of misunderstandings that could lead to project delays or disagreements. Furthermore, Marquez (2020) suggests effective risk management methods are required to anticipate and mitigate potential difficulties such as cost overruns, delays, and environmental threats. Ensuring high-quality standards throughout the project lifetime, combined with comprehensive and methodical documentation, not only helps to maintain regulatory compliance but also serves as clear record for future reference and responsibility.

Tolentino (2022) highlight despite the widely acknowledged relevance of project management in the water sector, many water districts continue to suffer with inefficiencies in their implementation processes. These inefficiencies frequently result in sub-optimal performance in water service delivery, with obvious consequences for the community, such as water shortages, contamination hazards, and service disruptions. This study aims to provide water districts with valuable insights into project implementation by identifying key problem areas. These insights could help streamline operations, reduce operational risks, and ensure that water infrastructure projects are completed on time, within budget, and in compliance with required standards. This study also aims to discover best practices that can be used to improve project outcomes in the water sector, thereby contributing to the long-term viability of water distribution networks.

The National Economic and Development Authority (NEDA, 2019) emphasize that another important component of this research is its ability to influence policy formulation. Water districts frequently operate in a complex regulatory and organizational framework, which might impede successful project implementation. By evaluating the underlying practices and issues, this research will provide a foundation for identifying policies and solutions to improve overall project management, ultimately improving water infrastructure service delivery.

Caballero et al. (2021) argue that as water districts face increasing demands from growing populations and changing environmental circumstances, it is critical that they implement best project management techniques to ensure the long-term viability of water systems. This study takes a step forward tackling the challenges of project implementation in the water sector and contributes to the overall improvement of

water service delivery. Addressing inefficiencies in project implementation will not only improve service quality but also reduce operational costs, allowing water districts to allocate resources to other essential projects. Addressing project implementation inefficiencies will not only enhance service quality but also save operational costs.

Methodology

Research Design

This study used a descriptive-correlational research approach to examine the Metro Kalibo Water District's existing project implementation procedures and investigate the relationships between their effectiveness and the problems encountered. The study will identify opportunities for improvement by assessing how monitoring and control, communication, risk management, quality assurance, and documentation methods affect project success.

Descriptive research, according to Good and Scates (2020), is a kind of study that aims to provide answers to the following questions: who, what, when, where, and how. By concentrating on individual components or causes, it investigates a given circumstance or scenario. When describing traits of people, groups, or circumstances, such as identifying offenders, victims, or environmental factors, this research methodology is employed. Without going into the causes, timing, or conditions of such qualities, descriptive research aims to give a clear grasp of the "what" of the population or phenomenon under study. This quantitative research technique, which is frequently employed in market research to obtain and characterize demographic data, gathers quantifiable data for statistical analysis. To evaluate the efficacy of the MKWD project, this study will employ descriptive research.

Research Setting

The research was carried out at the Metro Kalibo Water District (MKWD), which will be the center of the study on project execution techniques in water infrastructure, MKWD is a government run water utility that is in charge of planning, building, maintaining, and distributing water resources in Kalibo, New Washington, Banga, Balete, and Batan, Aklan. This water district is crucial to preserving the region's water supply sustainability and reliability, particularly in the face of urbanization, population increase, and ultimate variability.

MKWD has expanded dramatically since its founding as the Kalibo Water District in 1976, when it served just 380 residential connections. As of December 2024, the district had 37,000 active service connections. The increasing demand for water services as a result of urbanization and population growth within its service areas in five municipalities in Aklan is reflected in this expansion. MKWD faces difficulties with infrastructure development, water availability, and ensuring a steady supply of clean water, just like many other water districts in the Philippines. The duties and makeup of the Board of Directors, which oversees the district, are established by law. The study will concentrate on evaluating MKWD's project execution procedures in order to pinpoint areas in need of development and offer suggestions that will boost the district's overall effectiveness and dedication to providing communities with dependable water services. The study intends to provide insights into how MKWD may enhance its operating procedures, resource management, and stakeholder involvement by identifying the gaps and difficulties the district confronts. Figure 3 shows the setting of the study and gives an overview of the context.

Population and Sample of the Study

Forty people from Metro Kalibo Water District, who play important roles in project implementation, has participated in the study. These consist of contractors, engineers, field supervisors, project managers, and technical staff. All forty internal staff members - ten engineers, ten field supervisors, five project managers, and five technical staff - will be chosen by complete enumeration in order to guarantee inclusive and wide representation. However, convenience sampling will be used to choose the ten contractors, who will be selected based on their availability and prior experience working on MKWD projects. Table 1 below presents the Population and Sample of the Study.

Table 1. Population and Sample of the Study

Respondents	Population	Sample
Project Managers	5	5
Engineers	10	10
Field Supervisors	10	10
Technical Staff	5	5
Contractors	10	10
T o t a l	40	40

Tool in Data Gathering

This study has utilized a questionnaire checklist which is self-formulated with the guidance of the Department Manager of Engineering and Operation Department of Metro Kalibo Water District on February 6, 2025, using industry references and best practices in project management. Using industry-standard references and best practices in project management, such as the Project Management Institute's (PMI) guidelines, ISO 21500 (Guidance on Project Management), and pertinent material on the implementation of water utility projects, the instrument was created. The instrument for gathering quantitative data is divided into three parts:

Part I, the initial segment, sought to gather basic demographic data about the respondents, with a particular emphasis on their roles within the Metro Kalibo Water District (MKWD). Project Manager, Engineer (Design/Construction), Field Supervisor, Technical Staff, or Contractor were among the alternatives available to respondents when asked to specify their precise position within the company.

Part II of the instrument was composed of a 15-item checklist under three variables, such as, monitoring and control, quality assurance and documentation and reporting, which are all designed to draw information on the degree of effectiveness of the project implementation practices of Metro Kalibo Water District.

Part III of the instrument was composed of a 15-item checklist under three variables, such as, monitoring and control, quality assurance and documentation and reporting, which are all designed to draw information on the extent of the problems encountered in the implementation of the project practices in Metro Kalibo Water District.

Validity and Reliability

Three experts in project management and water utilities evaluated the content to ensure its legitimacy. In order to guarantee clarity, relevance, and connection with the goals of the study, revisions were made in responses to their input.

Alignment with recognized project management frameworks guaranteed construct validity (PMI, 2017). Forty respondents from comparable water district participated in a pilot testing yielded the following outcomes:

- Monitoring and Control: $\alpha = .86$
- Assurance of Quality: $\alpha = .88$
- Documentation and Reporting: $\alpha = .87$
- Overall Instrument Reliability: $\alpha = .87$

High internal consistency is indicated by these numbers.

Data Analysis Procedures

To start gathering data, the researcher issued a formal letter of request to Metro Kalibo Water District's (MKWD) General Manager, to request permission to carry out the study. After approval Department Manager of Engineering and Operations Department was consulted to ensure that survey questionnaires are distributed smoothly. Participants received a brief orientation that highlight the voluntary nature of their participation, explain the goal of the study, and reassure them that their answers would be kept private. Depending on the option of the respondents, the questionnaires, which are intended to collect information on project implementation techniques, encountered challenges, and their impact on performance and commitment, will be sent either electronically or in physical form.

The researcher respected ethical research norms during the data collection procedure, guaranteeing the confidentiality and anonymity of all supplied information. The respondents were given enough time for to complete the survey, and any questions were politely answered. The results were provided in a manner that protects the confidentiality and integrity of each participant, and all collected data will only be utilized for scholarly and research reasons.

Scoring Procedures

The following was the scoring process used in the statistical computation, analysis, description, and interpretation of data using Likert's Scale and the frequency and percentage distribution: These techniques assisted in quantifying respondent perceptions and evaluating the overall efficacy and difficulties in project implementation.

In Part I of the instrument, the demographic profile of respondents in the Metro Kalibo Water District was determined by the use of frequency and percentage distribution.

In Part II of the instrument, the degree of effectiveness of the practices in project implementation in Metro Kalibo Water District was assesses using the Likert scale are listed below. With the help of this scale, respondents were able to indicate how much they agreed with different implementation strategies.

Ranges	Scale	Verbal Description
4.21 - 5.00	5	Very Effective (VE)
3.41 - 4.20	4	Effective (E)
2.61 - 3.40	3	Moderately Effective (ME)
1.81 - 2.60	2	Less Effective (LE)
1.00 - 1.80	1	Not Effective (NE)

In Part III of the instrument, the extent of the problems encountered in the implementation of the Likert scale listed below to gauge the severity of the implementation issues. Participants were allowed to rate the severity of issues in various project implementation domains using this scale.

Ranges	Scale	Verbal Description
4.21 - 5.00	5	Very High Extent (VHE)
3.41 - 4.20	4	High Extent (HE)
2.61 - 3.40	3	Moderately High (MH)
1.81 - 2.60	2	Low Extent (LE)
1.00 - 1.80	1	Very Low Extent (VLE)

Statistical Treatment of Data

Using the work of Dela Cruz (2024) as a reference, the demographic profile of employees and contractor in Metro Kalibo Water District was studied from responses derived in Part I of the instrument. The frequency and percentage distribution were computed with the use of Microsoft Excel.

Using the work of Roba and Odollo (2020) as a reference, the Level of effectiveness of project implementation practices of Metro Kalibo Water District to address the effectiveness of project implementation practices in the Metro Kalibo Water District were both studied from responses derived in Part II and Part III of the instrument. The respective grand weighted means of the different variables were computed with the use of Microsoft Excel.

In testing the hypotheses, “there is no significant relationship between the degree of the effectiveness and extent of the problems encountered in the implementation of the project practices in Metro Kalibo Water District basis for enhancing the performance and commitment review”, the statistical analysis was conducted using Pearson correlation through SPSS v. 1.0.0.1406, Series of 2017. The level of significance was established at 0.05 level.

Ethical Considerations

To protect the rights, dignity, and welfare of every participant, this study was conducted in strict accordance with accepted ethical standards. The Metro Kalibo Water District's (MKWD) management gave their official clearance before any data was collected. The organization's support for the study and dedication to moral and responsible involvement were reaffirmed by this endorsement.

Clear and thorough information regarding the goal, parameters, and methods of the study was given to each participant. Each responder gave their informed consent before to their participation. They received assurances that participation was completely voluntary and that they could leave the study at any time without incurring any fees or consequences.

Strict procedures were put in place to guarantee secrecy and anonymity in order to preserve participants' privacy. No identifying information was gathered or disclosed. All of the responses were coded, safely saved, and only aggregated data was evaluated and shown, making it impossible to track down specific responses. This method reduced the possibility of a privacy violation and guaranteed the protection of sensitive or personal data.

The study also stressed academic integrity, openness, and honesty throughout the whole research procedure. The research did not include any procedures that could cause discomfort or harm, and participants were not coerced in any way.

Results and Discussion

1. Demographic Profile of Employees in Metro Kalibo Water District

1.1. Educational Attainment

Table 2 below presents the demographic profile of employees in Metro Kalibo Water District as to educational attainment.

Table 2. Demographic Profile of Employees in Metro Kalibo Water District as to Educational Attainment

Education	Frequency	Percentage
College Graduate	35	87.50%
Post Graduate (Master’s, Doctorate)	5	12.50
T o t a l	40	100

Table 2 shows that out of the 40 respondents, 35 of the respondents who participated in the survey, or 87.50 percent of the total are college graduates. Five employees or 12.50 percent of the total, have advanced in their education and earned a master's degree.

According to Dessler (2020), the technical domains, educational attainment is a critical component of organizational performance. Since most Metro Kalibo Water District staff members have college degrees, they possess the knowledge and abilities needed for their positions. Effective planning and day-to-day operations are supported by the particular experience that a smaller team with advanced degrees brings.

1.2. Job Position

Table 3 below presents the demographic profile of employees in Metro Kalibo Water District as to Job Position.

Table 3. Demographic Profile of Employees in Metro Kalibo Water District as to Job Position

Education	Frequency	Percentage
Project Manager	5	12.50
Engineer	10	25.00
Field Supervisor	10	25.00
Technical Staff	5	12.50
Contractor	10	25.00
T o t a l	40	100.00

Table 3 presents the job position of the employees and contractor of the respondents. The largest groups are engineers, field supervisors, and contractors, each of whom accounts for 25% of the sample. Twelve percent of the respondents are technical workers and project managers. Planning, implementation, and field operations are just a few of the project execution phases where this mix shows a balanced representation of internal and external stakeholders.

According to Robbins and Judge (2019), a variety of job roles offer a thorough understanding of organizational functions. The combination of engineers, contractors, technical personnel, project managers, and field supervisors at Metro Kalibo Water District guarantees that both operational and strategic viewpoints are represented. Field workers offer practical views, and technical experts and project

managers help with planning. The outside viewpoint provided by contractors facilitates efficient coordination. Because it covers important facets of project implementation, this diversity enhances the study.

1.3. Length of Service

Table 4 below presents the demographic profile of employees in Metro Kalibo Water District as to Length of Service.

Table 4. Demographic Profile of Employees in Metro Kalibo Water District as to Length of Service

Length of Service	Frequency	Percentage
5 years and below	13	32.50
6-10 years	26	65.00
21 and above	1	2.50
T o t a l	40	100.00

Table 4 present the length of service of the respondents to Metro Kalibo Water District. The majority of respondents, with 26 out of 40, or 65% have worked for the company for six to ten years, indicating a solid base of mid-career professionals with substantial organizational experience. There were 13 or 32.5% workers who have been with the company for five years or less come next, suggesting a relatively new set of employees who could contribute creative ideas and technological flexibility. Just 1 person or 2.5% has worked for the company for more than 21 years.

Robbins and Judge (2019) and Dessler (2020) have observed that a wide range of staff tenure fosters innovation and stability in a company. The Metro Kalibo Water District employs a solid group of mid-career workers who provide reliable performance and process familiarity. While some long-serving staff members contribute to the preservation of institutional knowledge, younger personnel offer new perspectives and flexibility. This combination fosters innovation and continuity in the company. Additionally, it fosters intergenerational cooperation by facilitating information sharing and reciprocal learning.

2. Level of Effectiveness of Project Implementation Practices of Metro Kalibo Water District

2.1. Monitoring and Control

Table 5 below presents the degree of effectiveness of the practices in project implementation in Metro Kalibo Water District in terms of monitoring and control

Table 5. Level of Effectiveness of Project Implementation Practices of Metro Kalibo Water District in Terms of Monitoring and Control

Indicators	PE		E		FS		TS		C	
	WM	VD	WM	V D	WM	VD	WM	V D	WM	VD
1. There is a clear and effective system in place for monitoring project progress at MKWD.	4.60	VE	4.50	VE	4.50	VE	5.00	VE	4.20	E
2. The project team regularly reviews and	4.60	VE	4.50	VE	4.60	VE	4.80	VE	4.30	VE

adjusts project timelines to stay on track.										
3.Resources (budget, personnel, equipment) are effectively allocated for monitoring and controlling projects	4.60	VE	4.50	VE	4.60	VE	4.80	VE	4.40	VE
4.Project risks are regularly assessed and mitigated in a timely	4.60	VE	4.40	VE	4.30	VE	4.80	VE	3.80	E
5.There is a clear process for adjusting budgets and resources based on progress and challenges.	5.00	VE	4.20	VE	4.10	VE	4.80	VE	4.10	E
GWM & OVD	4.68	VE	4.42	VE	4.42		4.84	VE	4.16	E

Legend:

- | | |
|----------------------------------|---------------------------|
| WM - Weighted Mean | VE - Very Effective |
| VD - Verbal Description | E - Effective |
| OW - Overall Weight | ME - Moderately Effective |
| GWM - Grand Weighted Mean | LE - Less Effective |
| OVD - Overall Verbal Description | NE - Not Effective |

Table 5 displays how well Metro Kalibo Water District project implementation procedures are monitored and controlled, as judged by various employee groups. The procedures received the highest rating of 4.84 (Very Effective) from technical staff, 4.68 (Very Effective) from project managers, 4.42 (Very Effective) from engineers, and 4.42 (Very Effective) from field supervisors. The weighted mean of 4.16, which is in the Effective category, indicates that contractors gave the practices a somewhat lower rating. An overall Very Effective assessment for the organization's monitoring and control procedures is indicated by the Grand Weighted Mean of 4.50 for all groups.

Kerzner (2017) and Pinto (2019), to guarantee that deadlines, budgets, and quality requirements are met, contend that efficient monitoring and control are critical components of project management. For monitoring project progress, allocating resources effectively, and swiftly eliminating risks, Metro Kalibo Water District has a robust system. Internal staff evaluations show how confident they are in the usefulness of these systems. In the meantime, the somewhat lower evaluations of contractors indicate that there is potential for better collaboration and communication with outside partners, which could further improve organizational performance and project success. It is essential to improve these external ties in order to decrease miscommunications and promote collaboration. Bridges between internal and external teams can be facilitated by ongoing feedback systems and frequent stakeholder involvement. These enhancements will ultimately lead to more sustainable results and more seamless project delivery. Collaborating and taking responsibility is encouraged when open communication and common objectives are prioritized. When unforeseen obstacles occur, these actions also encourage adaptive problem-solving.

2.2. Quality Assurance

Table 6 below presents degree of effectiveness of the practices in project implementation in Metro Kalibo Water District in terms of quality assurance.

Table 6. Degree of Effectiveness of the Practices in Project Implementation in Metro Kalibo Water District in terms of Quality Assurance

Indicators	PM		E		FS		TS		C	
	WM	VD	WM	VD	W M	V D	WM	VD	WM	VD
1.MKWD ensures that project deliverables consistently meet established quality standards.	4.80	VE	4.60	VE	4.40	VE	4.80	VE	4.10	E
2.Clear procedures are followed to ensure quality assurance during project implementation.	4.80	VE	4.60	VE	4.30	VE	4.80	VE	4.00	E
3.Regular inspections are conducted to monitor and assure quality throughout the project.	5.00	VE	4.70	VE	4.70	VE	4.80	VE	4.40	VE
4.Feedback from stakeholders is incorporated into quality assurance processes to improve execution.	4.80	VE	4.60	VE	4.40	VE	4.80	VE	4.50	VE
5.Non-conformance issues are addressed and corrected immediately during pr implementation.	5.00	VE	4.70	VE	4.50	VE	5.00	VE	4.30	VE
GWM & OVD	4.88	VE	4.64	VE	4.46	VE	4.84	VE	4.26	VE

Legend:

- WM - Weighted Mean
- VD - Verbal Description
- OW - Overall Weight
- GWM - Grand Weighted Mean
- OVD - Overall Verbal Description
- VE - Very Effective
- E - Effective
- ME - Moderately Effective
- LE - Less Effective
- NE - Not Effective

Table 6 shows how successful Metro Kalibo Water District's (MKWD) In terms of quality assurance in project implementation procedures. The practices received the highest rating from project managers, who gave them a weighted mean of 4.88 (Very Effective). A weighted mean of 4.64 (Very Effective) was provided by engineers, 4.46 (Very Effective) by field supervisors, and 4.84 (Very Effective) by technical workers. A weighted mean of 4.26, which is in the Very Effective category, indicates that contractors also gave the quality assurance procedures high ratings. The Grand Weighted Mean for all groups combined is 4.62, indicating broad agreement with the efficacy of the organization's quality assurance procedures. Kerzner (2017) and PMI (2021) have emphasized that successful project delivery depends on effective quality assurance. The information shows that Metro Kalibo Water District upholds strong quality standards during project execution, backed by transparent protocols, frequent inspections, and prompt

resolution of non-conformance problems. Both internal and external stakeholders' positive assessments show a dedication to sustaining high-quality results and integrating stakeholder input into continuous enhancements. Reliability and trust are fostered by such methods, which are critical to the long-term success and reputation of initiatives. Quality issues are rapidly resolved when project teams and stakeholders are encouraged to communicate openly.

2.3. Documentation and Reporting

Table 7 below presents the degree of effectiveness of the practices in project implementation in Metro Kalibo Water District in terms of documentation and reporting.

Table 7. Degree of Effectiveness of the Practices in Project Implementation in Metro Kalibo Water District in terms of Documentation and Reporting

Indicators	PM		E		FS		TS		C	
	WM	VD	WM	VD	WM	VD	WM	VD	WM	VD
1. Project documentation is consistently maintained and easily accessible.	4.80	VE	4.60	VE	4.60	VE	4.40	VE	4.40	VE
2. All changes to the project scope or design are well-documented and reviewed.	4.60	VE	4.50	VE	4.60	VE	4.20	E	4.60	VE
3. Timely and accurate reports are generated on the status of ongoing projects	4.40	VE	4.40	VE	4.70	VE	4.80	VE	4.20	E
4. Proper documentation is available for future reference and audits.	5.00	VE	4.70	VE	4.70	VE	4.00	E	4.10	E
5. The project team ensures that all changes in scope, budget, or timeline are properly documented	4.20	VE	4.80	VE	4.60	VE	3.80	E	3.90	E
GWM & OVD	4.60	VE	4.60	VE	4.64	VE	4.24	VE	4.24	VE

Legend:

WM -	Weighted Mean	VE -	Very Effective
VD -	Verbal Description	E -	Effective
OW -	Overall Weight	ME -	Moderately Effective
GWM -	Grand Weighted Mean	LE -	Less Effective
OVD -	Overall Verbal Description	NE -	Not Effective

Table 7 shows the level of effectiveness of Metro Kalibo Water District's project execution procedures with regard to reporting and documentation. Field supervisors gave the practices a somewhat higher rating of 4.64 (Very Effective), Engineers received a rating of 4.60 (Very Effective), which was the same as that of project managers, who had the highest weighted mean. compared to 4.24 (Very Effective) for both

technical personnel and contractors. The replies show a consistent assessment of practices as Very Effective across all parameters, including accessible documentation, change tracking, timely reporting, audit preparation, and scope adjustment. The Grand Weighted Mean for each group supports this conclusion, demonstrating a robust, systematic approach to reporting and recordkeeping throughout the company.

Project Management Institute (2021) and Kerzner (2017), accurate reporting and documentation are crucial for accountability, openness, and well-informed decision-making in project management. These tasks seem to be carried out successfully at Metro Kalibo Water District, guaranteeing accurate and timely reporting, appropriately documented modifications, and well-maintained records. These methods promote regulatory compliance, make project audits run more smoothly, and offer useful references for future planning. Furthermore, good documentation lowers the risks associated with knowledge gaps, promotes learning, and strengthens institutional memory. It also increases the legitimacy of project outcomes and builds stakeholder trust when used regularly. In the end, good documentation supports project longevity and long-term organizational resilience in addition to operational efficiency. It assists project teams in creating a culture of accountability, reliability, and professionalism in the way that projects are carried out.

3. The Extent of the Problems Encountered in the Implementation of the Projects Practices in Metro Kalibo Water District

3.1. Monitoring and Control

Table 8 below presents the extent of the problems encountered in the implementation of the projects in MKWD in terms of monitoring and control.

Table 8. Extent of the Problems Encountered in the Implementation of the Projects Practices in MKWD in terms of Monitoring and Control

Indicators	PM		E		FS		TS		C	
	WM	VD	WM	VD	WM	VD	WM	VD	WM	VD
1. Delays in project completion due to insufficient resources.	1.60	VLE	1.70	VLE	1.80	VLE	1.40	VLE	1.50	VLE
2. Communication breakdowns between project stakeholders leading to delays.	2.00	LE	2.00	LE	2.10	LE	1.40	VLE	1.40	VLE
3. Difficulty in adjusting project timelines and budgets due to unforeseen circumstances.	2.20	LE	2.00	LE	2.00	LE	1.20	VLE	1.40	VLE
4. Lack of proper risk identification and mitigation strategies during the project execution phase.	2.60	LE	1.90	LE	1.90	LE	1.20	VLE	1.40	VLE

5. Inadequate monitoring of project progress, resulting in failure to address issues timely.	1.60	VLE	1.60	LE	1.60	VLE	1.20	VLE	1.60	VLE
GWM & OVD	2.00	LE	1.84	LE	1.88	LE	1.28	VLE	1.46	VLE

Legend:

WM - Weighted Mean	VHE - Very High Extent
VD - Verbal Description	HE - High Extent
OW - Overall Weight	ME - Moderately High
GWM - Grand Weighted Mean	LE - Low Extent
OVD - Overall Verbal Description	VLE - Very Low Extent

Table 8 shows the scope of the monitoring and control issues that Metro Kalibo Water District (MKWD) has faced throughout project implementation. All respondent groups gave the majority of indicators a Very Low Extent (VLE) or Low Extent (LE) rating. According to weighted averages ranging from 1.40 to 1.80, for example, "Delays in project completion due to insufficient resources" received a Very Low Extent rating from every category. Project managers, engineers, and field supervisors gave "Communication breakdowns" an LE rating (2.00–2.10), whilst technical personnel and contractors gave it a VLE rating (1.40). While management-level respondents evaluated the difficulty of changing budgets and schedules as a Low Extent issue, technical staff and contractors gave it a VLE rating. Risk identification and mitigation received the greatest score (2.60, LE) from project managers, while other groups gave this problem a lower rating. Daily tracking is apparently well-managed, as evidenced by the indication "Inadequate monitoring of project progress" being repeatedly scored Very Low Extent, especially by technical personnel (1.20) and contractors (1.46). Technical Staff (1.28) and Contractors (1.42) gave VLE scores, whereas Project Managers (2.00), Engineers (1.84), and Field Supervisors (1.88) gave the issues an overall Low Extent rating.

Burke (2015) highlighted that efficient monitoring systems contribute to better control and fewer errors. Given how few problems have been recorded, MKWD appears to have dependable monitoring procedures in place, particularly at the operating level. Management's somewhat greater concerns are a reflection of their expanded supervision duties. Project monitoring can be strengthened and consistent performance can be ensured by improving cooperation and communication among responsibilities.

3.2. Quality Assurance

Table 9 below presents the extent of the problems encountered in the implementation of the projects in MKWD in terms of quality assurance.

Table 9. Extent of the Problems Encountered in the Implementation of the Projects in MKWD in terms of Quality Assurance.

Indicators	PM		E		FS		TS		C	
	WM	VD	WM	VD	WM	VD	WM	VD	WM	VD
1. Failure to follow quality standards during project execution, leading to poor deliverables.	1.80	VLE	1.70	VLE	1.80	VLE	1.00	VLE	1.50	VLE

2.Inconsistent quality assurance checks or inspections during project implementation.	1.60	VLE	1.60	VLE	1.70	VLE	1.00	VLE	1.50	VLE
3.Lack of communication between the quality assurance team and project execution teams.	1.80	VLE	2.00	LE	2.10	LE	1.20	VLE	1.60	VLE
4.Delayed or inadequate corrective actions in quality issues during project implementation.	2.40	LE	1.90	LE	2.10	LE	1.20	VLE	1.60	VLE
5.Inadequate training of staff on quality assurance processes.	3.20	MH	2.10	LE	2.20	LE	1.00	VLE	1.50	VLE
GWM & OVD	2.16	LE	1.86	LE	1.98	LE	1.08	VLE	1.54	VLE

Legend:

- | | |
|----------------------------------|------------------------|
| WM - Weighted Mean | VHE - Very High Extent |
| VD - Verbal Description | HE - High Extent |
| OW - Overall Weight | ME - Moderately High |
| GWM - Grand Weighted Mean | LE - Low Extent |
| OVD - Overall Verbal Description | VLE - Very Low Extent |

Table 9, shows that there are typically few issues with quality assurance that arise during project implementation in MKWD for all respondent categories. Across all groups, indicators with weighted averages ranging from 1.00 to 1.80 were consistently classified as VLE, including inconsistent inspections and noncompliance with quality requirements. Particularly among project managers and field supervisors, issues such as delayed corrective actions and communication gaps were rated in the LE range, indicating slightly larger concerns. Project managers were most concerned about "inadequate training of staff" (Moderately High), although other roles remained VLE to LE. In comparison to project managers (2.16), technical personnel (1.08) and contractors (1.54) reported less quality-related problems overall, according to Grand Weighted Means.

Kerzner (2017) asserts that regular use of quality assurance procedures lowers errors and maintains project standards. Most responders reported few issues, suggesting that MKWD has created strong quality assurance procedures. There is room for improvement, especially in staff training and communication between quality teams and implementers, as indicated by management's slightly elevated worries. By strengthening these areas, MKWD's project delivery may become even more consistent, accountable, and effective overall. Enhancing the lines of communication for quality assurance can assist guarantee prompt remedial action and coordinate departmental efforts. Frequent workshops and training sessions can also help to reaffirm expectations and standards. Purchasing electronic tools for paperwork and inspections could make quality checks and tracking more efficient. Incorporating frontline employees into quality planning can also boost ownership and lower the likelihood of mistakes in the future.

3.3. Documentation and Reporting

Table 10 below presents the extent of the problems encountered in the implementation of the projects in

MKWD in terms of documentation and reporting.

Table 10. Extent of the Problems that Occur during the Implementation of Projects in MKWD, in terms of Documentation and Reporting

Indicators	PM		E		FS		TS		C	
	WM	V D	WM	V D	WM	V D	WM	V D	WM	V D
1.Inaccurate or incomplete documentation of project activities.	1.60	VLE	1.90	LE	2.00	LE	1.20	VLE	1.50	VLE
2.Failure to document changes in project scope, design, or timelines.	2.00	LE	1.80	VLE	1.90	LE	1.20	VLE	1.80	VLE
3.Delayed submission of reports or updates on project progress to key stakeholders.	1.40	VLE	1.60	VLE	1.60	VLE	1.40	VLE	1.50	VLE
4.Difficulty in retrieving documentation or project records when needed for review or audits.	1.80	VLE	2.00	LE	2.10	LE	1.2	VLE	1.40	VLE
5.Lack of Standardized formats or systems for project implementation.	2.80	MH	2.00	LE	3.00	MH	1.40	VLE	1.60	VLE
GWM & OVD	1.92	LE	1.86	LE	2.12	LE	1.28	VLE	1.56	VLE

Legend:

- WM - Weighted Mean
- VD - Verbal Description
- OW - Overall Weight
- GWM - Grand Weighted Mean
- OVD - Overall Verbal Description
- VHE - Very High Extent
- HE - High Extent
- ME - Moderately High
- LE - Low Extent
- VLE - Very Low Extent

Table 10 shows the scope of MKWD's documentation and reporting issues during project implementation. Indicators like delayed reporting and difficulty retrieving records were consistently rated VLE, with weighted means between 1.20 and 1.60 across most roles. Project managers rated the lack of standardized formats highest (WM = 2.80, MH), while technical staff and contractors viewed this concern as less significant (VLE). The Grand Weighted Means indicate that project managers (1.92), engineers (1.86), and field supervisors (2.12) perceive slightly more issues compared to technical staff (1.28) and contractors (1.56), who reported fewer documentation-related challenges overall.

Schwalbe (2015) Project transparency, accountability, and continuity depend on efficient documentation and reporting. The majority of issues that MKWD employees have reported are rather minor, indicating that documentation procedures are generally well-managed and do not substantially impede project development. The lack of defined formats, however, appears to be a moderate source of concern for project managers, which points to inconsistent recording and dissemination of project information. This

discrepancy may make it difficult to properly communicate with stakeholders, conduct audits, and compile reports. Furthermore, although contractors and technical employees report fewer problems, management and supervisory positions express somewhat greater concerns, which might be related to their larger duty to monitor the quality and compliance of documents. By addressing these issues through the use of standardized documentation templates, better filing and retrieval systems, and frequent training on best practices for documentation, project productivity may be increased. Digital documentation technologies can also increase accessibility, decrease errors, and expedite the spread of knowledge. Enhancing these areas will promote increased openness and facilitate efficient decision-making at every stage of the project specially in enhancing documentation and reporting procedures.

4. Significant Relationship between the Effectiveness and the extent of the Problems Encountered in the Implementation of the Project Practices in Metro Kalibo Water District

Table 11 below presents the significant relationship between the degree of the effectiveness and the extent of the problems encountered in the implementation of practices in Metro Kalibo Water District, basis for enhancing performance and commitment review.

Table 11. Significant Relationship between the Degree of Effectiveness and Extent of Encountered in Project Practices in Metro Kalibo Water District

Variable	Mean	Pearson's Coefficient	p-value	Decision
Effectiveness of Project Implementation Practices of Metro Kalibo Water District	4.65 (Very Effective)	0.78	0.012	Reject Ho
Extent of the Problems Encountered in the Implementation of the Projects Practices in Metro Kalibo Water District	1.71 (Low Extent)			

s –Significant at 0.05 level

Table 11 presents a statistically significant relationship between the effectiveness of project implementation practices and the extent of problems encountered at Metro Kalibo Water District (MKWD). While the mean number of issues is 1.71 (Low amount), the mean effectiveness score is 4.65 (Very Effective). A significant association is confirmed by the p-value of 0.012 ($p < 0.05$), which leads to the rejection of the null hypothesis and a strong positive correlation indicated by the Pearson correlation coefficient of $r = 0.78$.

Schwalbe (2015) asserts that proactive issue management is directly related to successful project execution. Minor but persistent problems with documentation and reporting continue to impact the overall performance of the project, even with usually high effectiveness ratings. This suggests that even minor

discrepancies in documentation, such misplaced or delayed reports, can have an impact on the overall results of a company.

Additional ways to increase project effectiveness include creating consistent reporting templates, enhancing communication channels, and fortifying documentation standards. Minimal inefficiencies will be decreased, transparency will be improved, and prompt decision-making will be supported by addressing these issues. According to the results, MKWD may be able to deliver projects more consistently and successfully if documentation and procedural clarity are continuously improved.

5. Office Performance and Commitment Review as an Outcome on of the Study

The results show that although MKWD's project implementation processes are largely successful, there are still issues with documentation, quality control, and monitoring. The need for more organized monitoring tools and more transparent accountability is highlighted by problems including delayed risk response, unequal resource allocation, and irregular schedule updates. Quality assurance procedures also reveal shortcomings in integrating stakeholder feedback and corrective action, indicating the necessity for frequent training, consistent procedures, and assigned quality leads. Access and transparency are impacted by documentation problems. It also suggests drafting a concept paper for a framework for evaluating office performance and commitment in order to direct enhancements shows in table 12.

Table 12. Office Performance and Commitment Evaluation Framework Implementation Plan

Project Component	Objectives	Strategies / Processes	Lead Office	Budget
1. Framework Development	Create a structured assessment system	- Make a Evaluation Format - - Create an indicator matrix. - Define the Planning and Design Division's qualitative and quantitative measurements.	DM/ HR Unit	₱25,000
2. Orientation & Capacity Building	Inform employees on the expectations and implementation of the framework.	- Hold workshops and briefings - Distribute HR Unit materials and directives.	HR Unit/ EOD	₱10,000
3. Pilot Testing	Verify the effectiveness of the framework in a few departments through pilot testing.	- Get input - Adapt in light of the Monitoring & Evaluation Team's findings.	DM	₱15,000
4. Full Implementation	Make the performance reviews for every unit official	- Introduce an organization-wide - - Include regular reporting cycles - - Establish baseline	OGM	₱50,000

		measurements in the general manager's office.		
5. Monitoring & Continuous Improvement	Make sure that data is used, processes are optimized, and sustainability is maintained.	- Performance evaluations every three months -Mechanisms for feedback -Every year, the Internal Audit Unit updates its tools.	EOD	₱30,000
6. Stakeholder Engagement	Promotes openness and conformity to legal and community norms. regulatory standards.	-Provide performance summaries. - Organize town hall meetings. - Conduct Surveys of satisfaction	HR Unit/ DM	₱20,000
7. Performance-Based Recognition System	Encourage excellence and motivate staff.	-Put in place a system of awards based on evaluation findings. - Honor top-performing personnel or departments with an HR Unit award.	HR Unit Praise and Awards Committee	₱50,000
Total Estimated Budget: ₱200,000 (<i>Adjustable based on funding availability</i>)				

Conclusion

The Metro Kalibo Water District’s (MKWD) project implementation procedures were investigated in this study, with a focus on quality assurance, documentation and Reporting and Monitoring and Control. Overall, the results show that the integration of structured management systems that facilitate collaboration, accountability, and performance consistency has a significant impact on the successful completion of project.

The study supports the notion that the success of public utility depends not just on technical execution but also on the efficiency of supporting management systems like communication, documentation, and monitoring. The findings specifically show that how well these procedures are institutionalized and continuously implemented throughout project phases influences organizational performance.

From a theoretical standpoint the results offer empirical backing the Project Management Theory, especially the ideas that highlight organized planning, ongoing observation, quality assurance, and information management as essential factors in project success. This demonstrates how administrative and control system flaws can have a direct impact on project results.

Practically speaking, the report emphasizes the necessity of strengthening integrated project management system for Metro Kalibo Water District and other water utilities. Upgrading quality assurance procedures, standardizing documentation procedures, and upgrading monitoring technologies can result in better stakeholder coordination, more effective use of resources, and faster project completion.

The findings support the institutionalization of digital documentation systems, standardized project monitoring frameworks, and organized performance evaluation procedures inside government-owned and

controlled enterprises at policy level. In public infrastructure projects, these changes can boost accountability, increase transparency, and improve service delivery.

The results highlight the significant of ongoing capacity building in project management competencies, especially in monitoring systems, quality assurance procedures, and documentation standards from an educational and professional development perspective. Employees will be able to adjust to changing operational and technological demands in water utility management if these competences are strengthened. It is advised that comparable studies be carried out in other public utility companies or water districts in order to validate and compare results across various operational situations. Future research may examine other factors such stakeholder participation, company culture, leadership efficacy, and preparedness for digital change. It is also advised to conduct longitudinal studies to investigate the long-term effects of performance review systems on project sustainability and organizational effectiveness.

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