NCMF ISO 9001:2015 MANAGEMENT REVIEW REPORT

BACKGROUND

In compliance with the Government Quality Management Program directives, the National Commission on Muslim Filipinos (NCMF) has implemented activities that included ISO Orientations and other related programs starting in CY 2016:

1. ISO Awareness Seminar, December 21, 2016, at Microtel Hotel by Wyndam, UP Technohub, Quezon City
2. Quality Management Seminar, May 30, 2017, at University Hotel, UP Diliman, Quezon City.

With the recent DBM directive requiring the conduct of a Management Review on its Quality Management Systems, NCMF held said activity on December 21-23, 2017 at the Development Academy of the Philippines' (DAP) Conference Center in Tagaytay City (After-Activity Report attached). Hereunder are the findings, following the required format:

ISO 9001:2015 Standards under clause "9.3 – Management Review", item 9.3.1, states that "Top Management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness and alignment with the strategic direction of the organization." Under 9.3.2 and 9.3.3, said review requires the following inputs and outputs:

REQUIRED INPUTS

a) the status of actions from previous management review;
b) changes in external and internal issues that are relevant to the quality management system;
c) information on the performance and effectiveness of the quality management system, including trends in: 1. customer satisfaction and feedback from relevant interested parties; 2. the extent to which quality objectives have been met;

3. process performance and conformity of products and services;
4. nonconformities and corrective actions;
5. monitoring and measurement results;
6. audit results; and
7. the performance of external providers
d) the adequacy of resources;
e) the effectiveness of actions taken to address risk and opportunities; and
f) opportunities for improvement.

REQUIRED OUTPUTS

a) opportunities for improvement;
b) any need for changes to the quality management system; and
c) resource needs.
" The organization shall retain documented information as evidenced of the results of management reviews."

FINDINGS ON THE REQUIRED INPUTS

REQUIRED INPUTS	REMARKS/STATUS
a) the status of actions from previous management review;	Except for the pre-DAP management meeting held last November 24, 2017, no formal management review has been done yet.
b) changes in external and internal issues that are relevant to the quality management system;	Executive Director Tahir Lidasan, Jr. said that President Rodrigo Duterte, President of the Republic of the Philippines, is fully aware of the what is happening in the NCMF. He further said that the Commission needs to put its act together and the need to determine its strategic course or the public service it wants to exclusively provide.
c) information on the performance and effectiveness of the quality management system, including trends in:	

1. customer satisfaction and feedback from relevant interested parties;	- Except for the Bureau of External Relations which provide frontline service, there is no existing individual customer satisfaction feedback system
2. the extent to which quality objectives have been met;	- no activity done yet on meeting set quality objectives
3. process performance and conformity of products and services;	- Performance Audit done by the Planning Service
4. non-conformities and corrective actions;	- no NC/CA yet
5. monitoring and measurement results;	- none
6. audit results; and	- none
7. the performance of external providers	- no clear data yet
d) the adequacy of resources;	- P 1.284 million FY 2017 under GAAS fund
e) the effectiveness of actions taken to address risk and opportunities; and	- none
f) opportunities for improvement.	- no clear data yet

FINDINGS ON THE REQUIRED OUTPUTS

REQUIRED OUTPUTS	STATUS/REMARKS
a) opportunities for improvement;	- the After-Activity Report has it
b) any need for changes to the quality management system; and	- the After-Activity Report has it

c) resource needs.	- the Management Review presented a consensus that NCMF's Fiscal Planning must address it

KEY RESULTS GENERATED

The three-day activity generated the following significant information:

- The current version of NCMF's QMS Manual needs to be cascaded to all NCMF sectors
- The current version of NCMF's QMS Manual submitted already to the GQMP Technical Secretariat
- The current version of NCMF's QMS Manual must be reviewed for ISO 2015 compliance
- NCMF must decide on which strategic process to enroll
- NCMF must review the mandate of all units for clearer delineation of tasks, roles, functions
- NCMF must conduct competency/capacity-building and -enhancement programs
- Organizational Understanding, both as an ISO requirement and as a core-organization value/competency, must be addressed, cascaded and developed in all NCMF sectors/levels
- The Planning Service can initiate convergence of NCMF-wide Performance Evaluation.

Using aforementioned results and other data in the attached After-Activity Report, the current NCMF QMS Manual, the Philippine National Standard's ISO 9001:2015 Manual, tables below present Gap Analysis using three frameworks:

GAP ANALYSIS – FRAMEWORKS

USING THE PLAN-DO-CHECK-ACT CYCLE

ELEMENTS	REMARKS
PLAN 6.0 Planning	Described in current QMS Manual
DO 7.0 Support 8.0 Operation	Described in current QMS Manual

CHECK 9.0 Performance Evaluation	Still to be addressed
ACT 10.0 Improvement	Described in current QMS Manual
LEADERSHIP (AT THE CENTER OF PDCA) 5.0	Described in current QMS Manual

USING THE ISO:2015 PRINCIPLES

PRINCIPLES	REMARKS
CUSTOMER FOCUS	Under 5.2 in current QMS Manual
LEADERSHIP	Under 5.1 in current QMS Manual
ENGAGEMENT OF PEOPLE	Still to be addressed
PROCESS APPROACH	Under 3.2, 6.0 in current QMS Manual
IMPROVEMENT	Under 8.0 in current QMS Manual
EVIDENCED-BASED DECISION MAKING	Still to be addressed
RELATIONSHIP MANAGEMENT	Still to be addressed

COMPARING NCMF's QMS MANUAL CONTENTS WITH ISO 9001:2015 VERSION

ISO 9001:2015 CONTENTS/CLAUSES	EXISTING NCMF's QMS MANUAL/REMARKS
1. Scope	Under 3.0 in current QMS Manual
2. Normative Reference	Still to be addressed
3. Terms and Definitions	Still to be addressed
4. Context of the Organization	Under 1.0 in current QMS Manual
5. Leadership	Under 5.1 in current QMS Manual
6. Planning	Under 7.0 in current QMS Manual
7. Support	Under 6.0 in current QMS Manual
8. Operations	Under 6.0 and 7.0 in current QMS Manual
9. Performance Evaluation	Still to be addressed
10. Improvement	Under 8.0 in current QMS Manual

SUMMARY OF RESULTS

Based on the aforementioned results, these concerns must be addressed:

- Refine and align current QMS Manual with ISO 9001:2015 Standards

- Communicate/cascade QMS Program to all NCMF stakeholders to create shared ownership

- Review NCMF units' mandate for clearer delineation of tasks, roles

- Implement capacity – and competency –building courses/programs to support QMS Implementation (e.g. Problem-Solving, 5S, Competency-Modeling)

- Form and Train an Internal Quality Audit (IQA) Team

- Develop an Integrated Customer Satisfaction Feedback mechanism

- Develop a Risk-Based Quality Decision-Making System

- Select A Strategic Process and run it per ISO 9001:2015 Standards

- Perform an Audit on selected process

- Conduct subsequent Management Review to establish gaps

- Address identified gaps, if any

- Develop an Action Plan to implement the above concerns

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EXECUTIVE SUMMARY

The Management Review was held at the Development Academy of the Philippines (DAP), Tagaytay City on December 20-23, 2017. The workshop was facilitated by the Planning Service.

The Management Review tried to achieve the following objectives:
➢ Discuss internal and external issues and their potential effect on the strategic direction of the Commission.
➢ Determine the suitability of the policies and objectives.
➢ Determine the need for change and improvement.
➢ Determine and evaluate the QMS performance.

These goals fit into the Memorandum Circular No. 2017-1 requiring government agencies to submit a Quality Audit report and minutes of Management Review.

This report describes in detail the proceedings of the Management Review, including its rationale; objectives; highlights of the review; findings/ lessons learned; and recommendations. This report is intended to the top management as information guide for their decision and policy making.

The findings of the Management Review are as follows:

1. Misunderstanding among officials and personnel of the Commission is rooted in the lack of Communication Plan. This Communication Plan will address the gaps in communication which hinders, most if not, all the projects and program implementation of the different bureaus and services. Furthermore, importance of cascading should be intensified to whatever methodology or mechanism needed.
2. The Quality Management System (QMS) Manual submitted to the Department of Budget and Management (DBM) was approved and there was no question about its contents. It was carefully reviewed by the Inter-Agency Task Force (IATF), the technical body of the DBM.
3. The criteria for choosing the core process to be ISO-certified should be identified first.
4. For the Quality Policy statement, there is a need to assess whether Muslim Filipinos outside the country should be included. It was raised that there were instances wherein Muslim Filipinos abroad also sought the help of the Commission.
5. Planning is crucial to the Commission.
6. The Human Resource Development Division (HRDD) should review their process.
7. It was found out that the mandate of the different bureaus overlaps to each other. For instance, the role of the Bureau of Pilgrimage and Endowment (BPE) is not primarily socio-cultural but it is also socio-economic due to its endowment role. The internal audit should decide with the overlap.

8. There is a need to validate the monitoring procedure based on he 2015 version.
9. All learning development and training falls under the HRDD. The leave administration should be implemented by the HRDD and not by the Planning Service.
10. It is recommended that one of the compliance needed should be organization understanding which demands a communication plan. Gantt chart is a basic tool of management that can be adapted by the Commission because it is evidence-based.
11. The QMS Manual should be refined with governing ISO certification.
12. The findings of the Performance Audit of the Planning Service should be aligned with the QMS Manual.

The three-day Management Review was participated mostly by the members of the Management Committee, one Commissioner and the the OIC Secretary of NCMF Nevertheless, the report concludes by providing recommendations for the Commission. The recommendations are as follows:

1. Capacity-building - establishing competencies is strategic to be able to participate in the ISO certification.
2. Organizational understanding - the mission and vision of the Commission should be well understood from the top management down to the lowest rank of personnel.
3. Initiative – there should be an initiative from the top management. It was emphasized that the delay and failure to realize the ISO certification would mean that there is a systematic failure.
4. Align the performance audit program of the Planning Service with the QMS Manual.

1. ACTIVITY BACKGROUND

1.1. Rationale

As discussed in the 24 November 2017 meeting, the Commission is required to conduct a Management Review as a substitute for the ISO certification and as minimum requirement to be PBB 2017 eligible. The purpose of conducting the Management Review is to make sure that the Quality Management System (QMS) of the Commission is sustainable, adequate, and effective"" in fulfilling its mandate. The Management Review is also being conducted in order to improve public service, to ensure that systems remain focused on the mission of the Commission, and that systems are improved to reflect the changes that have occurred in environment.

In order to review the performance of the management systems of the Commission, it is important that data is available. For instance, how has the core processes performed? What are the complaints and feedbacks from the Muslim clientele? In this sense, the results and findings from the Annual Performance Audit conducted by the Planning Service can best serve as the point of departure in the Management Review. The purpose of the Management Review is to take a factual approach to discussions and decision-making.

At the heart of the management review is the convergence effort between the top management and the rank and file. As emphasized in the discussion, a core technical group is needed on the side of the top management. The core technical group shall provide technical assistance in reviewing the performance of the management system while other key personnel shall provide data to be analyzed. Furthermore, it was also highlighted that the discussions and analysis that take place in the review must be properly documented (e.g. minutes, action plan, objectives, targets) as this would ease the adjustments in the QMS.

In this regard, the Planning Service will be organizing a Management Review at DAP Tagaytay City on December 21-23, 2017. Furthermore, Quality Management structure and the specific person in-charge to take the specific role have already been determined to ease the conduct of the review and preparation of data needed. Attached is the proposed list of participants for the said activity.

1.2. Objectives

➢ To be in compliance with the requirement of the Memorandum Circular No. 2017-1 as regards the requirement for the grant of the FY 2017 Performance Based-Bonus (PBB).

➢ To review the Quality Management System manual in order to ensure its continuing "suitability, adequacy, effectiveness, and alignment with the strategic direction of the Commission.

1.3. Methodology

On the three-day Management Review, group activities were conducted to reveal the issues and concerns being experienced by the different bureaus and services of the Commission. A recapitulation of the important points made, issues and concerns raised was given before the beginning of each review day.

1.4. Technical Team

The team that facilitated the Management Review and their corresponding responsibilities are listed below:

➢ Haidee V. Ampatuan MNSA, Director of Planning Service, conceptualized the project and provided technical oversight and direction.

➢ Latasha Q. Carreon, technical staff, participated in the Management Review where she provided technical assistance to the directors and representatives; designed the review kits, tarpaulin, programme, QMS manual, and other related documents; co-managed the overall activity and was emcee of the activity; provided administrative and clerical support; responsible for the recapitulation of the three-day review and its documentation;

➢ Katherine C. Lagman, technical staff, participated in the Management Review where she provided technical assistance to the directors and representatives; provided ICT support and prepared the powerpoints during the actual review; co-managed the overall activity; provided administrative and clerical support; responsible for the recapitulation of the three-day review and its documentation.

➢ Diana P. Ampatuan, administrative staff, provided clerical support and performed organizational tasks.

1.5. List of Participants

1. OIC Tahir S. Lidasan Jr. CESO II
2. Commissioner Paisalin P. Tago
3. DED Abubakar Sansaluna
4. Dir. Haidee V. Ampatuan MNSA, Planning Service

5. Dir. Abdullah Macarimpas, Administrative Service
6. Dir. Araman Belleng, Bureau of Muslim Settlement
7. Dir. Rolando Abo, Bureau of Legal Affairs
8. Acting Dir. Ceazar Maranda, Bureau of External Affairs
9. Ma. Lina U. Batacan, Chief, HRDD
10. Elizabeth Abdullah, Chief, PPDD-PS
11. Sirad Abantas, MED-PS
12. Ya-el B. Ancheta, PS
13. Espero Digandang, Chief, BPE
14. John Christopher Amar, HRDD
15. Zohair Abdulhadi. Representative of Commissioner Daguit
16. Romeo Indad, Acting Chief, GSD
17. Ana Shahani Batua. HRDD
18. Ashrefa Rasmia Alonto. MISD-PS
19. Apinton Yusoph, BPE
20. Jamelah Aishah Tago, Staff of Commissioner Tago
21. Abdul Hakeem Lomondot, BMEA
22. Asnairah Ali, Representative of Commissioner Malayang
23. Jurhana Dimaampao, Staff of OIC Lidasan
24. Sajid Ensantam, BPCR
25. Fahmie Otical, BLA
26. Latasha Q. Carreon, PPDD-PS
27. Katherine C. Lagman, PPDD-PS

2. HIGHLIGHTS OF THE MANAGEMENT REVIEW

This chapter provides the narrative of the three-day Management Review held at DAP Tagaytay City.

DAY 1

PRELIMARY ACTIVITIES

Registration started at 2:00 in the afternoon. The program began at 2:30 in the afternoon with an opening prayer led by Mr. Sajid Ensantam. Ms. Latasha Q. Carreon was the master of ceremonies.

OPENING REMARKS

Executive Director Tahir Lidasan, Jr. made the opening remarks for the Management Review. In his speech, he said that President Rodrigo Duterte, President of the Republic of the Philippines, is fully aware of the what is happening in the NCMF. The Commission needs to put its act together and the need to determine its strategic course or the public service it wants to exclusively provide.

He also remarked on how he welcomes the audit findings of the Civil Service Commission (CSC). He pointed out the increasing gap between the responsibilities of NCMF to carry out its missions and the capacity to do so. He called on the need to improve NCMF's systems; the need to formulate a Communication Policy; and the need to capacitate all personnel.

The way to do this is through working together towards the strategic goal of Commission. The challenge of the CSC demands not only new policies, programs, and systems, but also working in unity.

INSPIRATIONAL MESSAGE

Commissioner Paisalin Tago delivered the inspirational message. In his speech, he said that the Commission is the product of the "blood and tears" of the *muhajideens* and thus we must value it by serving well our Muslim constituents.

He also mentioned that he is after the abolition of the Commission because it became more divisive, and where tribalism has become pervasive that it controls a lot of the behavior of the decision-makers and the personnel, overriding reason.

I.   RATIONALE

Dir. Haidee V. Ampatuan MNSA talked about the rationale and objectives of the Management Review. She said that the Planning Service, pursuant to Office Order No. 17 12 359, is designated as the primary office responsible for the conduct of the Management Review. Aside from that, it is a requirement by the Department of Budget and Management (DBM) through Memorandum Circular No. 2017-1 for every agency who intends to apply for the Performance Based Bonus (PBB) for fiscal year 2017 to either have one core process ISO-certified or at least submit the minutes of the Management Review. This means that starting 2017, every agency is required to periodically review its Quality Management System.

II.   MANAGEMENT REVIEW

Three activities were conducted for the participants. The goals of the first two activities are to identify the perspective and standpoint of their work operations.

There were plenty of insights from the participants. Mr. Hakeem Lomondot related the images to his work experience in the Commission. As a new employee, he was able to observe that there is lack of communication among the officials and employees of the Commission, bringing into existence the disfigured image (conflict in the workplace).

The last activity for the day was on the concept of having a "learning contract", an agreement between the facilitator and the participants. The crafting of a learning contract is important for every seminar or activity because it changes the behavior of participants and in the end maximizes the eagerness to learn among them. Two questions were posted: What are you willing to give to make this program a success? and what do you expect to happen during the 3-day program?

GROUP OUTPUTS

Group 1

For the first question, Group 1 said they are willing to give their knowledge, time, experience, patience, and sincerity. The last concept is very much emphasized by the group because sincerity espouses truthfulness to the self, to the Commission, and to our faith, for instance the *Trabaho ko, Ibadah ko.*

Group 2

Group 2 promised to offer "coordination, team work, support, and commitment. They said that they expect 100% participation, innovation, strategy

direction, and development in the monitoring and assessment of processes of the Commission.

Group 3

The group agreed that they are willing to give their cooperation, time, and commitment. They also pointed out the importance of giving respect to each other. As for their expectation, they said that there would be more knowledge, good interaction, and improvement of work.

Group 4

For the last group, they said they are willing to invest 100% of their commitment, full attention, and that they would be punctual in the whole 3-day program.
It was also raised the idea of taking the job 'personally' which means having a work engagement that is high and that a person cares about the quality of work being accomplished.

The group expect that the Management Review would be able to help the NCMF cite the gaps that need to be changed and improved. As for the perspective of the new employees, they said that the review will help them in understanding the Commission's overall operations and systems. It was also added that the 3-day program will serve as a tool to know whether the programs/projects of the NCMF are still adequate or truly representative of the needs of the Muslim Filipinos. Last but not the least, the group said that they expect that in themselves they will be more professional, more understanding, and more tolerant about each other's peculiarities.

DAY 2

CONTINUATION OF THE MANAGEMENT REVIEW

The second day session began at 9:00 in the morning. It started with a recap of the activities from the previous day.

The Quality Management principles of ISO 9001:2015 was discussed, which are namely customer focus, leadership, engages people, process approach, improvement, evidenced-based decision, and relations management. Altogether they make the acronym "CLEPIER".

To understand clearly the ISO 9001::2015 and use of the Commission's QMS manual, the participants were once again group together. In the group activity, groups are divided into bureaus wherein they were asked to identify their external stakeholders.

In general, all bureaus agreed that their internal stakeholders are the NCMF employees while for the external stakeholders, it varies based on their mandate. The external stakeholders of the Commission as a whole, other

than the Muslim Filipinos themselves, are the concerned government and non-government agencies who have projects/programs for the Muslims.

DISCUSSION OF THE QMS MANUAL WITH THE GUIDANCE OF THE ISO 9001:2015

After the lunchbreak, the QMS manual was discussed thoroughly. It was emphasized that all processes that falls under the core process should be documented.

It was also pointed out that the QMS manual submitted to the Department of Budget and Management (DBM) was approved and there was no question about its contents. In addition, it was carefully reviewed by the Inter-Agency Task Force for the Performance Based-Bonus, the technical body of the DBM.

Also highlighted in the discussion was the need to identify the criteria for choosing the core process.

Acting Dir. Ceazar Maranda raised that the Bureau of External Relations (BER) could be certified first because it provides frontline service to hundreds of Muslim Filipinos, applying for the Certificate of Tribal Membership.

The participants were then reminded that once a core process was chosen to be certified it would entail a lot of documentation.

It was revealed that there are instances where the Commission could not control the output of the service. Dir. Haidee Ampatuan said that: "Whatever the process you choose, and whatever is outside of our sphere of influence, we don't mind it; but we could acknowledge that it would affect the quality."

"Part 5: Leadership" was discussed as very important in the journey to ISO certification, wherein the "Trabaho ko, Ibadah ko" (My job, my faith) should be understood and used as guiding principle of the decision-makers in the Commission.

Under the same section, which is the Quality Policy, it was raised that there is a need to revisit it and to decide whether to include the Muslim Filipinos abroad.

In the conceptualization of risk management, it was mentioned that the findings of management review can be used as source or as evidence.

In the lack of Communication Plan in the NCMF, the discussion revealed that internal communication should be prioritized by the top management to address the delays in implementation of projects/programs

and the conflicts among officials and personnel. On this matter, the HR was directed to review its process and should be the one to craft the Communication Plan.

The Planning department is crucial to any agency. It can be observed that across the template for all the bureaus and services of the Commission, all the processes fall under the PDCA or the Plan, Do, Check, and Act. Hence, there is always planning.

A typographical error on page 17 of the QMS manual was identified. In refining the manual BCMA should be changed to BMCA.

` Another manifestation revealed in the discussion was the overlap in the socio grouping of the bureaus. For instance, the role of BPE is not primarily socio-cultural but also socio-economic because of its endowment role. It was recommended that the internal audit should decide with the overlap.

It was also pointed out that even with the absence of a budget allocated for a certain project, it still do not violate the Quality Management System. "As far as the systems and control, there is no overlapping except for the management prerogative.

On the "Stakeholder satisfaction" part, it was raised that feedbacks should be collected and analyzed and turn them into a decision-making tool.

In the middle of the discussion, it was remarked that the members if the Internal Audit are not present in the Management Review.

On the "Monitoring and measurement process" part, it was discussed that there is a need to validate the monitoring procedure in the Commission.

Mr. Hakeem Lomondot suggested that the directors should have a weekly meeting to talk about issues and concerns of their office. Commissioner Tago pointed out that there is already the Management Committee Meeting for this. However, Mr. Lomondot insisted and suggested that through Commissioner Tago there should be a BAC resolution regarding this, in light of the issues faced by their bureau. He cited the British monarchy as example wherein the Prime Minister weekly reports to the Queen.

For clarity of work distribution, it was recommended that all learning and development leading to competence should fall under the responsibilities of the Human Resource and Development Division (HRDD). In addition, the HRDD should be the one in-charge of implementing the leave administration and not the Planning Service, with due respect with the one said by OIC Lidasan. This does not mean that the HRDD will not get any help from the Planning Service which is knowledgeable with training

management. Teamwork among all offices is the key to having one core process ISO-certified.

`   As the discussion of the QMS manual ends, the need to refine it with governing ISO certification was highlighted.

DEVELOPMENT OF THE MANAGEMENT REVIEW REPORT

After reading the Management Review section in the ISO 9001:2015, the participants were asked to develop a checklist. Inside the checklist, the entries were: inputs, outputs, and status (existing or non-existing), course of action, and resource needs.

In the journey of certification, the NCMF will be needing capacity-building and organizational understanding. The HRDD should conduct capacity-building so that personnel will be able to participate in the ISO certification. Also, before running the QMS the mission-vision statement of the Commission should be understood by all personnel.

Initiative from the top management is another important factor for ISO certification. The delays and failure to realize the ISO would imply that there is systematic failure.

As for the criteria for choosing the core process to be certified, it was recommended that it should be based on the availability of documents and that which has strategic direction or has concrete structure of operations being followed.

In the process of ISO certification, the Planning Service could serve as the converging unit but not solely responsible for its implementation. In addition, cascading would be very much highlighted in the process for certification.

DAY 3

The third day session began at 9:00 in the morning. It started with the recap of the activities from the previous day.

The items in checklist for the management review was discussed and filled out as a whole by the participants. The management review inputs were first reviewed wherein it as mentioned that the item "actions from previous management", none was entered in the matrix.

In the middle of the discussion, Acting Director Ceazar Maranda raised that the Planning Service under Director Haidee Ampatuan has been evaluating the performance of the regions through its performance audit programs. He believed that everything was documented, with

accomplishment reports submitted reflecting performance. However, it was pointed out that the reports are yet to be aligned with the QMS Manual before it can be used as data for decision-making.

As for management outputs, under the "opportunities for improvement" item, it was reiterated that there is a need for a Communication Plan to address the gap in the linkages and overlapping of the mandates of the different bureaus.

As for the "customer satisfaction feedback" item, it was mentioned that it is not yet integrated with the QMS manual but was revealed in the discussion.

For the monitoring and control tool, it was recommended that the Commission should adopt the gantt chart.

The logical framework was revisited (as shown below).

MRR	GOAL	OVIs	MOVs	Assumptions
	Purpose			
	Output			MRTP was conducted
	DAP-MRT	Conduct	PTR Output	Budget Other Resources

The management review ended with the participants filling up their evaluation forms.

3. FINDINGS

The findings of the Management Review are as follows:

1. Misunderstanding among officials and personnel of the Commission is rooted in the lack of Communication Plan. This Communication Plan will address the gaps in communication which hinders, most if not, all the projects and program implementation of the different bureaus and services. Furthermore, importance of cascading should be intensified to whatever methodology or mechanism needed.
2. The Quality Management System (QMS) Manual submitted to the Department of Budget and Management (DBM) was approved and there was no question about its contents. It was carefully reviewed by the Inter-Agency Task Force (IATF), the technical body of the DBM.
3. The criteria for choosing the core process to be ISO-certified should be identified first.
4. For the Quality Policy statement, there is a need to assess whether Muslim Filipinos outside the country should be included. It was raised that there were instances wherein Muslim Filipinos abroad also sought the help of the Commission.
5. Planning is crucial to the Commission.
6. The Human Resource Development Division (HRDD) should review their process.
7. It was found out that the mandate of the different bureaus overlaps to each other. For instance, the role of the Bureau of Pilgrimage and Endowment (BPE) is not primarily socio-cultural but it is also socio-economic due to its endowment role. The internal audit should decide with the overlap.
8. There is a need to validate the monitoring procedure based on he 2015 version.
9. All learning development and training falls under the HRDD. The leave administration should be implemented by the HRDD and not by the Planning Service.
10. It is recommended that one of the compliance needed should be organization understanding which demands a communication plan. Gantt chart is a basic tool of management that can be adapted by the Commission because it is evidence-based.
11. The QMS Manual should be refined with governing ISO certification.
12. The findings of the Performance Audit of the Planning Service should be aligned with the QMS Manual.

4. RECOMMENDATIONS

It is important to emphasize that the Management Review only dealt with few issues and concerns in the Commission. However, the 3-day program may serve as start-up activity for reviewing the QMS performance of the Commission. The report concludes by providing guidance to the Commission. The recommendations are as follows:

1. Capacity-building - establishing competencies is strategic to be able to participate in the ISO certification.
2. Organizational understanding - the mission and vision of the Commission should be well understood from the top management down to the lowest rank of personnel.
3. Initiative – there should be an initiative from the top management. It was emphasized that the delay and failure to realize the ISO certification would mean that there is a systematic failure.
4. Align the performance audit program of the Planning Service with the QMS Manual.

APPENDICES

APPENDIX 1: RESULTS OF THE EVALUATION

Title of Training: **Management Review**
Facilitator: **Planning Service**
Venue: **DAP Tagaytay**
Date of Training: **December 21-23, 2017**

Most significant learning:
1. Processes of the Commission should be aligned with the Quality Management System (QMS) manual, and that it should be client-centered.
2. The need to provide quality public service.
3. Customer satisfaction.
4. Core processes
5. Plan-Do-Check-Act Cycle
6. The importance of ISO and improvement of process
7. QMS will greatly improve NCMF's public service.

Most appreciated things in the training:
1. The speaker of the program who is willing to help in addressing the issues and concerns of the NCMF.
2. The importance of being an assertive manager.
3. Good participation of the different bureaus
4. Management improvement and responsibility.
5. The importance of having unity in the NCMF
6. Learning Service, design, and materials used in the Management Review.
7. Sincerity of the speaker
8. Lecture expertise as applies in NCMF culture and practice.

Things to improve:
1. Response of the management as regards their recommendations.
2. Discipline. The participants should observe silence and refrain from having conversation with others while the program is ongoing.
3. Sharing of knowledge by each bureau should be timed so that all will be given the chance to speak.
4. Participants including the top management, and more time allocation.
5. Work attitude and sincerity of each personnel, and the observance of respect by all.
6. Participants should be increased.
7. More days, budget, include all directors, chiefs, and commissioners but still have the program conducted at DAP

Other comments and suggestions:
1. The Planning Service should continue molding a better NCMF, and that it is an advantage when an office can be globally competitive.
2. Review of management every year.
3. More training/ seminar for NCMF employees.
4. The participants should stick to the topic at hand, and refrain from digging old grievances in the office as this eats up the time.
5. To create records section, medical/dental sections, and events coordinator/section in the NCMF.
6. All designated participants should attend.

APPENDIX 2: PROGRAMME

Trabaho ko, ibadah ko.

1st MANAGEMENT REVIEW

DAP TAGAYTAY
21-23 DECEMBER 2017

PS PLANNING SERVICE

DECEMBER 21, THURSDAY (DAY 1)

TIME	ACTIVITY	
1:30 PM – 2:30 PM	OPENING CEREMONY	
	Prayer	**Romeo Indad** Acting Chief, GSD
	National Anthem	**Secretariat**
	Welcome Remarks	**Tahir S. Lidasan Jr. CESO II** Officer-In-Charge
	Introduction of the Resource Person	**HAIDEE V. AMPATUAN MNSA** Director, PS
	Rationale Levelling of Expectations Course Overview	**Planning Service**
2:30 PM – 3:00 PM	PRAYER BREAK	
3:30 PM – 6:00 PM	REVIEW OF NCMF'S CURRENT ISO STATUS	
6:00 PM	DINNER	

DECEMBER 22, FRIDAY (DAY 2)

TIME	ACTIVITY	
8:30 AM	REGISTRATION	**Secretariat**
9:00 AM – 9:30 AM	RECAP	**LATASHA Q. CARREON** Planning Officer II, PS
9:30 AM -10:30 AM	BUREAU PROGRAMS: Issues and Concerns (10 minutes each)	**All Bureau Directors**
10:30 AM – 12:00 NN	MANAGEMENT REVIEW REQUIREMENTS Activities Done Review of Relevant Documents	**Planning Service**
12:00 NN – 1:30 PM	LUNCH/PRAYER BREAK	
1:30 PM – 5:00 PM	MANAGEMENT REVIEW REQUIREMENTS Identifying Gaps Policy Interventions Recommendations, Programs/ Commitment Setting	
6:00 PM	DINNER	
7:00 PM	SOCIALIZATION	**Ms. Lina Batacan, Elizabeth Abdullah,** **Yael Ancheta, and Leonila Odon**

DECEMBER 23, SATURDAY (DAY 3)

TIME	ACTIVITY	
8:30 AM	REGISTRATION	**Secretariat**
9:00 AM – 9:30 AM	RECAP	**LATASHA Q. CARREON** Planning Officer II, PS
9:30 AM – 12:00 NN	ACTION PLANNING (Workshop)	**Planning Service**
12:00 NN – 1:30 PM	LUNCH/PRAYER BREAK	
1:30 PM – 3:30 PM	PLENARY PRESENTATION	**ASSIGNED LEADERS**
3:30 PM – 4:00 PM	CLOSING CEREMONY	**COMMISSIONERS**
6:00 PM	DINNER	

LATASHA Q. CARREON
Master of Ceremony

APPENDIX 3: EVALUATION FORM

MANAGEMENT REVIEW EVALUATION FORM

Please share with us your honest comments and reactions by checking the appropriate column which best approximate your assessment on the performance of the trainers/facilitators/resource persons.

The result of your responses will guide us on how we can further improve our delivery on the various criteria below. Please check (/) the number that best corresponds to your rating and feel free to add comments and suggestions.

TRAINING PROGRAM	1ST Management Review
TRAINERS / FACILITATORS / RESOURCE PERSONS	PLANNING SERVICE
TRAINING VENUE	DAP TAGAYTAY
DATE OF TRAINING	DECEMBER 21-23, 2017

A	LEARNING SERVICE PROVIDER (TRAINER/FACILITATOR)	Outstanding (5)	Very Satisfactory (4)	Satisfactory (3)	Poor (2)	Very Poor (1)
1	The trainer show knowledge and expertise in the subject matter.					
2	The trainer provides concrete examples and able to relate the topics to my learning needs.					
3	The trainer ideas were presented convincingly and logically sequenced.					
4	The trainer took time to entertain questions and ensure understanding of the participants					
5	The trainer interact well with the participants and engages them effectively to inspire interest and enthusiasm.					
B	SEMINAR DESIGN & LEARNING MATERIALS	Outstanding (5)	Very Satisfactory (4)	Satisfactory (3)	Poor (2)	Very Poor (1)
1	The materials was clear and well presented					
2	The information is accurate and timely, very interesting and new to most participants					
3	The training methodology used was clear and matched the learning objectives well					

		Outstanding (5)	Very Satisfactory (4)	Satisfactory (3)	Poor (2)	Very Poor (1)
4	The presentation/workshop supported actual job assignments in the office					
5	Allotted time for each topic and the entire program was adequate and managed well					
C	**OVERALL RATING**	**Outstanding (5)**	**Very Satisfactory (4)**	**Satisfactory (3)**	**Poor (2)**	**Very Poor (1)**
1	I find the program worth attending					
2	I will recommend the program to others					

WHAT IS YOUR MOST SIGNIFICANT LEARNING/INSIGHTS FROM THIS TRAINING

WHAT ARE THE THINGS THAT YOU APPRECIATE MOST ABOUT THIS TRAINING PROGRAM

WHAT ARE THE THINGS THAT SHOULD BE IMPROVED IN THIS TRAINING PROGRAM

OTHER COMMENTS AND SUGGESTIONS

Thank you very much for your cooperation.

TITLE OF PROGRAM: *MANAGEMENT REVIEW*

FACILITATOR: **PLANNING SERVICE**

VENUE: **DAP TAGAYTAY**

DATE: **December 21-23, 2017**

RESPONDENT NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
FACILITATOR															
A1															
Knowledge and expertise	4	5	4	4	4	4	5	5	5	5	5	4	5	5	**4.571**
A2															
Application of Knowledge	4	5	4	4	4	3	5	5	5	5	5	5	5	5	**4.571**
A3															
Convincing and logical presentation	4	5	4	4	4	3	5	5	5	5	5		5	5	**4.538**
A4															
Understanding ensured through questions	5	5	4	5	5	4	5	5	5	5	5	5	5	5	**4.857**
A5															
Interaction with participants	5	5	4	4	5	5	5	5	5	5	4	5	5	5	**4.786**
SEMINAR DESIGN AND LEARNING MATERIALS															
B1															
Clarity and presentation	5	5	4	4	4	4	5	5	5	4	3	3	4	5	**4.286**

B2															
Accuracy, timeliness, and novelty	4	5	4	4	4	3	5	5	4	4	3	4	4	4	**4.071**
B3															
Clear and efficient methodology	4	5	4	4	4	3	5	5	4	4	3	4	4	5	**4.143**
B4															
Relevance to duties and responsibilities	4	5	4	4	4	3	5	5	5	5	4	4	4	5	**4.357**
B5															
Time sensitivity	4	5	4	4	4	5	5	5	5	4	4	4	5	5	**4.5**
OVERALL RATING															
C1															
Worth	5	5	5	5	5	5	5	5	5	5	5	4	5	5	**4.929**
C2															
Recommendability	5	5	5	5	5	4	5	5	5	5	4	4	5	5	**4.786**

APPENDIX 4: PRESS RELEASE

NCMF holds its first Management Review at the DAP Tagaytay

Tagaytay City, Philippines – December 23, 2017 – Management reviews are conducted periodically to make sure that the programs and projects of every agency are "sustainable, adequate, and effective" in fulfilling their mandates. It is a tool used to review the performance of the management systems of government agencies. In conformity with this, the National Commission on Muslim Filipinos conducted the Management Review.

The Management Review was held by the NCMF on December 21-23, 2017, at the Development Academy of the Philippines, Tagaytay City. To facilitate this event, the NCMF designated the Planning Service.

The program began on December 21, 2017. In his opening message, Officer-In-Charge Tahir S. Lidasan Jr., CESO II, talked about the need for the Commission to level up. He also remarked on how he welcomes the audit findings of the Civil Service Commission (CSC), and pointed out the need to address the increasing gap between the responsibilities of the NCMF to carry out its mission - uplifting the welfare of Muslim Filipinos – and the capacity to do so. The way to do this is through working together towards the strategic goal of the Commission. The challenge of the CSC demands not only new policies, programs, and systems, but also working in unity.

Commissioner Paisalin P. Tago delivered the inspirational message. In his speech, he said that the Commission is the product of the "blood and tears"of the muhajideens and thus all personnel must value it by serving well the Muslim Filipino constituents.

Planning Service Director Haidee V. Ampatuan, MNSA, explained the rationale and objectives of the program, the primary reason being the that the Management Review is a requirement of the Department of Budget and Management (DBM) for the Performance Based Bonus (PBB) for FY 2017. She said that the Planning Service, pursuant to Office Order No. 170140359, is designated as the primary office responsible for the conduct of the Management Review.

The first day consisted mostly of group activities. The goals of the first two activities are to identify the perspective and standpoint of their work operations. There were plenty of insights from the participants. Mr. Hakeem Lomondot related the images to his work experience in the Commission. As a new employee, he was able to observe that there is lack of communication among the officials and employees of the Commission, bringing into existence the disfigured image (conflict in the workplace). The last activity for the day was on the concept of having a "learning contract", an agreement between the facilitator and the participants.

On the second day, December 22, 2017, the conduct of the Management Review was formally started. As with the first day, an activity was also administered to extract the issues and concerns of each bureau in the performance of their work. The Quality Management Systems (QMS) manual was also discussed page by page. The day ended by a walk-through of the process of preparing the actual documentation for the management review.

On the third day, a Management Review checklist was crafted using the ISO 9001:2015 manual. The program ended with the participants filling up the feedback forms, and the handing out of tokens for everyone involved in the Management Review.

The National Commission on Muslim Filipinos is the sole government agency mandated to serve the Muslim Filipinos. It has three functions: policymaking, coordination, and program implementation.

APPENDIX 5: OFFICE ORDER

Republic of the Philippines
OFFICE OF THE PRESIDENT
NATIONAL COMMISSION ON MUSLIM FILIPINOS

OFFICE ORDER
No. **17:** 12 359

SUBJECT   :   DESIGNATING THE PLANNING SERVICE AS IN-CHARGE OF THE CONDUCT OF MANAGEMENT REVIEW

DATE   :   **8 DECEMBER 2017**

To comply with the requirements for the Performance-Based Bonus (PBB) 2017 which is either to have least one core process ISO-certified or to conduct a Management Review, the Planning Service is hereby designated to be in charge of the conduct of Management Review.

The responsibilities of the Planning Service are, but not limited to, the following:

1. Conduct internal auditing as needed in the conduct of Management Review.
2. Provide documentation of all processes related to the conduct of the Management Review.
3. Technical assistance in the writing of the Management Review.
4. Collect data/ documents from different bureaus and staff services that are needed for the review of core processes of the Commission.
5. Refine the Quality Management System (QMS) Manual.
6. Identify the core process that the Commission should certify.
7. Provide administrative assistance in the preparation of the "Planning of Framework for 2018" to be held on December 21-23, 2017, as agreed in the meeting presided by Commission Tago last November 28, 2017.

In addition, the Planning Service shall utilize the budget dedicated to the ISO currently lumped in the GAAS of the Commission to facilitate the conduct of Management Review and all related-activities to ensure the successful completion of the required documents and reports prior to ISO certification of the NCMF.

This Order shall take effect immediately and shall remain in full force unless sooner revoked, altered or modified by the undersigned or any competent authority.

TAHIR S. LIDASAN JR., *CESO II*
Officer-In-Charge **17.785**

ANNUAL PERFORMANCE AUDIT REPORT 2017

PS PLANNING SERVICE

TABLE OF CONTENTS

ABOUT THE PLANNING SERVICE

       The Planning Services is responsible for the orderly assessment and strategic planning to address the needs of the Commission and its regional offices. It also monitors and evaluates the projects of the Commission's bureaus and regional offices. Moreover, it also provides technical support in producing project proposals and concept development on capital initiatives and updates the Commission's annual fiscal budget to the Department of Budget and Management.

       Other functions of the Planning Service according to Article II, Section 12 of Republic Act No. 9997 are the following:

a. Advice Management on research and information policies.
b. Provide the Commission with efficient, effective, and economical services relating to planning, programming, project development and evaluation, management information system, research, and studies on the Commission's programs, information, and publication;
c. Publish and disseminate necessary information and research studies to the public and/or agencies concerned;
d. Provide technical assistance in the formulation of short and long-range and annual plans and programs to the Commission.
e. Develop, maintain, update, and implement a management information system for the Commission;
f. Integrate the regular and annual reports of the Commission;
g. Assist in negotiating with international or bilateral agencies in carrying out the Commission's projects;
h. Coordinate and maintain linkages with research centres of other agencies, institutions, and sectors on areas of concerns; and

Prepare and submit reports required by other offices and agencies

EXECUTIVE SUMMARY

To improve public service to Muslim Filipinos through recommending specific actions that will address issues/problems raise, and by providing information to the top management, the Planning Service annually conducts Performance Monitoring and Evaluation (PME) or commonly known as Performance Audit. This performance audit is administered to the different bureaus, staff services, regional offices, and field offices of the Commission.

On October 28, 2017, to December 19, 2017, the Planning Service conducted its annual performance audit.

The Performance Audit tried to achieve the following objectives:

➢ Assess whether the projects of the Commission were implemented down the regions
➢ Examine whether the field office produces economy, efficiency, and effectiveness in the use of allotted budget.
➢ Analyze the services provided by the field office.
➢ These goals fit into both the Planning Service strategic objectives and National Budget Circular No. 56 requirement regards PME services of government services.

Key findings from the Performance Audit are as follows:

- The location of the Palawan field office is not strategic enough to serve the Muslim Filipino constituents in the area. The current position of the Palawan field office is located at Almachar Building, Lapu-Lapu Street, New Buncag, Puerto Princesa; whereas the majority of the Muslim constituents live in the Municipality of Bataraza and island of Balabac. Bataraza is located at the southern tip of Palawan and is 274.8 km from Puerto Princesa. Travel time will take approximately five (5) to six (6) hours from Puerto Princesa. On the other hand, the island of Balabac is 371.5 km from Puerto Princesa, 9 hours, 48 minutes travel time. In addition to this, there is the poor physical condition of the office and has not enough space to receive clients.

- Even though NCMF South Luzon has numerous effective programs and projects for Muslim Filipinos, the office is experiencing problems in terms of funding. Majority of their projects are being funded by Local Government Units (LGU), Non-Government Organizations (NGO), and government officials. It has been stated that without these financial supports from the above-mentioned entity, projects and programs for Muslim Filipinos will be impossible.

- There are instances wherein regional office personnel needs to use their personal money in order to implement and conduct their projects. The Director and division chiefs also donate a portion of their Representation Allowance and Transportation Allowance (RATA) for their programs and projects.

- There are also issues in the working environment of the personnel. There is a need for additional office equipment particularly photocopying machine for the day-to-day operation since they are issuing several documents and certificates. The office also needs additional working station (tables and chairs) for its personnel.

- NCMF Regional office personnel stated that they should be included as participants in trainings and seminars conducted by the Central office for personnel development.

- There is lack of coordination and communication between regional offices and central office as one of the problems.

- The Cotabato office submitted several project proposals to the Central Office but did not receive any feedback or response. This forces them to fund their projects through sponsorships and partnerships.

- The director of the Gen San office received a non-functioning printer. The biometric device is not installed which make it not useful.

- There is the confusion regarding the Gen San office since they are under Cotabato office but they get their salary from Davao Office.

- The Koronadal Satellite office received an offer from the local government office regarding a government-owned land given that Korondal Office has to construct their own office in that area. This did not materialize since the Koronodal office did not receive support from the Central office for the construction of the building.

Based on the aforementioned results, these concerns must be addressed:

a. Transfer the field office near the Bataraza and Balabac, or at least at the center of the two, so that Muslim Filipinos no longer need to travel several hours to request for assistance which will also entail costs.

b. There is a need to review the budget allocation of NCMF since funding is deemed the most problematic aspect of conducting programs and projects of regional offices. It is reasonable to seek assistance from other entity for funding of projects and programs; however, NCMF, as a government agency, should not solely rely on grants. The need for employees and officials to "chip in" in order to conduct programs is really problematic.

c. The problems on funding should be addressed immediately since it reflects on accomplishment reports of regional offices. The regional office aims to provide the "best" service but this is being restricted by issues of funding.

d. The NCMF South Luzon has an effective and efficient medical and dental services; this should receive constant support from Central Office since it has many Muslim Filipinos beneficiaries.

e. NCMF personnel should also receive training and seminars in order to provide development to its employees; this should also improve productivity in the workplace.

f. The Central office should provide additional office equipment such as chairs and tables to the employees. The daily operation of the regional office would definitely improve through the provisions of photocopying machines and additional computers.

g. Review the list of vacant positions and announce the search for applicants which must meet the requirements set for a specific post. Review the status of reassigned/detailed employees. Under Section 6(a) of the Omnibus Rules on Appointments and other Personnel Actions, as amended by CSC Memorandum Circular No. 02-05 (Revised Rules on Reassignment), reassignment of employees with station-specific place of work is allowed only for a maximum period of one year. Request for a recall order for employees who have gone beyond the one-year period guideline. Ensure that designated chiefs are taking their Master's Degree and the likewise required training and seminars relevant to their position. Allocate budget for the training of employees as such would serve as an investment for the benefit of the Commission.

h. Specific to Sulu Regional Office, there should be a detailed sub-office located in Zamboanga. The employees assigned therein would be responsible for ensuring that the documents or communication coursed through Zamboanga Regional Office be sent to Sulu via ferry. Sulu Regional office and its two provincial offices must be provided with communication cards allocated on a monthly basis to cover for the expenses necessary in the transmittal of the reports.

i. Given the numerous projects and services that need to conduct and to provide by each office, it is deemed necessary for the Central Office to review if they are providing sufficient funds for these offices. It has been mentioned in submitted reports that the main problem of the project implementation is the funding. The finance reported that the NCMF is currently underspending; this implies that there is a problem with the

budget allocation since the project of regional offices are insufficiently funded and yet the underspending.

j. It is necessary for the government offices to provide the conducive and convenient workplace for its employees. Both of the regional and satellite offices have poor working environment given that the walls and ceilings of their building are dilapidated. Regional, field and satellite offices have poor ventilation; problems associated with poor ventilation are allergies and respiratory problems caused by the accumulation of mold and mildew during high humidity levels. In addition, the Central Office has to provide chairs and tables specifically for office use in order for its employees to avoid health problems related to body posture. If the General Service Division will provide office and computer equipment to the office, it is their responsibility to ensure that every equipment is properly installed and properly functioning.

k. The Central office should provide necessary and useful training to its personnel in regional, satellite, and field offices in order for employees to develop and maintain professionalism. Training should be appropriate with their current skills. In addition to the efforts of Central Office to upgrade its information technology system, personnel should receive training associated with technological advancement.

l. The Commission should practice basic communication protocol. One of the major concern of these offices is that they do not receive any response or feedback from the Central office regarding their proposals and concerns. This problem should be resolved immediately since it causes misunderstanding and conflict within the commission.

m. The Central office should conduct ocular visit and assess the physical working condition of its offices. The Davao office has a problematic environment for personnel. The lack of working station because of unavailability of chairs and tables affects the daily operation of the office. The management should ensure that the working environment is not a burden to its personnel.

n. The Philippine Government has its campaign on technological advancement; every government agency is instructed to upgrade their information system. The Davao office should be included in this upgrade because there is no enough computer equipment available for the day-to-day operations of the office. In addition to this, stable internet connection should be installed in the office.

o. The office or individual assigned in the appointment and reassignment of employees should observe the Civil Service rules or policy particularly on the duration of the reassignment. In addition, the organizational structure of every office should be reviewed in order to identify vacant positions and fill-

up this position with qualified and credible personnel. This should prevent the need for reassignments and problems a related to it.

p. Additional trainings for technical competency of personnel should be given to the Davao office. This includes training on technical and business writing and basic communication skills; trainings on leadership is also necessary. Problems related to tribal differences should be addressed immediately to avoid further conflict. The concept of public service should be established within the workspace.

1. ACTIVITY BACKGROUND

1.1. Rationale

The Planning Service is mandated to provide the Commission with efficient and effective monitoring and evaluation services as enshrined in R.A. 9997 and its Implementing Rules and Regulations. Likewise, this office is required to perform monitoring activities as provided for in the General Appropriations Act (GAA) under the Support to Operations (STO).

It is in this light that the Planning Service will fulfill its regular function to monitor and evaluate programs, projects and activities (PAPs) of the 11 regional offices including its field offices, Bureaus, and Services.

1.2 Objectives

This activity aims to achieve the following:

- Perform its monitoring and evaluation function, a funded activity under the STO and included in the Commission's Annual Procurement Plan (APP) for FY 2017. By doing so, the Planning Service aims to achieve 100% of its commitment targets in the 2017 GAA. Currently, the performance level of the monitoring and evaluation indicator is only at 75% and should achieve its target of 100% performance level by the end of the year;

- Validate the reliability and authenticity of the data submitted by the different delivery units in their respective accomplishment reports to ensure that the Planning Service is prepared with the necessary supporting documents when an oversight agency conducts an actual validation of the NCMF performance;

- Update the regional offices on the new policies and trends in planning and budgeting. Conduct annual consultations with the officials and employees. Consolidate issues, concerns raised and recommend courses of actions and commitment mutually agreed for the organizational improvement;

- Update and validate the Muslim population data sourced from the regional offices from various sectors vis-à-vis data from Philippine Statistics Authority;

- Improve line of communication, strengthen camaraderie and teamwork within the organizational structure;

- Document other pressing matters as they may arise in the consultation.

1.3 Methodology

This report used several methods in describing the issues and concerns of each regional office and their consequent performance in the delivery of their mandates. Research techniques that were used in this study include survey, interview, and non-participant observation. This report also utilized a set of guide questions for the interviewees.

For the survey tool, two (2) sets of questions were prepared – a. Performance Survey, and b. Research-based Monitoring Survey. In one hand, the performance survey was used to get information on the job satisfaction of personnel. On the other hand, the research-based monitoring survey was used to objectively assess each region's performance with respect to the implementation of the plans and projects of the Commission.

1.4. Planning Service Team

The team that implemented the PME Seminar Workshop and their responsibilities are listed below:

- ➢ Atty. Paisalin P. Tago, oversight Commissioner for Planning Service

- ➢ Jamel Dinil, oversight Commissioner for Planning Service

- ➢ Haidee V. Ampatuan MNSA, Director of Planning Service, conceptualized the project and provided technical oversight and direction; performed audit on South Luzon, Cotabato, Davao, and General Santos regional offices.

- ➢ Elizabeth Abdullah, Chief of Policy and Planning Division, provided financial oversight and assistance to the Planning director; assigned to perform an audit on North Luzon and Visayas.

- ➢ Sirad A. Abantas, Chief. Monitoring and Evaluation Division. Provided logistical support and assistance to the Planning Service Director; assigned to perform an audit on North Luzon, NCR, and Lanao regional offices.

- ➢ Ya-el Ancheta, technical staff, assigned to performed audit on North Luzon regional office.

- ➢ Latasha Q. Carreon, a technical staff, assisted in the overall planning and preparation for the Annual Performance Audit; co-managed the consolidation of all performance audit reports; designed the proposal and final report; assigned to write the report on Palawan field office.

➢ Jehan Dayang-Dayang Kiram, technical staff, assigned to write the performance audit report of ZambaSulTa (Zamboanga, Basilan, Sulu, and Tawi-Tawi).

➢ Katherine C. Lagman, a technical staff, assisted in the overall planning and preparation for the Annual Performance Audit; co-managed the consolidation of all performance audit reports; assigned to write the performance audit report of Cotabato, Davao, General Santos, Koronadal, and South Luzon regional offices.

➢ Mudzna K. Ismula, technical staff, assigned to write the performance audit report of Visayas regional office.

➢ Diana Ampatuan, administrative staff, provided clerical support and performed organizational tasks.

➢ Jay Valenzuela, administrative staff, provided clerical support and performed organizational tasks.

2. PERFORMANCE AUDIT

The previous chapter outlined the first phase of the activity, the planning phase. It included the rationale, objectives, and the planning service team. This chapter describes the second phase: the Performance Audit. Each report will be composed of subheadings: narrative/background, findings, and recommendations.

2.1. Palawan

2.1.1. Narrative

On October 28, 2017, to November 2, 2017, the Planning Service conducted a performance audit at NCMF-Palawan, one of the field offices of the Commission which is under NCMF-South Luzon Regional Office. The Performance audit was conducted by Director Haidee V. Ampatuan MNSA, together with two technical assistants namely, Ms. Latasha Q. Carreon and Ms. Katherine C. Lagman.

2.1.2. Findings

The lessons learned from the Performance Audit are as follows:

1. The location of the Palawan field office is not strategic enough to serve the Muslim Filipino constituents in the area. The current position of the Palawan field office is located at Almachar Building, Lapu-Lapu Street, New Buncag, Puerto Princesa; whereas the majority of the Muslim constituents live in the Municipality of Bataraza and island of Balabac. Bataraza is located at the southern tip of Palawan and is 274.8 km from Puerto Princesa. Travel time will take approximately five (5) to six (6) hours from Puerto Princesa. On the other hand, the island of Balabac is 371.5 km from Puerto Princesa, 9 hours, 48 minutes travel time. In addition to this, there is the poor physical condition of the office and has not enough space to receive clients.

2. The last Qur'an reading and memorization contest held in Palawan was in 2005.

3. The Shariah Training and Education was last held in 2015.

4. Majority of the Muslim tribes in Palawan are Jama Mapun, Samal, Molbog, and Palawan.

5. As for the administration and support to Cultural centers, the Palawan field office used to provide repair and maintenance of said centers until it stopped due to an unknown reason.

6. There are three (3) madrasah in Puerto Princesa while four (4) in South of Palawan, Bataraza.

7. As for the Halal, the Palawan field office do not provide support to the Halal industry in the area.

8. Peace advocacy and Conflict resolution efforts were coming from the city and provincial government of Palawan.

9. Provision of Basic Social Services to Muslim Filipinos is being made through solicitation to Mosques.

10. There are no Gender and Development (GAD) awareness seminar or projects related to it conducted by the field office in Palawan. The field office head last attended a GAD seminar in 2015.

11. A monthly Muslim Consultative Council meeting is held at Puerto Princesa with the governor as the Chairman.

12. There are no logbooks or documentation of the transactions being done in the field office.

13. The Palawan field office only has one (1) personnel.

14. There is no photocopy machine to ease the everyday office work; they are still using a typewriter.

15. When the computer set was delivered a few days before the arrival of the Planning Service team, it was still inside a package, and the field office head has no idea on how to set it up. The field office head and her assistant are not computer literate.

16. The assistant has been a job order since 2015.

As for the job satisfaction of the field office head and assistant, the findings are as follows:

➢ The head is delighted with her work.
➢ As for the Commission's leadership, the field office head finds that training opportunities, promotion, and project implementation are poor; while their enforcement of rules and regulation is neutral.

➢ As for the physical condition of the field office, it was requested that office supplies, computer, table, and air condition unit be provided.

➢ The head of the office also suggested that the field office should be upgraded into a provincial office.

➢ The head of the office also cited that the provincial government of Palawan is very supportive of the Muslim community, but NCMF could not capitalize

on this due to lack of funding, lack of projects, and lack of workforce given to the field office.

➢ As for the assistant, she wants to bring to the attention of Human Resource of Central Office to process her job order status that started in 2015.

2.1.3. Recommendations

This report concludes by recommending the top management of the Commission. The recommendations are as follows:

q. Transfer the field office near the Bataraza and Balabac, or at least at the center of the two, so that Muslim Filipinos no longer need to travel several hours to request for assistance which will also entail costs.

r. The Human resource division of the Central Office should process the Job order status of the assistant in the field office, or at least give some concrete answers to her employment status.

s. As for the Head of the field office, a DMO II since 1996, there is a need for the Human Resource division to assist her by giving training opportunities to help her get promoted and be equipped for the position she is holding.

t. The Central office should assist the Palawan field office to formulate projects that can have the huge impact on the lives of the people living in Bataraza and Balabac. A Needs Assessment Survey from the people of Bataraza and Balabac would help inform the top management of the projects that can help them. Nevertheless, the regular plans of the Commission could also be provided and made available through giving enough funding for these operations. In addition to this, additional workforce should also be given to the Palawan field office as two personnel will not be able to accomplish the projects effectively and efficiently.

u. The Commission should take advantage of the support and cooperation of the local government of Palawan in providing service to its Muslim constituents living in Palawan.

2.2. South Luzon

2.2.1. Narrative

On December 14, 2017, Director Haidee V. Ampatuan MNS, together with two technical assistants namely, Ms. Latasha Q. Carreon and Ms. Katherine C. Lagman conducted the performance audit on South Luzon regional office.

The South Luzon regional office prepared a program wherein each unit reported to the Planning Service their accomplishments, issues and concerns, and questions. The Planning Service presented the programs/plans of the

central office together with the approved budget by the Department of Budget and Management (DBM), afterward. The last part of the program was an open forum wherein the South Luzon personnel posted several questions to the Planning Service Director. relating to the budget, top management, and human resource.

2.2.2. Findings

The lessons learned from the Performance Audit are as follows:

1. The major projects/programs of South Luzon are Relief Operations, Islamic Microfinance Seminars, Regional Qur'an Reading Competition, and Halal Awareness Programs.

2. NCMF South Luzon also has extensive seminars and workshops on Gender and Development (GAD). One of the most beneficial services provided by the NCMF South Luzon is the conduct of Medical and Dental services in the community; through this, the office also provides medical documents and certificate for the Muslim Filipinos in the Community.

3. Even though NCMF South Luzon has numerous effective programs and projects for Muslim Filipinos, the office is experiencing problems in terms of funding. Majority of their projects are being funded by Local Government Units (LGU), Non-Government Organizations (NGO), and government officials. It has been stated that without these financial supports from the above-mentioned entity, projects and programs for Muslim Filipinos will be impossible.

4. There are instances that NCMF South Luzon personnel need to use their personal money in order to implement and conduct their projects. The Director and division chiefs also donate a portion of their Representation Allowance and Transportation Allowance (RATA) for their programs and projects.

5. There are also issues in the working environment of the personnel. The office needs additional office equipment particularly photocopying machine for the day-to-day operation since they are issuing several documents are certificates. The office also needs additional working station (tables and chairs) for its personnel.

6. NCMF South Luzon personnel state that they should be included as participants in training and seminars conducted by the Central office for personnel development.

7. The office identifies lack of coordination between regional offices and central office as one of the problems.

8. For the NCMF South Luzon, there is a need for deliberation and evaluation of duties and responsibilities of every NCMR personnel and officials.

2.2.3. Recommendations

1. There is a need to review the budget allocation of NCMF since funding is deemed the most problematic aspect of conducting programs and projects of regional offices. It is reasonable to seek assistance from other entity for funding of projects and programs; however, NCMF, as a government agency, should not solely rely on grants. The need for employees and officials to "chip in" in order to conduct programs is really problematic.

2. The problems on funding should be addressed immediately since it reflects on accomplishment reports of regional offices. The regional office aims to provide the "best" service but this is being restricted by issues of funding.

3. The NCMF South Luzon has effective and efficient medical and dental services; this should receive constant support from Central Office since it has many Muslim Filipinos beneficiaries.

4. NCMF personnel should also receive trainings and seminars in order to provide development to its employees; this should also improve productivity in the workplace.

5. The Central office should provide additional office equipment such as chairs and tables to the employees. The daily operation of the regional office would definitely improve through the provisions of photocopying machines and additional computers.

6. It has been identified in the report that reassignments are viewed as an issue in the workplace. There should be a review of the duties and responsibilities of each employee before any promotion and reassignment in order to avoid issues in manpower/workforce.

7. Issues in communication and coordination should be addressed immediately since it creates problems between regional offices and Central office. Basic communication protocols should be observed on a

regular basis to avoid misunderstanding. There should be an acknowledgment receipt for every submission of proposals to Central Office. In addition, the Central Office should response promptly in every document and request they received from the regional office.

2.3. Visayas

2.3.1. Narrative

On November 2-3, 2017, the Planning Service conducted its annual performance audit at the Visayas regional office. The team was composed of Ms. Elizabeth A. Abdullah and Ms. Mudzna K. Ismula together with its Oversight Commissioner, Atty. Paisalin P. Tago and BAC-Secretariat, Ms. Leonila Odon. The validation of reports and lecture was attended by the NCMF-Visayas Director and its Division Chiefs.

The program started with a briefing from Policy and Program Development Division Chief (PPDD) Ms. Elizabeth A. Abdullah. Ms. Abdullah emphasized that the visit will focus on the validation of reports submitted to the Planning Service. It was also explained that survey forms will be distributed and to be filled out by all personnel, including chiefs. The purpose of the surveys is to collect the issues and concerns of the office.

Ms. Leonila Odon also gave a lecture on how to prepare a PPMP and about Government Procurement Act (RA 9184). The "Commissioner's Hour" soon followed and led by Commissioner Paisalin P. Tago.

2.3.2. Findings

The following are the issues and concerns of the Visayas Regional Office:

- PSA 2015 census (28,222 Muslim Population)- the Planning Service has given them a chance to contest on the result of the Muslim population census;
- Budget for the Regional survey of the Muslim Population in the Visayas Region;
- Full support for any proposals of the regional office- provided that it is reasonable, logical and legal;
- Lack of funding;
- Office van or service;
- Madrasah fund for its recognition;
- Office supplies and computers;
- Creation of Tacloban Office;

- Program Review Analysis (PRA) for Regional Offices and its counterpart Bureaus;
- Roadmap for the direction of the regional office

2.4. ZamBaSulTa

ZamBaSulTa pertains to the four regional office of the Commission, namely: Zamboanga Peninsula, Basilan, Sulu, and Tawi-Tawi.

2.4.1. Narrative

A team from the Monitoring and Evaluation Division (MED) of the Planning Service, together with a member of the Bids and Awards Committee (BAC) Secretariat and an oversight commissioner traveled last November 18 – 24 to Region IX for the conduct of the Annual Performance Audit.

The 7-day official travel started as the group headed to Zamboanga in the morning of the 18th of November, Saturday. Upon arrival, the group checked – in at the Winzelle Suits and had taken rest in preparation for the succeeding days' travel.

The group then travelled to Tawi-Tawi on the following date and was greeted by its Provincial director, Director Ascelaine Malande. Director Malande accompanied the group to its office in Barangay Tubig-Boh, Bongao, Tawi-Tawi. The group was fortunate to have arrived during the Seminar Workshop on Enhancing Awareness Against Violent Extremism at *Itadfi* Building Provincial Housing Elementary School compound Tubig-Boh, Bongao. The activity was co-sponsored by the Philippine National Police – Special Action Force (PNP-SAF). Participants were from different colleges in Tawi-Tawi alongside LGUs and GAs and NGOs. The group was able to observe the conduct of the workshop but unfortunately failed to finish the whole day activity as they would have to go back to the office to start with the audit proper.

On November 20, the group traveled back to Zamboanga City and was accompanied by Mr Jibriel B. Kamlian, Development Management Officer II under Socio-Economic and Development Division, to their Regional Office in Upper Calarian, Zamboanga City. Regional Director Atty. Yaser H. Apion warmly welcomed the group and introduced the Regional staff in attendance. Atty. Apion gave a brief background of the office and likewise presented accomplishments that were supplementary to the indicators of the 2017 Performance Measures.

On the 21st of November, the group travelled to Isabela, Basilan to visit its provincial office located in PEO Compound Isabela City. The group was met by its Provincial Head, Director Marajaman D. Usman. The group was also joined by Commissioner Jamel P. Dinil. The trip was short as the group would have to travel back to Zamboanga right after noon in preparation for their travel to Sulu.

The following day, November 22, the group proceeded to Sulu with the guidance of the staff from the regional office. Sulu Regional Director, Kenny A. Tan, *Al haj.*

In all four areas visited, the program started with a *dua'a* led by the Chief of Monitoring and Evaluation Division, Engr. Sirad A. Abantas. After which the respective Regional and Provincial Directors formally welcomed the guests and gave a brief background of their office and its personnel.

It was followed by Engr. Abantas giving the rationale of the visit. Engr. Abantas mentioned that the Planning Service of the Commission is primarily tasked to ensure that there is orderly assessment and strategic planning to address the needs of the Commission and its regional offices and likewise monitors and evaluates the projects of the Commission's bureaus and a offices.

The performance measures, along with the indicators and targets were then discussed by Dayang - Dayang Jehan Kiram, Project Evaluation Officer II of the Monitoring and Evaluation Division. The offices were reminded to ensure timely submission of accomplishment reports. Provincial offices were reminded that they must be able to submit their accomplishments ahead of the deadline set forth by the Department of Budget and Management (DBM) as theirs has to be incorporated into the reports which will be submitted by the Regional Office.

All were also reminded of the supporting documents that has to be attached to the report to attest to its authenticity. Documents such as the list of participants, the title of the event, date and the venue and likewise a summary which contains the objective of the event and its intended beneficiaries, and the type of service of assistance provided to the various institutions who sought help from the Commission, has to be forwarded to the Planning Service in order for the Monitoring and Evaluation Division to validate the programs.

Nelmirah Sulay, member of the Bids and Awards Committee (BAC) Secretariat, discussed the importance of PPMP which refers to the procurement plan of a specific program/project/activity of the agency. This shall include information on whether the PAP will be contracted out, implemented by administration or consigned; the type and objectives of contract to be employed; the extent/size of contract scopes/packages, the procurement methods to be adopted, time schedule for each procurement activity and contract implementation, and estimated budget for the general components of the contract as stated in DBM Circular Letter No. 2010-9.

The Commissioner's hour gave the employees the time for them to voice out their grievances in their respective offices. The employees were also handed out a survey form signed by the Director of the Planning Service, Director Haidee V. Ampatuan. MNSA.

2.4.2. Findings

1. Majority or eighty-three percent (80%) of personnel in Region IX – A has rated their level of over-all job satisfaction as satisfied and very satisfied while fifteen percent (15%) rated it as neutral; the data gathered from the

two regional and two provincial offices shows that majority of employees have a high level of job satisfaction.

2. At least fifty-four percent (54%) of employees have rated it as either Good or Very Good compared to only thirteen percent who rated it as poor. It is important to note however, that thirty-three percent (33%)rated it as average.

3. With regard to the rating on Senior Leadership, half or fifty percent (50%) of the employees rated it as average while thirty-three percent (33%) and eleven percent (11%) rated it as good and very good, respectively.

4. In terms of Training Opportunities, approximately sixty-nine percent (69%) of the subjects rated it as Very Poor, Poor and Average. Only thirty-one percent (31%) rated training opportunities in the Commission positively.

5. A considerable number of subjects rated the Opportunities for Advancement in the Commission positively and only thirty-one percent (32%) rated it negatively. About seventy-nine percent (79%) of the employees who took the survey acknowledged that promotion is now made available for those who have met the requirements for a particular post.

6. The results for Implementation of Programs and Regulations showed that both are rated similarly by the subjects. Fifty-three to fifty-seven percent (53%-57%) of the respondents rated it above average while thirty-three percent (33%) rated implementation as average. Only ten to fourteen percent (10%-14%of the employees rated below average.

7. Out of all the subjects surveyed, seventy-seven percent (77%) answered positively to having been satisfied with the current physical condition, while twenty-three percent (23%) of the respondents say otherwise. Reasons for the minorities dissatisfaction is attributed to three major factors. First reason is the lack of office equipment or supplies. Second, employees also mentioned that the space that they have is not sufficient to accommodate clients especially during the observance of the annual Hajj wherein hundreds to thousands of intending pilgrims flock to the nearest NCMF office to request for assistance in processing documents. Third, a couple of employees also raised that the office fails to meet the standards of a conducive working environment. One even mentioned that there are not enough electric fans available

8. Eighty-five percent (85%) of the employees said that they have worked or assisted during the implementation of regional programs. This is positive to note as this would equate to the majority of employees having participated in the preparation, implementation and post assessment of activities and programs.

9. Sixty-nine percent (69%) of the subjects agreed that they are provided with the resources that they need in order to efficiently handle their respective tasks. Thirty-one percent (39%) however argued that the situation suggests the contrary.

10. The survey results show that half of the respondents noticed that there is an occurrence of issues and concerns currently affecting the commission. Majority of what the subjects have mentioned however, boils down to a single, seemingly simple problem; Lack of communication.

2.4.3. Recommendations

1. Assess current supplies. Create an inventory and ensure that the status of each be indicated. Craft the PPMP for the succeeding year in accordance with the guidelines set forth by DBM. Indicate equipment that is needed to be procured. PPMP has to be created and submitted to BAC Secretariat for consolidation.

2. Check established linkages with Local Government Units (LGU) for possible land that can be awarded to the Commission. Seek for the assistance of other government agencies such as DPWH in the construction of the office. Craft a proposal inclusive of a complete set of supporting documents for the construction.

3. Lay-out annual activities or programs of their respective office. It is likewise important to note programs that are considered "emergency cases" but have been observed to occur on an annual basis. An example would be the **"Tabang Halaw"** program which pertains to the assistance given to deportees from Sabah, Malaysia. Allocate budget for each program based on the historical data. Submit program proposals to respective Bureaus for consolidation. It would also be best to ensure that a copy is given to the Office of the Executive Director and Planning Service. Respective programs should moreover, be discussed in a meeting with the Bureaus. The meeting has to be set along with the discussion of the budget preparation. Division chief from regional offices must be in attendance during the crafting of the succeeding year's budget. concern would ensure that all regional offices will be given due participation.

4. Review the list of vacant positions and announce the search for applicants which must meet the requirements set for a specific post. Review the status of reassigned / detailed employees. Under Section 6(a) of the Omnibus Rules on Appointments and other Personnel Actions, as amended by CSC Memorandum Circular No. 02-05 (Revised Rules on

Reassignment), reassignment of employees with station-specific place of work is allowed only for a maximum period of one year. Request for a recall order for employees who have gone beyond the one-year period guideline. Ensure that designated chiefs are taking their Master's Degree and the likewise required training and seminars relevant to their position. Allocate budget for the training of employees as such would serve as an investment for the benefit of the Commission.

5. Specific to Sulu Regional Office, there should be a detailed sub-office located in Zamboanga. The employees assigned therein would be responsible for ensuring that the documents or communication coursed through Zamboanga Regional Office be sent to Sulu via ferry. Sulu Regional office and its two provincial offices must be provided with communication cards allocated on a monthly basis to cover for the expenses necessary in the transmittal of the reports.

2.5. Davao

2.5.1. Narrative

Last 6 -7 November 2017, representatives of Planning Service (PS) – Monitoring and Evaluation Division (MED) namely Dir. Haidee V. Ampatuan MNSA, Katherine Lagman, and Diana Ampatuan conducted an Annual Performance Audit at NCFM Davao. On 6 November 2017, monitoring and evaluation forms were distributed to NCMF Davao personnel for them to fill out; the NCMF Davao Director and Chiefs also presented their reports and activities on the same day. On 7 November 2017, monitoring forms were collected and consolidated by PS representative. Dir. Haidee Ampatuan presented the PPMP of Planning Service and after the presentation, an open forum was held.

2.5.2. Findings

1. The major activities of NCMF Davao for peace building and conflict resolution advocacy are IDP's Kapayapaan for Marawi, Access to Justice Network, Paralegal Training, and Jail Visitation.

2. Other activities are Qur'an Reading Competition, Fire and Earthquake Drill, Hajj Promotion and other several livelihood activities.

3. Majority of NCMF Davao personnel states that their building is already in poor condition. Also, the building has no enough space to accommodate clients and guests. The office of the Director needs air conditioning system and computer system.

4. The office requires additional computer equipment and stable internet connection. There are several staff who do not have their own stations since there are no available table and chair. There is also no available chair for guests.

5. NCMF Davao has no enough manpower because of several post vacancies and reassignments; this significantly affected the operation of the office.

6. Additional training for the personnel is necessary, particularly for the planning officers. There should have training related to the competency of superiors and supervisor.

7. The office is having issues associated with tribal differences.

8. The office is receiving complain regarding their poor public service particularly the lack of basic service and livelihood projects for Muslim Filipinos.

9. The office is experiencing difficulty in implementing and conducting programs and activities because of insufficient funds. Related to this problem is that the office is not getting any feedback, reply, and assessment of their problems.

2.5.3. Recommendations

1. The Central office should conduct ocular visit and assess the physical working condition of its offices. The Davao office has a problematic environment for personnel. The lack of working station because of unavailability of chairs and tables affects the daily operation of the office. The management should ensure that the working environment is not a burden to its personnel.

2. The Philippine Government has its campaign on technological advancement; every government agency is instructed to upgrade their information system. The Davao office should be included in this upgrade because there is no enough computer equipment available for the day-to-day operations of the office. In addition to this, stable internet connection should be installed in the office.

3. The office or individual assigned in the appointment and reassignment of employees should observe the Civil Service rules or policy particularly on the duration of the reassignment. In addition, the organizational

structure of every office should a in order to identify vacant positions and fill-up this position with qualified and credible personnel. This should prevent the need for reassignments and problems a related to it.

4. Additional trainings for technical competency of personnel should be given to the Davao office. This includes training on technical and business writing and basic communication skills; trainings on leadership is also necessary. Problems related to tribal differences should be addressed immediately to avoid further conflict. The concept of public service should be established within the workspace.

5. The Central office should review the budget allocation for regional, field, and satellite offices since funding are viewed as one of the common problems in term of projects and program implementation. The office is receiving complaints from its stakeholders regarding the insufficiency of service for the community. This could be possibly solved by allocating appropriate funds in regions given that the Central office is having a problem with underspending.

6. There should be an established coordination and communication between regions and central office to avoid conflict. The central office should inform the regions regarding the status of the budget or provide an explanation as to why certain proposals were not approved.

2.6. Cotabato

The subheading of the succeeding chapters will be composed of a narrative and list of findings each, while the recommendation part will be at the end of the report. It was outlined like this due to their proximity to each other when then Performance Audit was conducted. Hence, the recommendation can be understood as the recurring pattern of needs for Cotabato, Koronadal, and General Santos.

2.6.1. Narrative

On 10 November 2017, PS reps headed to Cotabato to conduct a performance audit. Due to extended commute time because of security checkpoints, the audit is conducted the next day, 11 November 2017. The first activity of the Monitoring team is the distribution of monitoring forms. NCMF Cotabato presented their accomplishment reports and provided feedback to the NCMF Central Office. In response to these concerns, Dir. Ampatuan presented the PPMP and the matrix of PBB to explain the score of NCMF Cotabato. After the presentation, an open forum was held.

2.6.2. Findings

1. NCMF Cotabato provided basic social services in its regions through relief/medical operation in partnership with Non-Government Offices (NGO)

2. In addition to community services and peace advocacy initiatives, NCMF Cotabato conducted one (1) Provincial Qur'an Reading Competition and (1) Regional Qur'an Reading Competition last February 4, 2017, and February 12, 2017, respectively. "Practical Skills Development of basic Sewing Operations for Bangsamoro Women" is one of the major Livelihood and Capability activities of NCMF Cotabato. NCMF Cotabato also attended the launching of 1 Million Depositors for Halal Fund with Islamic Bank on June 16, 2017.

3. NCMF Cotabato has established additional seven (7) networks with these following Government and Non-Government offices: Hd-Center for Humanitarian Dialogue, Conflict Resolution: A Foundation Course, The Asia Foundation (TAF), Action for Advancement and Development of Mindanao (AFAD MIN), Mindanao Organization for Social and Economic Progress (MOSEP), Women's Organization Movement of the Bangsamoro (WOMB), Bangsamoro Development Agency (BDA), United Bangsamoro Humanitarian Assistance.

4. NCMF Cotabato claims that the allocated budget of the office is not enough given that they have numerous activities, programs, and projects that they need to conduct and implement annually.

5. The office has no proper ventilation and the walls and ceiling of the office are dilapidated; office equipment such as cabinets, tables, and chairs were already in poor condition.

6. The office has to come up with an income generating project in order to purchase office supplies.

7. The office personnel requires effective business writing and communication skills and workshop.

8. The Cotabato office submitted several project proposals to the Central Office but did not receive any feedback or response. This forces them to fund their projects through sponsorships and partnerships.

9. Employees use their personal money in order to attend meetings, workshop, and other activities.

2.7. Koronadal

2.7.1. Narrative

On 9 November 2017, PS representatives went to NCMF Koronadal to conduct an annual performance audit. On the same day, monitoring forms were distributed. _____ of NCMF Kornodal presented their accomplishments report to PS representative. Dir. Ampatuan provided answers and feedbacks to NCMF Koronadal's concerns. There are several documents that were submitted to PS regarding their settlement projects.

2.7.2. Findings

1. The Koronodal Satellite office also requires renovations since its building is dilapidated.

2. The Koronadal Satellite office has no computer equipment necessary for day-to-day operations. The office personnel is using their personal laptop.

3. The Koronadal Satellite office also has several initiatives and proposals that did not receive support and feedback from the central office.

4. The Koronadal Satellite office received an offer from the local government office regarding a government-owned land given that Korondal Office has to construct their own office in that area. This did not materialize since the Koronodal office did not receive support from the Central office for the construction of the building.

2.8. General Santos

2.8.1. Narrative

After the conduct of performance audit in NCMF Davao, PS-MED representatives namely Dir. Haidee V. Ampatuan, Katherine Lagman, and Diana Amputuan proceed to NCMF General Santos City to conduct an audit. On 8 November 2017, monitoring and evaluation forms were distributed; Dir. Haidee Ampatuan presented the PPMP of Planning Service, after the presentation, Dir. Ampatuan accommodated questions form NCMF GenSan personnel. Documentation of office's equipment was also conducted since it is one of the primary concern of the office.

2.8.2. Findings

1. The General Santos (Gen San) field office acquired its own building from the local government office. The conference room of the General Santos office is for the use of all local government offices.

2. The GenSan office has a good relationship with the local government office since it is the only available office for Muslim Filipinos in the area. Every concern, issue, and project related to the betterment of Muslim Filipinos are being referred to the Gen San office.

3. Despite having their own building, the Gen San office is also experiencing problems with ventilation since the office has no air conditioning system. s

4. The Gen San office also have their own income generating activity in order to avail office supplies.

5. The director of the Gen San office received a non-functioning printer. The biometric device is not installed which make it not useful.

6. There is the confusion regarding the Gen San office since they are under Cotabato office but they get their salary from Davao Office.

Recommendations (Cotabato, Koronadal, General Santos):

1. Given the numerous projects and services that need to conduct and to provide by each office, it is deemed necessary for the Central Office to review if they are providing sufficient funds for these offices. It has been mentioned in submitted reports that the main problem of the project implementation is the funding. The finance reported that the NCMF is currently underspending; this implies that there is a problem with the budget allocation since the project of regional offices are insufficiently funded and yet the underspending.

2. It is necessary for the government offices to provide a conducive and convenient workplace for its employees. Both of the regional and satellite offices have poor working environment given that the walls and ceilings of their building are dilapidated. Regional, field and satellite offices have poor ventilation; problems associated with poor ventilation are allergies and respiratory problems caused by the accumulation of mold and mildew during high humidity levels. In addition, the Central Office has to provide chairs and tables specifically for office use in order for its employees to avoid health problems related to body posture. If the General Service Division will provide office and computer equipment to the office, it is their responsibility to ensure that every equipment is properly installed and properly functioning.

3. The Central office should provide necessary and useful training to its personnel in regional, satellite, and field offices in order for employees to develop and maintain professionalism. Training should be appropriate for their current skills. In addition to the efforts of Central Office to upgrade its information technology system, personnel should receive training associated with technological advancement.

4. The Commission should practice basic communication protocol. One of the major concern of these offices is that they do not receive any response or feedback from the Central office regarding their proposals and concerns. This problem should be resolved immediately since it causes misunderstanding and conflict within the commission.

3. RESULTS OF PERFORMANCE SURVEY

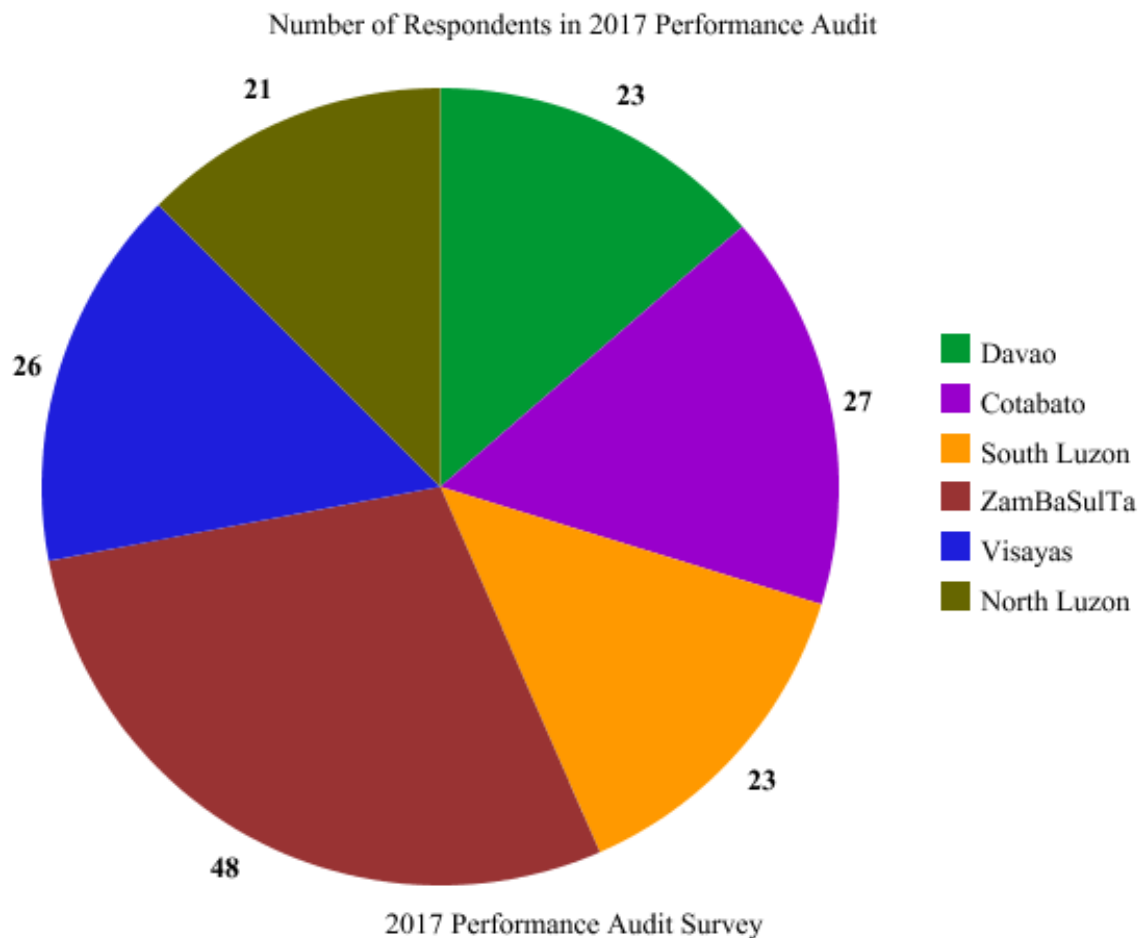Number of Respondents in 2017 Performance Audit

Figure 1

The graph shows the number of respondents per region in the 2017 Performance Audit with the total population of 168 respondents. It can be seen that ZamBaSulTa has the largest population of 48 respondents that is 28.57 % of total population. The numbers of respondents in ZamBaSulTa is significantly larger mainly because it is composed of four NCMF regional offices. The second regional office with the highest population is Cotabato with 27 respondents that are 16.07% of the total population; respondents from General Santos provincial office and Koronodal Satelite office were included in the respondents' population of Cotabato. Palawan Field Office was surveyed; however, respondents did not provide data for this section of the survey.
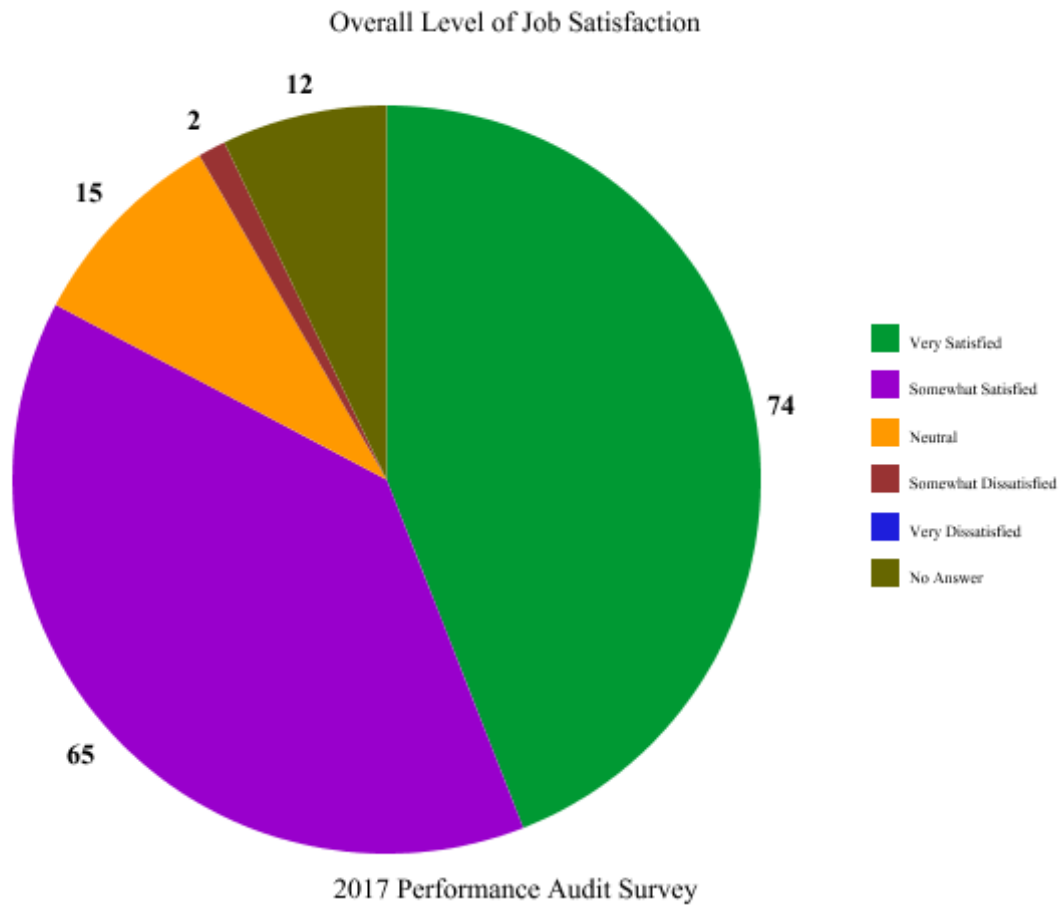
Overall Level of Job Satisfaction

Very Satisfied — 74
Somewhat Satisfied — 65
Neutral — 15
Somewhat Dissatisfied — 2
Very Dissatisfied
No Answer — 12

2017 Performance Audit Survey

Figure 2

The graph shows the overall level of job satisfaction of 168 respondents. 65 respondents which are 38.69% of total population are very satisfied with their current posts. 74 respondents or 44.05% of the total population are somewhat satisfied with their current posts. 15 respondents answered "neutral" and two respondents are "somewhat dissatisfied." 12 respondents which are 7.14% of the total population did not answer the question. It can be observed in this graph that 139 respondents have a favorable condition in their posts based on the total respondents who are very satisfied and somewhat satisfied.
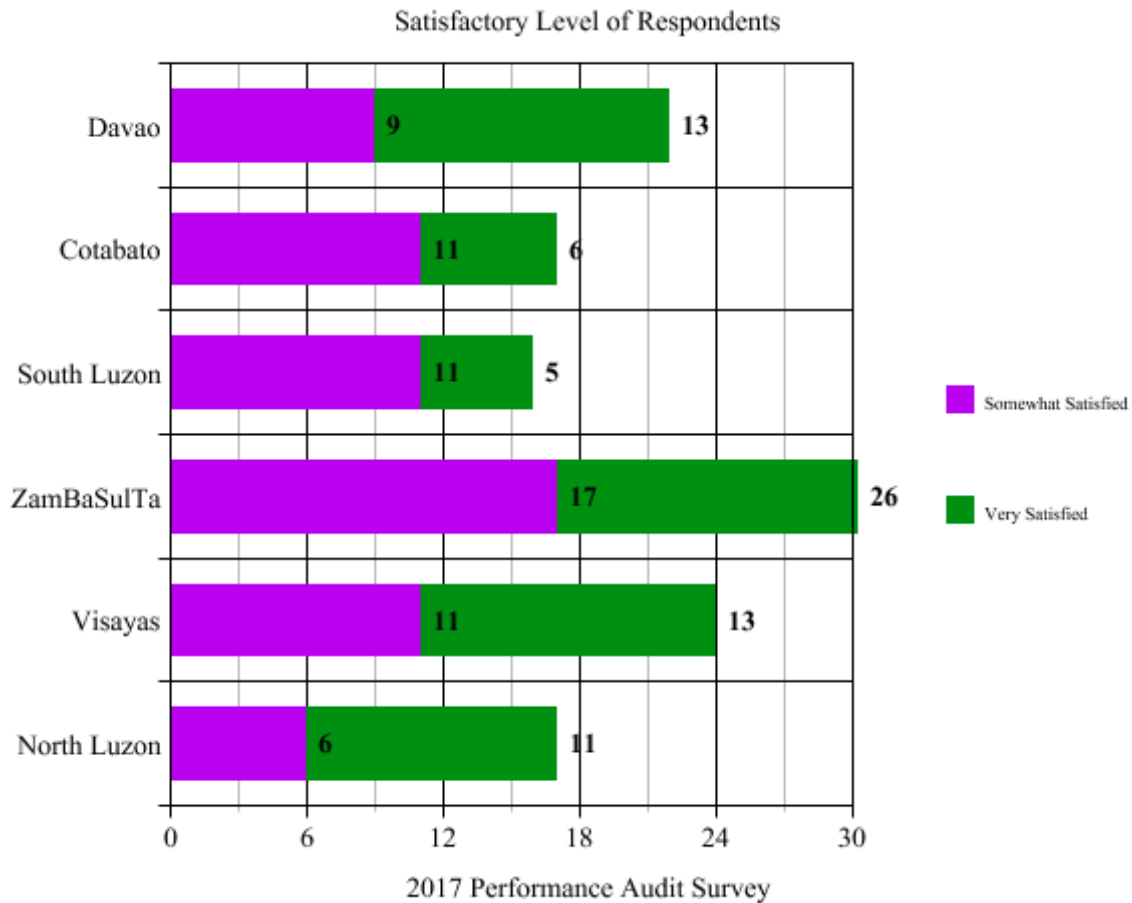
Satisfactory Level of Respondents

2017 Performance Audit Survey

Figure 3

This graph shows the satisfactory level of 139 respondents who answered "very satisfied" and "somewhat satisfied." ZamBaSulta has the highest number of satisfied respondents which are 30.93% of the total population of satisfied respondents. ZamBaSulta also has the highest number of respondents who are very satisfied with their current posts. It can be observed that in terms of job satisfactory level, the majority of respondents from Davao, Visayas, and North Luzon are very satisfied in their current post while the majority of respondents from Cotabato, South Luzon, and North Luzon are only somewhat satisfied with their current posts.

The level of satisfaction and satisfaction of respondents reflect on the evaluation of the Commission in terms of employee recognition, senior leadership, training/promotion opportunities, programs implementation and policy implementation.

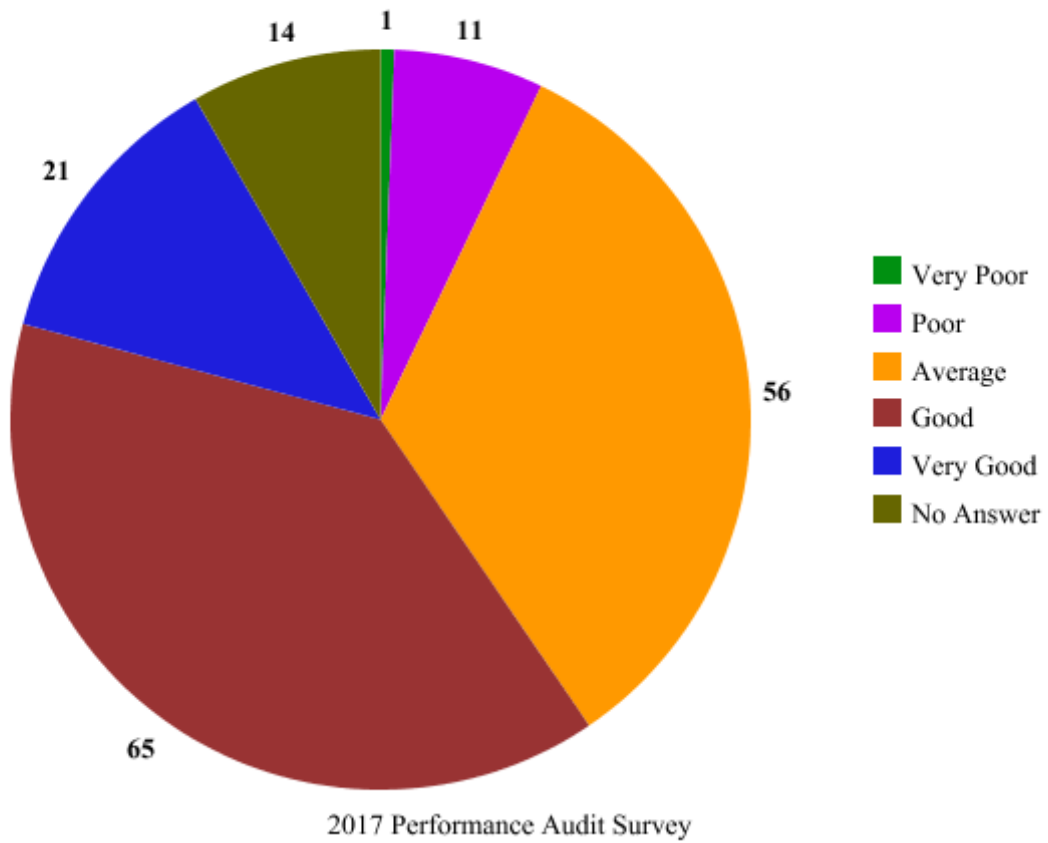Result of Survey in Commission's Employee Recognition

2017 Performance Audit Survey

Figure 4

In terms of Employee Recognition, only 12.5% of the total population have very good experience. Majority of the population responded with "good" which are 38.69% of the total population; this is followed by the good experience of employee recognition which is 33.33% of the total population. 15 respondents or 8.9% of the population have unfavorable experience in terms of employee recognition.
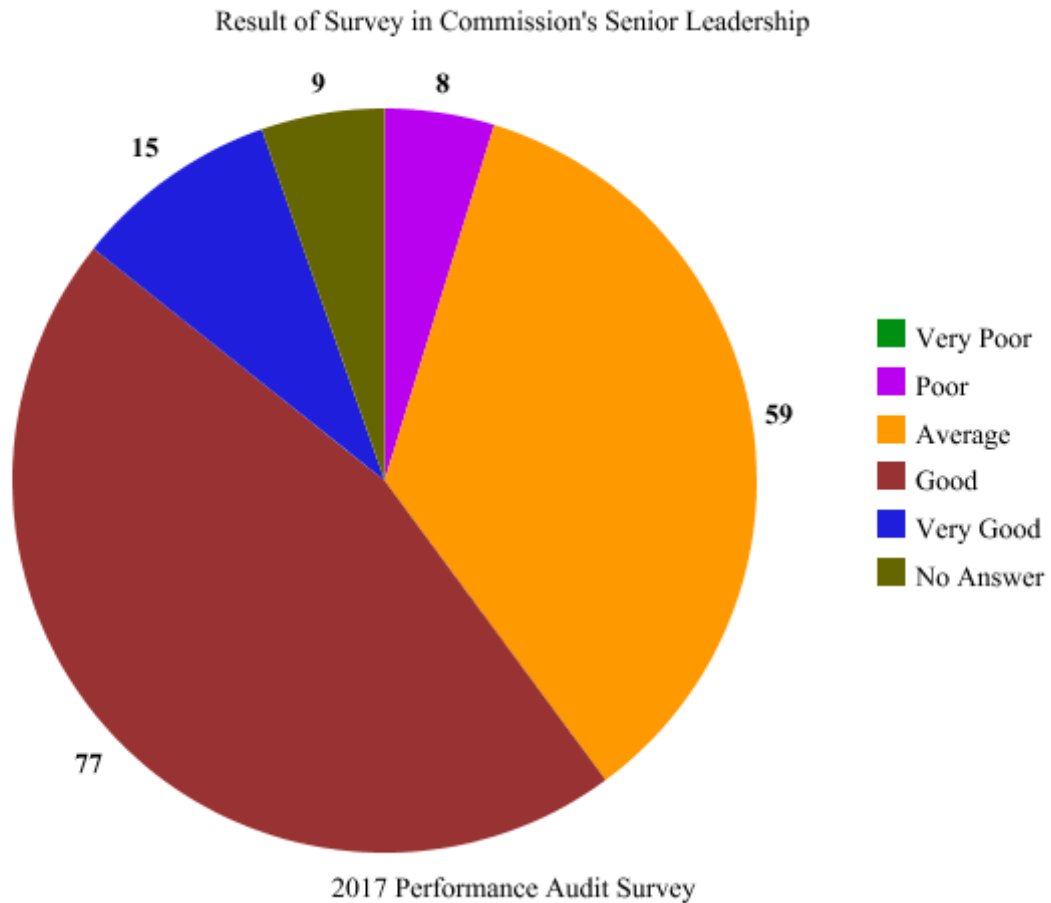
Result of Survey in Commission's Senior Leadership

2017 Performance Audit Survey

Figure 5

In this graph, only 15 respondents or 8.9% of the total population responded with very good experience of senior leadership while there are 77 respondents which are 45.83% of the total population that has good experience. 59 respondents or 35.11% of the total population have an average experience of senior leadership. 8 respondents which are 4.76% of the total population have poor experience senior leadership and 9 respondents which are 5.35% of the total population did not provide an answer for this section.

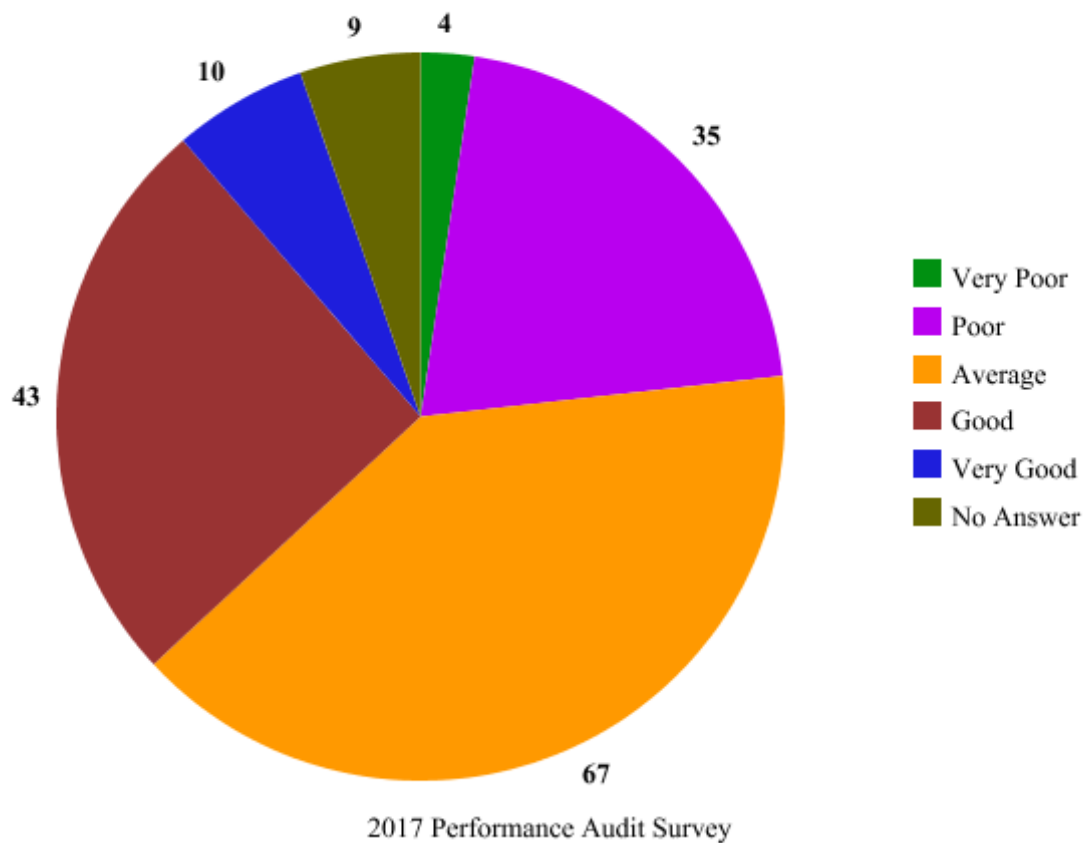Result of Survey in Commission's Training Opportunities

2017 Performance Audit Survey

Figure 6

This graph shows a relatively unfavorable response from the total population compared with first and second graphs. In this section, 23.21% of the total population of respondents have a negative perception of training opportunities provided by the Commission; 4 respondents give a very poor rating and 35 respondents give a poor rating. 67 respondents or 39.88% of the total population give an average rating for the commission. 43 respondents give a good rating in term of training opportunities and only 10 respondents give a very good rating. The total respondents who give very good and good rating comprise the 48.95% of the total population.

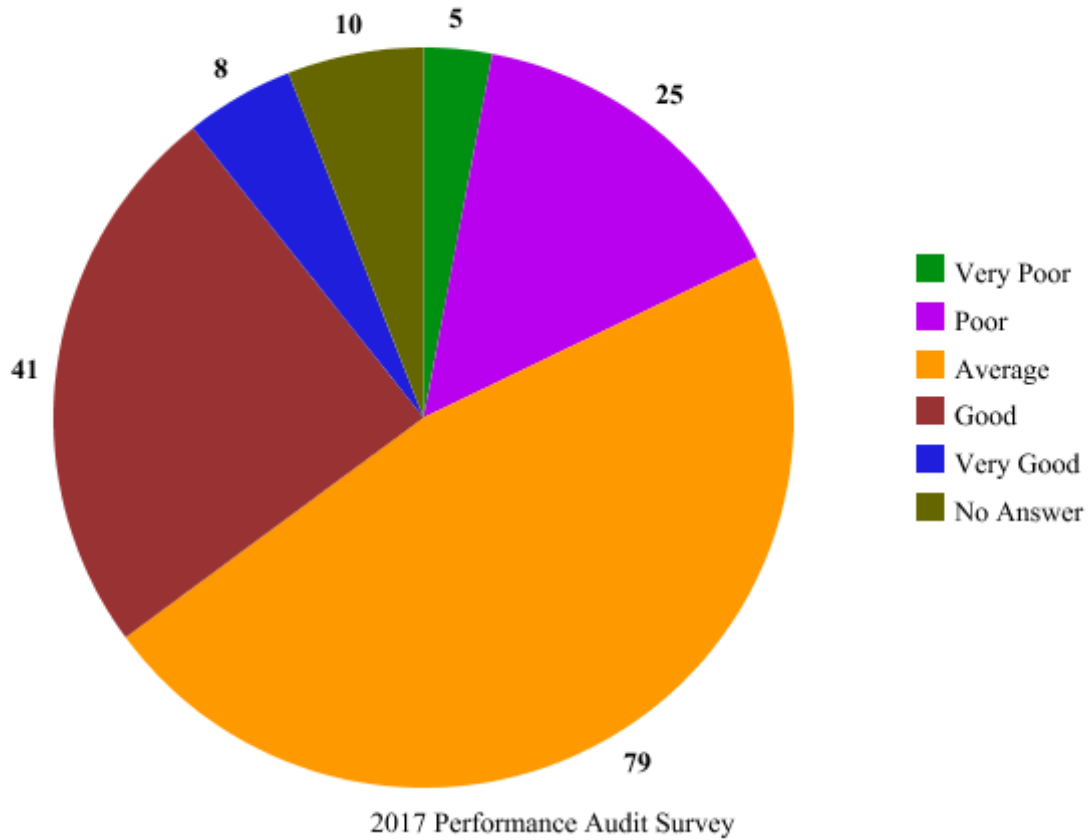Result of Survey in Commission's Promotion Opportunities

2017 Performance Audit Survey

Figure 7

Figure 7 shows that 47.02% or 79 respondents give an average rating in terms of Commissions promotion opportunities; this is also the highest rating in this section. 41 respondents which are 24.40% of the total population give a good rating; this is significantly higher compared with 8 respondents or 4.76% of the population who rated the Commission with very good in terms of promotion opportunities. This section also has an unfavorable response to very poor and poor ratings from 30 respondents or 17.85% of the total population.

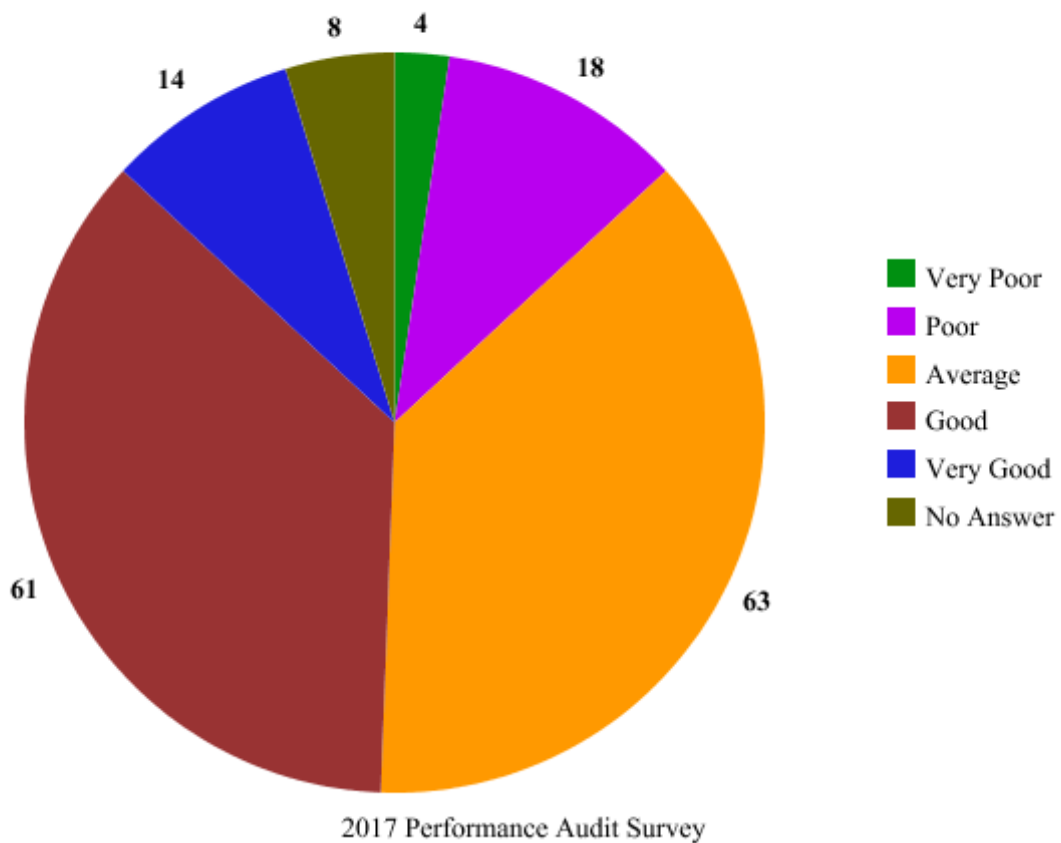Result of Survey in Commission's Project Implementation

2017 Performance Audit Survey

Figure 8

Figure 8 shows that 61 respondents rated the Commission with "good" while 63 respondents give the commission with an average rating. These ratings are 36.30% and 37.5% of the total population, respectively. Only 14 respondents or 8.33% of the population have a very good perception of Commission's project implementation. 22 respondents which are 13.09% of the total population give unfavorable ratings of very poor rating from four (4) respondents and poor ratings from eighteen respondents. 8 respondents did not provide answers to this section.

Result of Survey in Commission's Policy Implementation

2017 Performance Audit Survey
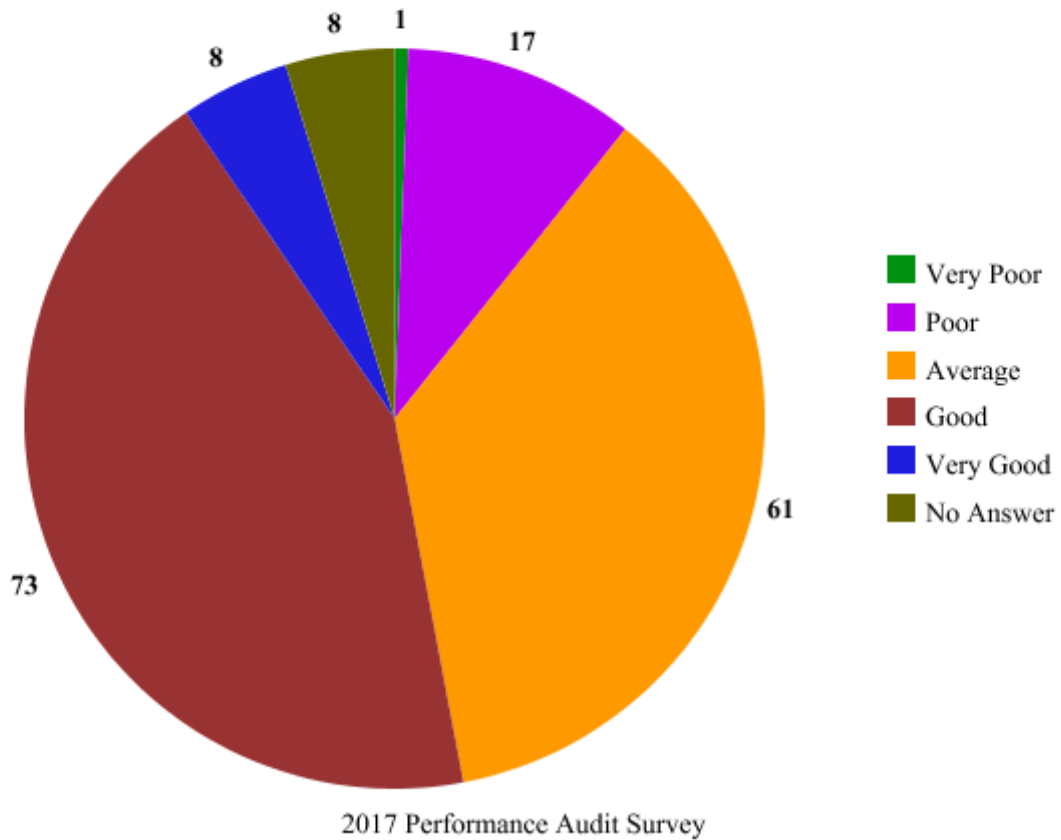
Figure 9

This graph resembles the graph in Figure 8 in term of good and average rating. 73 respondents or 43.45% of the total population rated the Commission with good in terms of policy implementation. 61 respondents which are 36.30% of the total population give an average rating and only 8 respondents or 4.76% rated the Commission with very good. There are 18 respondents who have a negative perception of Commission policy implementation and this is 10.71% of the total population. There are also eight (8) respondents who did not provide answers to this question.

4. CONCLUSION

In conclusion, there is a striking difference between the overall level of employees' job satisfaction and employees' perception of the Commission. In Figure 2, 74 respondents claim that they are very satisfied with their job and 65 respondents claim that they are somewhat satisfied with their job; these ratings entail that 82.73% of respondents are experiencing satisfaction in their job; however, in terms of the Commission's leadership based on the above graphs, majority of the respondents rated the commission with average and good and only a few respondents rated the commission with very good. The highest number of respondents that indicates very good are from "Employee Recognition" results which are the 21% the total population.

There is significant number of respondents who give very poor and poor rating in the Commission's Leadership. The Commission's training opportunities got the highest number of respondents who rated it poor followed by the promotions opportunity. This shows a negative climate in terms of respondents' motivation to continue developing their skills. The rate of overall level of job satisfaction should be directly proportional to the employee's perception of the Commission's leadership.

The respondents of this survey were not calculated based on the sample size with a margin of error; the response rate was also not calculated.

TABLE OF CONTENTS

1.1 PROFILE

The National Commission on Muslim Filipinos (NCMF) was created by virtue of Republic Act No. 9997, otherwise known as the "National Commission on Muslim Filipinos Act of 2009" signed into law on February 18, 2010.

NCMF is mandated to preserve and develop the culture, tradition, institutions, and well-being of Muslim Filipinos, in conformity with the country's laws and in consonance with national unity and development.

1.2 VISION

Progressive, caring and peaceful Muslim Filipino Communities living harmoniously with all stakeholders.

1.3 MISSION

The National Commission on Muslim Filipinos is committed to promote the well-being of Muslim Filipinos and strengthen Islamic Institutions towards National Unity.

1.4 CORE VALUES

Integrity
Committed
Innovative
Nurturing
God Fearing

The Records and Communications Unit of the Administrative Services protects, stores, and manages all NQMS-related records and documents, particularly the NQMS Manual (NQMSM), in accordance with the following:

- Directly in-charge of the NQMSM
- Controls copies of the NQMSM
- Updates and ensures all revisions, amendments, and updates as approved are incorporated in the NQMSM, and in accordance with set protocols in document control and management
- Disseminates all updates, amendments, and revisions to key and strategic NCMF units/offices
- Maintains a safe and easily accessible, user-friendly storage facility and location for the NQMSM
- Designates personnel to be in charge of implementing all of the abovementioned protocols on custodianship of the NQMSM.

3.1 SCOPE AND APPLICATION

The NCMF's Quality Management System (NQMS) includes all the agencies core and support processes as aligned with its Vision and Mission and is guided by all the identified governing and relevant policies and objectives of all of its Stakeholders. The said core and support processes are implemented to meet and exceed all the identified needs of said Stakeholders – in accordance with all relevant ISO 9001 Standard Requirements for Quality Management Systems.

3.2 Process Model

The NCMF's core processes are the following:

- Socio-Economic Services provide Muslim Communities opportunities for economic development through studies and researches and coordination aimed at providing livelihood programs, financial assistance and other related activities.
- Social Protection Services takes the lead in linkages, coordination, studies and researches and development and implementation of programs to maintain peace, find solutions to conflicts and the prevention of conflict escalation to attain peaceful Filipino Muslim communities smoothly integrated with the rest of the Filipino Society
- Socio-Cultural Services manages studies and implementation of projects, programs and activities aimed at enhancing and preserving institutions, practices and the overall culture of the Filipino Muslim Communities

Supporting those core processes are Legal Services, Policy-Making Services, and Planning Services. Logistics and Resource Services are provided by the Information Services, General Services, Accounting Services, Human Resources Management Services, and Property Management Services.

3.3 NCMF PROCESS MODEL

MANAGEMENT PROCESSES

PLANNING SERVICES	LEGAL SERVICES	POLICY MAKING	MONITORING & EVALUATION • Management Review • Internal Review

CORE PROCESSES

STAKEHOLDERS	←	SOCIO-CULTURAL	SOCIO-ECONOMIC	SOCIAL PROTECTION	→	STAKEHOLDERS

SUPPORT PROCESSES

ACCOUNTING OPERATION MANAGEMENT	INFORMATION MANAGEMENT	HUMAN RESOURCES MANAGEMENT	GENERAL SERVICES

4.1 GENERAL PROVISIONS

All documentation requirements of the NCMF Quality Management System are included in its duly approved Quality Management System Manual: NCMF Quality Policy, objectives and all other relevant documents and records.

4.2 THE QUALITY MANUAL

NCMF's Quality Manual presents the entire coverage of its QMS and the rationale for any exclusion. It contains all NCMF core processes and the support processes needed to keep it running smoothly.

4.3 CONTROL OF DOCUMENTS

4.3.1 Procedure

NCMF implements and regularly improves a developed system aimed at safekeeping, protection, storage, updating and management of all documents and records pertaining to its QMS. Included in the system is a Master List that contains the following:

- Quality Policy
- Quality Objectives
- Quality Manual
- QMS Forms
- Policies and procedures related to the QMS implementation

4.3.2 Review and Approval

Designated Records Control Officers implement NCMF's Control of Documents Procedure.

4.3.3 Updating of Records and Documents

The Control of Documents Procedure, using a developed Master List, provides protocol for segregation of records and documents based on their recency and obsolescence, utilization, easy access and identification.

4.4 CONTROL OF RECORDS

4.4.1 Procedure

NCMF's Records Unit implements the following:

- Maintenance of a quality procedure for control, identification, collection, filling, access and retrieval, storage and proper disposition of all records per set standards
- Designated storage areas and containers shall be used
- Electronic data shall be, in coordination with NCMF ICT unit, shall be properly backed-up and stored
- A disposal system based on current National Archives of the Philippines's systems and procedures shall be implemented

5.1 MANAGEMENT COMMITMENT

All key officials and employees of the NCMF is committed to implement, manage, improve and maintain NCMF QMS, in accordance with governing Government Quality Management Programs. Management is committed to provide necessary Human and Financial resources to ensure success of its QMS.

5.2 STAKEHOLDER FOCUS

Quality service is an essential part of NCMF's "*Trabaho ko, Ibadah ko*" principle. "*Trabaho ko, Ibadah ko*" [My job, my religious obligations] is aimed at reminding and encouraging NCMF officials and staffs and all Muslim Filipinos that every work done with the best intention, no matter how little, can be an act of worship to the Almighty Allah. This principle guides our action to deliver services that are compliant and preferred by our clients, consumers, and partners with utmost satisfaction. They are vital for the achievement of our goal to be a premier government agency committed and competent to promote the well-being of Muslim Filipinos.

At NCMF, our commitment is to never compromise on the timeliness and quality of our projects/programs, products and services. This requires everybody to understand their responsibility in achieving our quality objectives and be empowered to take action in order to protect our clients and the image of our Commission.

The QMS shall contain procedures in assessing quality of service delivery to all of NCMF's stakeholders that include but not limited to, the following:

- The general public particularly members of Filipino Muslim communities
- The National Government and all its agencies governing and or interacting with NCMF
- All local and international partner agencies and institutions
- NCMF employees

5.3 QUALITY POLICY

NCMF QUALITY POLICY

Quality is all about the satisfaction of our clients and trust of our external partner organizations.

At NCMF, Quality is at the center of our Trabaho ko, Ibadah ko principle. Every day, the services by NCMF are sought by thousands of Muslim Filipinos all over the Philippines to fulfil their basic services needs, socioeconomic and socio-cultural needs.

This satisfaction and trust is based upon our mandate to preserve and develop the culture, tradition, institutions, and well-being of Muslim Filipinos, in conformity with the country's laws and in consonance with national unity and development. It has been built upon the creation of the Commission by virtue of Republic Act No. 9997 in February 18, 2010.

Every program and project, every employee, every partner organization, every service and every consumer and client contact helped to develop this satisfaction and trust. An NCMF name on a project/program or product is a promise that it complies with all relevant laws and regulations and that it constantly meets our high standards of Quality.

In order to sustainably create value and to effectively and efficiently build customer, consumer, and partner satisfaction and trust, Quality at NCMF is to:

1. Guarantee **full compliance** by respecting our mandates, implementing rules and regulations, and standards with full transparency and accountability.

2. Ensure **fair, responsive, participatory, and efficient** delivery of services to satisfy consumers, clients, and partner organizations by considering highly what they value and by offering projects/programs and services that always meet or surpass their expectations.

3. Strive for **zero defects and high percentage of service requests resolved** within an agreed time by constantly looking for opportunities to apply our continuous improvement approach to deliver with highest efficiency and professionalism.

4. Engage **everybody's commitment**, at all levels of our organization to build the NCMF Quality Culture.

The diagram below summarizes NCMF's QUALITY POLICY:

5.4 PLANNING

NCMF, through this QMS, believes planning is crucial for the agency in meeting its short and long term goals. This is operationalized in the various monitoring and assessment reports done by its Planning Services to ensure that appropriate measures are implemented to address relevant quality planning concerns.

5.5 RESPONSIBILITY, AUTHORITY AND COMMUNICATION

5.5.1 General Provisions

As stated in the Management Commitment and Quality Policy, all NCMF employees shall work together in implementing this QMS; specific roles, duties and responsibilities related to this QMS shall be clear to all, and all pertinent objectives, goals, policies shall be cascaded and communicated to all NCMF personnel.

5.5.2 Responsibility and Authority

To ensure clear and effective performance of specific tasks to implement this QMS, NCMF shall form a QMS Core Group (QCG) that will be directly responsible in implementing, controlling, monitoring, and managing this QMS. The QCG shall be composed of the following, with their specific functions:

- The Planning Team - ensures quality objectives are established and are measurable and are supported by activities needed to achieve such objectives

- The Workplace Management Team - ensures that the work environment provides the conditions needed to fully support the successful and effective implementation of this QMS

- Documents and Records Control Team - ensures that documents are properly stored, safe, updated properly, easily identifiable and located

- Internal Audit Team - ensures conformance of the QMS with the requirements of this QMS through periodic audits and provides management feedback about conformities and non-conformities and the needed solutions and appropriate corrective or preventive measures as provided for under relevant provisions of this QMS

5.5.3 Management Quality Representative

- Ensures the development, implementation and maintenance of the QMS
- Monitors and reports to Management performance of the QMS, issues and concerns that need to be addressed
- Implements plans, project needed to achieve targets of this QMS
- Leads in the development of all required programs to ensure success of this QMS

5.5.4 Internal Communication

A Communication Plan shall be developed and implemented to ensure that all segments of NCMF personnel fully understand the goals, objectives and targets of this QMS.

5.6 MANAGEMENT REVIEW

The NCMF Management, through the QMR, conducts planned review and evaluation of the implementation of the QMS. It shall, among others, perform the following:

- Ensure results of Management Reviews are evaluated and addressed
- Checks results of quality audits, corrective and preventive actions
- Identifies areas for improvements to the QMS

6.1 GENERAL PROVISIONS

The NCMF Management commits to provide all necessary resources to effectively implement this QMS. Its Administrative Services, Finance and Management Services, and the Planning Services work hand-in-hand to provide economical, efficient and effective processes related to infrastructure management (Human Resources, Information, Communication Technology), budgeting and other financial support.

6.2 HUMAN RESOURCES MANAGEMENT

The Administrative Services through its HRMD provides the necessary service to the NCMF HR Capital following prescriptive procedures emanating from governing stakeholders (CSC, DBM, OP, among others. It develops and administers personnel program including selection and placement, training, position classification and compensation framework, career development, manages and implements a Performance Management System, employee rewards and benefits program, and employee-employer relations.

6.3 MANAGEMENT OF INFRASTRUCTURE AND ENVIRONMENT

Administrative Services' General Services Division monitors and determines quality levels of facilities and equipment needed for a work environment that enhances productivity and performance. It is responsible for the provision of adequate office space, vehicles and other supplies services required to implement this QMS. The unit is also responsible for the upkeep and maintenance of NCMF building and grounds, provision of security and janitorial services to maintain a safe and hygienic work environment.

6.4 INFORMATION MANAGEMENT

NCMF's Planning Services develops and recommends appropriate ICT hardware and software needed to catalyze information sharing and generation to facilitate systems and procedures necessary for effective and efficient interfacing of all NCMF units. The unit takes charge in the conduct of relevant studies and researches for ICT policy formulation, in the development, maintenance, updating and implementation of a management information system.

6.5 PROCUREMENT AND PROPERTY MANAGEMENT

The GSD under the Administrative Services develops and implements the procurement and property management program of the NCMF in accordance with governing government issuances and policies.

6.6 FINANCE AND MANAGEMENT SERVICES

Finance and Management Services Provide Management with sound advice of financial and management policies; provide economical, efficient and effective budgetary, financial, management services and internal control systems supporting this QMS. It develops and administer management audit programs towards increased efficiency and effectiveness in operation. It is also in charge of developing and updating NCMF Manual of Operations.

6.7 PLANNING SERVICES

The unit is responsible for providing NCMF efficient and effective planning, monitoring and evaluation of programs and projects in support of this QMS. Its key duties include:

- Development of research and information policies
- Provides services relevant to planning, programming, project development and evaluation, MIS, and conducts periodic researches and studies on NCMF information and publication activities
- Assists in negotiating with international or bilateral agencies in carrying out various programs and projects of the NCMF
- Prepares regular reports to various stakeholders

6.8 LEGAL SERVICES

NCMF's Bureau of Legal Affairs provides Muslim Filipinos legal services including legal education and assistance in cases of litigation involving their person or interests. It acts as legal counsel of the NCMF and investigates cases involving personnel and submits appropriate recommendations.

The NCMF's core processes are grouped into four major types as dictated by its mandate and as performed by its units performing core processes. Although each core process offers products and services distinctly different from each other, the planning for the realization of their respective product and services all involves the definition of the processes for producing their products necessary to meet customer needs. The totality of the services and products produced by key units are grouped into three major categories:

- **SOCIO-CULTURAL SERVICES**
- **SOCIO-ECONOMIC SERVICES**
- **SOCIAL PROTECTION SERVICES**

7.1 SOCIO-CULTURAL SERVICES

The **BUREAU OF MUSLIM SETTLEMENTS (BMS)** provides services that greatly contribute to the promotion and development of Muslim Filipino Settlements. It conducts relevant studies and researches, monitors program implementation and introduces support programs. All its activities are conducted in coordination with governing and partner agencies.

Planning for Product Realization

The BMS plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products

To ensure adherence to the QMS the BMS determines that all the necessary steps, procedures, guidelines are followed in all key procedures that include the following:

- Systems and Procedures in the Informal Settler Families (ISF) Program
- Relief Assistance Process
- Disaster and Relief Operations
- Disaster and Relief Training and Development Programs

Review of the Requirements Related to the Service/Product

The BMS evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BMS plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include:

- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs:

- Meets the input requirements for design and development
- Provides appropriate information for product provision,
- Contains or reference product acceptance criteria; and
- Specifies the characteristics of the products that are essential for stakeholder satisfaction

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

- Evaluates the ability of the results of design and development to meet requirements and
- Identifies any problems and proposes necessary actions

Participants in such reviews include representatives of functions concerned with the design and development stage(s) are reviewed. Records of the results of the reviews and any necessary actions are maintained.

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action is maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development change includes evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

The BUREAU OF MUSLIM CULTURAL AFFAIRS (BCMA) is responsible for the cultural development of Filipino Muslim communities through the formulation of policy and plans and implementation of programs and projects to achieve its functional mandate. It formulates educational program designed to improve the literacy level of Muslim Filipinos and is also responsible for the Madrasah Institutions in the country.

Planning for Product Realization

The BCMA plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products

To ensure adherence to the QMS the BCMA determines that all the necessary steps, procedures, guidelines are followed in all key procedures.

Review of the Requirements Related to the Service/Product

The BCMA evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BCMA plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include
- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs:

- Meets the input requirements for design and development
- Provides appropriate information for product provision,
- Contains or reference product acceptance criteria; and
- Specifies the characteristics of the products that are essential for the stakeholders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

Evaluates the ability of the results of design and development to meet requirements and
Identifies any problems and proposes necessary actions

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action are maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development change includes evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

THE BUREAU OF PILGRIMAGE AND ENDOWMENT (BPE) strengthens the culture of NCMF's primary stakeholders. It is primarily responsible for the administration of the Annual Muslim Pilgrimage to Mecca, KSA and formulates and implements required activities and programs.

Planning for Product Realization

The BPE plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products

To ensure adherence to the QMS the BPE determines that all the necessary steps, procedures, guidelines are followed in all key procedures that include the following:

- Systems and Procedures in the Availment of the *Hajj* Program
- *Hajj* Application Guidelines Process
- Implementation of the Annual *Hajj* Operation Frontline Services
- Implementation of the Travel Agencies Arrangement
- Criteria and Requirements in the Accreditation of *Sheikhs*
- WAQF (Islamic Endowment) Administration Services

Review of the Requirements Related to the Service/Product

The BPE evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BPE plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include
- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs:

a) Meets the input requirements for design and development
b) Provides appropriate information for product provision,
c) Contains or reference product acceptance criteria; and
d) Specifies the characteristics of the products that are essential   for the advancement of the stakehoders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

a) Evaluates the ability of the results of design and development to meet requirements and
b) Identifies any problems and proposes necessary actions

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable.   The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use.   Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action are maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation.   The review and development changes include

evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

THE BUREAU OF EXTERNAL RELATIONS (BER) provides services aimed at strengthening linkages with all internal and external stakeholders. As the official Communication Center of the NCMF, it is responsible for cascading the NCMF's programs for buy-ins and vital support and understanding by stakeholders and hence, reinforcing interfacing of NCMF's core processes and services.

Planning for Product Realization

The BER plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products
To ensure adherence to the QMS the BER determines that all the necessary steps, procedures, guidelines are followed in all key procedures that include the following:

- Management Assistance Service
- Employment Assistance Service
- Scholarship Assistance
- Public Information Service

Review of the Requirements Related to the Service/Product

The BER evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BER plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include

- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required

- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs::

a) Meets the input requirements for design and development
b) Provides appropriate information for product provision,
c) Contains or reference product acceptance criteria; and
d) Specifies the characteristics of the products that are essential for the advancement of the stakeholders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

a) Evaluates the ability of the results of design and development to meet requirements and
b) Identifies any problems and proposes necessary actions

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation

of the product. Records of the results of validation or any necessary action is maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development changes include evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

7.2 SOCIAL PROTECTION SERVICES

To achieve its Vision and Mission, smooth integration of Filipino Muslim Communities and its micro-political system with mainstream Political and Administration systems is vital. **THE BUREAU OF PEACE AND CONFLICT RESOLUTION (BPCR)** is at the forefront in the conduct of peace and settlement of conflict among Muslim Filipinos and participates in the National Peace Process. The major goal is to prevent, de-escalate and find solutions to conflicts through peaceful means.

Planning for Product Realization

The BPCR plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products

To ensure adherence to the QMS the BPCR determines that all the necessary steps, procedures, guidelines are followed in all key procedures that include the following:

- Peace Program Development
- Conflict Resolution Process

Review of the Requirements Related to the Service/Product

The BPCR evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BPCR plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include

- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs::

a) Meets the input requirements for design and development
b) Provides appropriate information for product provision,
c) Contains or reference product acceptance criteria; and
d) Specifies the characteristics of the products that are essential for the advancement of the stakeholders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

a) Evaluates the ability of the results of design and development to meet requirements; and
b) Identifies any problems and proposes necessary actions.

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action are maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development changes include evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

7.3 SOCIO-ECONOMIC SERVICES

THE BUREAU OF MUSLIM ECONOMIC AFFAIRS (BMEA) promotes and develops economic livelihood programs and projects through provision of loans, entrepreneurship, trade and marketing assistance to members of Muslim Filipino communities. Specifically, it promotes the development of cooperatives, implements manpower training and community self-help projects all designed for the economic development of Muslim Filipinos.

Planning for Product Realization

The BMEA plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products
To ensure adherence to the QMS the BMEA determines that all the necessary steps, procedures, guidelines are followed in the following:

- Entrepreneurial Programs

- Cooperative Program
- Promotion of Islamic Finance and Investments
- Manpower Development Programs
- *Halal* Development Programs

Review of the Requirements Related to the Service/Product

The BMEA evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BMEA plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include

- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs::

a) Meets the input requirements for design and development
b) Provides appropriate information for product provision,
c) Contains or reference product acceptance criteria; and
d) Specifies the characteristics of the products that are essential for the advancement of the stakeholders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

a) Evaluates the ability of the results of design and development to meet requirements and
b) Identifies any problems and proposes necessary actions

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action are maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development changes include evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

8.1 Stakeholder Satisfaction

NCMF monitors the service outcomes in terms of meeting the stakeholders' requirements and expectations. Periodic gathering of stakeholders' feedback and perception shall be conducted.

8.2 Internal Audit

NCMF through its Internal Quality Auditor (IQA) team establishes and maintains a quality procedure on internal audit to verify whether quality activities and related results conform to the planned arrangements and to determine the effectiveness of the QMS.

The results of the audits are recorded and reported. The report contains details of:

- Conformities and nonconformities;
- Root-cause analysis;
- Correction and corrective action including dates of completion and responsibilities; and
- Follow-up audit

The observations are brought to the attention of the personnel having responsibility in the audited area. The concerned Unit Head shall make timely correction and corrective actions on the nonconformities identified during the audit based on the Corrective Action Procedure.

Follow-up audit activities are conducted to verify and record the implementation and effectiveness of the actions taken. IA results are reported during Management Review using the Audit Summary.

Records of the audit and results are maintained in accordance to the Quality Procedures on Records Control.

8.3 Monitoring and Measurement of Process

NCMF applies suitable methods for monitoring and, where applicable, measurement of the QMS processes. LWUA conducts regular Executive Committee meetings, Quarterly Assessment sessions and Annual Planning Sessions to track the progress of objectives, targets, and plans. NCMF also uses its Quality Procedure on Internal Audit to monitor the QMS processes.

8.4 Monitoring and Measurement of Product

NCMF monitors and measures the characteristics of the product using quality criteria of its various products and services to ensure conformity to requirements. These are carried out at appropriate stages of the product realization process.

Delivery of product or service shall not proceed until the planned arrangements have been satisfactorily completed unless otherwise approved by relevant authority and, where applicable, by the stakeholders.

Records, indicating the personnel authorized to release the product, are maintained in accordance to the Quality Procedures on Records Control.

8.5 Control of Nonconformity

NCMF maintains a Quality Procedure on Control of Nonconformity to ensure that non-conformities are identified and controlled by concerned units to prevent unintended use or delivery. The procedure defines the controls and related responsibilities and authorities for dealing with nonconformities.

When the non-conformity is corrected, NCMF performs re-verification to demonstrate conformity to the requirements.

Records of the nature of non-conformities and any subsequent actions taken, including concessions obtained, shall be maintained in accordance to the Quality Procedures on Records Control.

8.6 Analysis of Data

NCMF collects and analyzes data to demonstrate the suitability and effectiveness of the QMS and to identify improvements that can be made. Data are analyzed to provide information on the following:

- Stakeholder satisfaction;
- Status of objectives, targets, and plans;
- Nonconformities and actions taken;
- Audit observations; and
- Suppliers'/Contractors' performance

Data analysis is conducted to provide significant evidence of the effectiveness of the system and its continual improvement.

8.7 Continual Improvement

NCMF strives to continually improve the effectiveness of the QMS through the use of the QMS policy and objectives, audit results, analysis of data, corrections, corrective and preventive actions, and Management Review.

Corrective Action

NCMF maintains Quality Procedure on Corrective Action to ensure that corrections are made to nonconformities. This procedure also provides a system for determining the causes of nonconformities and implementing appropriate corrective actions to ensure that nonconformities will not recur.
Records of the results of the corrective actions taken are maintained in accordance to the Quality Procedures on Records Control.

Preventive Action

NCMF maintains Quality Procedure on Preventive Action for determining potential nonconformities and their causes and implementing appropriate preventive actions to ensure that nonconformities do not occur.

Records of the results of the preventive actions taken are maintained in accordance to the Quality Procedures on Records Control.

APPROVED BY:

YASMIN BUSRAN-LAO
Secretary

MARCH 29, 2017

MANDATORY PROCEDURES

1.0 Purpose

To provide a guide for an effective method of controlling internal and external documents used in the implementation of NCMF's Quality Management System (QMS).

2.0 Definition of Terms

Internal Documents refer to documents generated within NCMF such as Quality Manual, Memoranda, Office Orders, Briefs

External Documents refer to documents used in the implementation of NCMF's QMS which originate from sources outside LWUA.

Records Division refers to the office where master copies of documents are kept and filed. The Records Officer is the keeper of documents. Each NCMF unit appoints respective RO to keep master copies of documents originating within respective offices.

Master Copy refers to the original document that has to be always controlled and filed at the Records Division.

Controlled Copy refers to documents issued to all heads of offices.

Uncontrolled copy refers to printed copies of documents that are given for information and reference purposes only.

Obsolete Copy refers to documents that have become obsolete due to revisions and which are kept for a period in accordance with Records Disposition Schedule.

Masterlist of Key Documents refers to all internal and external documents used in NCMF's QMS.

OPERATIONAL PROCEDURE

The HRDD has adopted a simplified and practical records management system. All official incoming and outgoing communications, office orders, memoranda, fax and electronic mails are handled in the HRDD by the Receiving Officer for sorting, date stamping, recording, routing or disposal following the procedures below:

I.   **Incoming and Inter-Office Communications:**

    1.1 Communication/s are received for proper recording and routing purposes. A log book for incoming communications is being maintained.

    1.2 Scanned copies of the document/s are retained and filed after appropriate actions have been made;

    1.3 Travel Orders and other similar issuances are numbered for easy tracking and retrieval;

    1.4 Posting of Documents:
- Documents such as vacancies, personnel actions, important memos and announcements are posted either in the web-site or in bulletin boards

II. **Out-going Communications:**

    All outgoing official communications from the HRDD are recorded in a log book and maintained indicating the following:
- Classification of outgoing correspondence
- Addressee
- Date Mailed

III. **Electronic Records, Audio, Video and Paper-Based Data**

- All electronic records and paper-based data or documents are likewise electronically filed (in a computer) backed up with a hard drive;

IV. **Records Retrieval, Retention, Transfer and Disposal:**

- Records which are not confidential may be retrieved or reproduced in the HRDD, provided, that a Requisition Form shall be accomplished and duly submitted by the requesting party, subject for approval.

- Confidential and classified records are strictly not to be released without the proper authority.

- The HRDD at all times, exercises control over classified documents to ensure that only authorized persons have access to the information thus, preventing records to be lost, stolen or damaged. This ensures protection of privacy and confidentiality and prevents inappropriate disclosure of information that may harm and infringe the right to privacy of individuals.

- In the retention, storage, transfer and disposal of records, a file plan and schedule must be prepared to serve as guide. 201 Files and application papers are numerically filed while other communications are for easy access and retrieval.

V. Formatting

This applies to internally generated documents used in the implementation of the NCMF's Quality Management System.

Document Format

1. The header and footer used for this work instruction is the official template to be used for the quality manual, procedures, and work instructions.
2. The standard contents of a procedure are the following:
   a. Purpose
   b. Definition of Terms
   c. Details
   d. References
   e. Records
   f. Attachments
3. Calibri (Body) 11 is the official font and size of the contents.
4. The header bears the official logo of the Agency.
5. QMS forms bear the official logo of the Agency, a document code, and a revision level.
   a. The official logo is located at the upper left corner.
6. Document Coding
   a. Quality Manual   -   NCMF.QM
   b. Procedure   -   XXX.QP.YY
   c. Work Instruction   -   XXX.WI.YY

Where:
   XXX is the designated code for each area/office.
   YY is a series number of the procedure/work instruction starting from 01.
   QP is quality procedure
   WI is work instruction

CONTROL OF DOCUMENTS PROCEDURE

Process Flow	Responsible Officer	Details

Start

Is it "Key" document? — No → Log and Distribute to owner

RO

Determine if document is a key document as identified in the Master List. Key documents are the only documents for safe keeping of

Yes

Is there a need for revision? — No

For internally generated documents, follow coding system. Refer to **Annex A.1 Guidelines in Document Formatting**.

Yes

Revise the Document/Obtain latest revision of externally sourced document

Revise the document and accomplish the **Document Review Form**.

Obtain Review and Approval of Documents for Adequacy

Review and approve document.

Update the Masterlist of Controlled Documents

Receive the new/revised document and update Masterlist of Controlled Documents. The Masterlist includes externally sourced documents.

B

B

Ensure that the master copy of document is protected using binders or folders.

Process Flow	**Responsible Officer**	**Details**
Reproduce copies of document according to the number of copyholders		
↓	RO	
Distribute reproduced copies of documents and withdraw obsolete copies		Refer to **Controlled Distribution List** to determine the number of copies and recipients.
↓		
Discard obsolete copies		All reproduced copies bearing no official covering memo are considered **"Uncontrolled."**
↓		Copyholders to acknowledge receipt of copy using **Issuance Logbook of Controlled Documents**.
Review existing documents		
↓		The obsolete master copies of the document are kept in "Obsolete Copy" folder and retained according to the **Records Control Procedure**. Other copies of obsolete documents are discarded either by recycling or shredding.
End	RO	
		Review existing documents every three years or as needed for adequacy and suitability.

PURPOSE

The Quality Procedure on Preventive Action aims to define a system for identifying potential nonconformities, determine the causes of potential nonconformities, and provide the necessary action to ensure that nonconformities do not occur.

SCOPE AND LIMITATIONS

This Quality Procedure on Preventive Action shall apply to potential nonconformities that may arise during implementation of NCMF's Quality Management System.

This procedure shall apply to all QMS processes, systems, and procedures in NCMF's operations.

REVIEW AND AMENDMENTS

The Audit Unit shall initiate the review of the Preventive Action Procedure, at least once every three (3) years or as deemed necessary.

Where amendment to this procedure is necessary, the Audit Unit shall present proposed amendments to the NCMF Management.

The duly approved and signed copy of the Quality Procedures on Corrective Preventive Action shall be under the custodianship of the Audit Unit.

RESPONSIBLE UNITS

Concerned Units	Refers to the Unit that handles implementation of a certain procedure/system.
Initiator	Refers to any personnel who has observed and reported a nonconformity (Corrective Action) or initiated action to analyze a potential problem (Preventive Action).
Nonconformity (NC)	Refers to non-fulfillment of a requirement
Potential Nonconformity	Refers to prospective/possible/probable non-fulfillment of a requirement
Potential Problem Analysis (PPA)	Refers to the form used to record the identified potential nonconformity, its potential causes, the necessary preventive actions, and mitigating measure/s.
Preventive Action	Refers to action taken to eliminate the cause of a potential nonconformity or other undesirable situation to prevent its occurrence.

PROCEDURE

1. The concerned Unit and/or Initiator shall identify potential nonconformity through evaluation and analysis of monitoring and measurement data from stakeholders' feedback and complaints, audit observations, or suppliers/contractors performance evaluation.

2. The concerned Unit shall review potential nonconformity and possible cause through appropriate analysis techniques such as brainstorming, Cause and Effect Analysis, 5 Whys, Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, Failure Mode and Effect Analysis, among others.

3. The concerned Unit shall determine all possible preventive actions and document the proposed preventive action using the Potential Problem Analysis (PPA) Form, with approval of the concerned Unit Head.

4. The Audit Unit shall assign a Control Number on the PPA Form.

5. The concerned Unit shall implement the approved preventive action plan under the supervision of the concerned Unit Head.

6. TheAudit Unit, together with the concerned Unit Head, shall verify effectiveness and monitor preventive action indicated in the PPA Form, periodically, as necessary.

7. If preventive action is found to be ineffective and nonconformity has been observed, the Audit Unit and concerned Unit shall refer to the Corrective Action Procedure.

8. If the preventive action may necessitate revision of policy or procedure, or creation of new one, the concerned Unit shall refer to the Quality Procedure on Document Control.

9. The Audit Unit shall report the actions taken and action plans to the Management for review.

10. The NCMF Management shall review and monitor the preventive actions taken and action plans for continual improvement.

Records of the results of actions taken shall be maintained in accordance to the Document Control Procedure.

NCMF QUALITY PROCEDURE ON PREVENTIVE ACTION	Section PROCEDURE FLOW		Section No	Effective
	Subject		Subject No	Page 1 of 3

PROCEDURE FLOW

Initiator/ Concerned Unit	Concerned Unit	Concerned Unit Head

START → Identify potential nonconformity or OFI → Review potential nonconformity and determine root cause → List down all possible preventive actions → Determine the preventive action and document the proposed preventive → Approved?

NO → (back to List down all possible preventive actions)

YES → A

Concerned Unit Head

Concerned Unit

Concerned Unit Head

```
( A )  →  [ Endorse to IAD for      →  [ Proceed to the        →  [ Monitor and verify     →  < Is it effective? >  —YES→  ( C )
           endorsement of               implementation of          effectiveness of the
           Control Number in            the preventive             preventive action
           the PPA Form ]               action plans ]             plans indicated in
                                                                   the PPA Form within
                                                                   one (1) year ]
                                                                                              |
                                                                                             NO
                                                                                              |
                                                                                              ↓
                                                                                   [ Refer to Corrective
                                                                                     Action Procedure ]
```

Concerned Unit Head/IAD

IAD

QMR

C → Report action/s taken and action plan/s to Management → Management to review and monitor the action/s taken and action plan/s → END

Concerned Unit

Refer to Document Control Procedure ←YES— Is there a need to revise?

NO

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PURPOSE

The Quality Procedures on Corrective Action aims to define a system on provision of necessary actions to eliminate the causes of nonconformities to prevent recurrence.

SCOPE AND LIMITATIONS

This procedure shall apply to nonconformities during implementation of NCMF's Quality Management System (QMS).
This procedure shall apply to all QMS processes, systems, and procedures in NCMF operations.

REVIEW AND AMENDMENTS

The Audit Unit shall initiate the review of the Quality Procedure on Corrective Actions, at least once every three (3) years or as deemed necessary.

Where amendment to this procedure is necessary, the Audit Unit shall recommend the proposed amendments to the NCMF Management.
The NCMF Management shall give the final approval of the proposed amendments to the Quality Procedure on Corrective Action.

DEFINITION OF TERMS

Nonconformity refers to nonfulfillment of a requirement.

Correction refers to action taken to eliminate the detected nonconformity.

Corrective Action refers to action taken to eliminate the cause/s of detected nonconformity to prevent recurrence.

Corrective Action Report Form (Audit Memo Form) refers to the form used to document the detected nonconformity, its causes, and the necessary correction and corrective action.

Process Flow	**Responsible**	**Details**

Start

↓

| Identify nonconformity | Internal Control Office/ Concerned Personnel | Nonconformity may be identified through any, but not limited to the following:

• Customer feedback and complaints
• Conduct of audit |

↓

| Review nonconformity and determine cause | Concerned Unit | |

↓

| Prepare correction and corrective action | Internal Control Office/ Concerned Unit Head | • Day-to-day operations where there is nonfulfillment of QMS requirements

Use **(Audit Memo Form) with control number, to be issued to concerned unit**. |

↓

Approved? — No →

| | NCMF Management/ Concerned Unit Head | Review the nonconformity and determine the possible cause/s using appropriate techniques. e.g. brainstorming, cause and effect analysis, etc. |

Yes ↓

| Implement correction and corrective action | Concerned Personnel/ Concerned Unit Head | Document and review the correction and corrective action plans thoroughly in coordination with other personnel involved to ensure effectiveness. Seek approval of concerned head. |

↓

Effective? — No →

| | Concerned Unit | Approve the proposed action plans. |

Yes ↓

Process Flow	Responsible	Details

Process Flow

```
        ◇ Need to
       create/revise
        document?  ──────→ ( C )

           │ Yes
           ▼
          ( B )
```

Responsible

Concerned Unit

Details

Implement the approved action plans Oversee the implementation of the action plans.

Perform necessary analysis and techniques to determine its root cause and appropriate solution. If necessary, formulate a new action plan.

```
          ( B )
           │
           ▼
   ┌─────────────────┐
   │  Create/revise  │
   │ document/Create │
   │ Revision Report │
   └─────────────────┘
           │
           ▼
   ┌─────────────────┐
   │     Monitor     │←───( C )
   │ implementation  │
   └─────────────────┘
           │
           ▼
   (     End     )
```

Concerned Unit/Internal Control Office

If effective, the nonconformity shall be marked as closed. (Revise process flow to capture the closing of the NC)

Audit unit/Concerned Unit Head/

In case corrective action necessitates a revision of policy or procedure or creation of a new one, the concerned unit and/or the ICO shall refer to the Document Control Procedure.

Documents the results of action taken as part of the continual improvement program.

Summarizes results of corrective action for **Management Review**.

NCMF embarks on Quality Management System

Dedicated to improve the processes and services of the Commission, the Administrative Service, in coordination with the Planning Service, conducted an orientation-workshop on Quality Management System (QMS) on May 30, 2017, 1:00-9:00pm at the University Hotel, UP Campus, Diliman, Quezon City.

The Commission invited Mr. Armando Flores Sibal, acting department manager of Local Water Utilities Administration (LWUA) as resource speaker for the workshop. His knowledge was a banquet, and if participants remained full enough, they would be able to stay and feast.

In the opening remarks, Executive Director (ED) Lidasan, expressed his appreciation and thanks to Director Haidee Ampatuan, Planning Service Director, for her persistency in trying to uplift the Commission.

ED Lidasan also pointed out that on the recent meeting arranged by Secretary Evasco he was surprised by the gesture of respect given to him; for despite all the problems and issues being faced by the Commission, they have him seated with the core officials during the meeting regarding the Marawi crisis. Such small gesture is good for the image of the Commission, he added.

Executive Director Lidasan delivers his opening remarks

ED Lidasan also highlighted the need to uplift the Commission's processes, by instilling a system wherein the processes can be monitored and evaluated if they are effective and responsive to the needs of the Muslims. ED Lidasan further mentioned that there is a need to work fast as the President Duterte is a man of action, he wants outputs.

The Commission is uplifted when each office or bureau do their job diligently. ED Lidasan took the Planning Service Director as an example of someone who has been working diligently for the Commission. The full potential of the Commission, however, will not be achieved by the Planning Service alone.

There is a need for convergence effort by all the bureaus and offices in order to uplift and upgrade the Commission. As a final word, ED Lidasan pointed out that the seminar-workshop will serve as a venue wherein the Commission will build and design its management process to easily determine whether the current process is effective and efficient.

In the introduction of resource speaker, Director Haidee Ampatuan discussed briefly on the importance of having the QMS training and workshop. She expressed gratitude to the Honorable Secretary for supporting the QMS initiatives. In addition, she also gave updates on the status of the Commission's PBB eligibility

Director Araman Belleng, on the other hand, delivered the closing remarks. He thanked the Secretariat and the resource speaker for a very productive workshop. He also expressed the beauty of having workshops wherein the operations of each bureau, office, and services are being revisited. Dir. Belleng also led the awarding of certificate of appreciation for Mr. Sibal. Certificate of participation were also given to the participants.

Workshop Proper

Mr. Sibal opened the seminar-workshop by asking the participants on the value of the QMS for the Commission. According to him, QMS talks about a process triggered by a need, where the objective is to serve the NCMF's clientele. The aim of the workshop, according to him, is to make the NCMF appreciate and understand the QMS.

To promote understanding, Mr. Sibal led the participants to analyze the meaning of each word in the "QMS" acronym – Quality, Management, and System.

Quality pertains to the standards of services being provided while management refers to the process of dealing and controlling. Mr. Sibal noted that once the Commission set the standards it means that it should not go below that, otherwise the output is substandard. In management, he mentioned that there are things that are being controlled to achieve the goals of the Commission. He coined it as 3Ms namely, money, manpower, and machine. Following his logic, quality plus how the Commission manages the three resources the output will be depending on how the product was done. "They are parallel", he said. For instance, if a certain project was done halfheartedly, you do not expect to have output of high quality.

System on the other hand, is a set of procedures or processes; while a process is a set of steps being followed to produce an output.
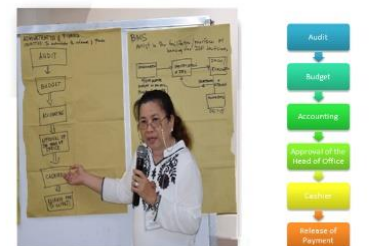

Mr. Sibal discusses the importance of having a Quality Management System in the Commission

Staff of Bureau of Legal Affairs brainstorms about one of their processes

OIC Director Sarip and Chief Aguam outlines the CTM process in BER

Ms. Fatima Fajardo discusses the process in the release of funds

Mr. Omar Mandia discusses how the BER processes the applications for the Hajj
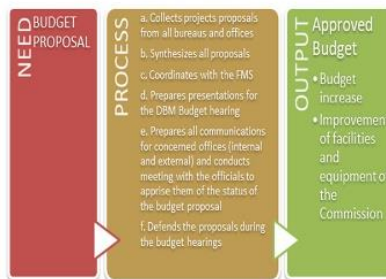
Ms. Rakimah Solaiman discusses how BLA processes legal requests from walk-in clients

1. Conducts Peace Orientation/ Seminar
2. Partnership with Other Government agencies and Non-government agencies involved or mandated to promote peace & conflict resolutions
3. Primer on Peace & Conflict Resolutions – to be distributed to the clients
4. Participates in peace talks.
5. Standardize the Mediation and Negotiation Manual
6. Bureau's Organizational Charter will be put in place to cater Walk-in and Non-Walk-in Clients alike
7. Conduct Research in the Areas where Conflicts exist.

Mr. Sajid Ensamtan discusses the functions of the BPCR

Mr. Ramah Dan Aguam discusses how the BER processes requests for the CTM

Mr. Hienjie Panotolan discusses how the process in granting housing for the ISFs

Dir. Laman Piang discusses how the BMCA conduct the QRC in the Philippines

Mr. Johanson Mambuhay discusses the how the BMEA perform its Socio-economic function
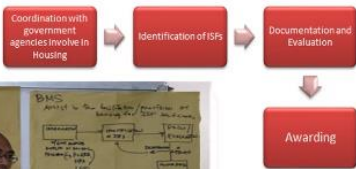

Dir. Haidee Ampatuan discusses how the Planning prepares the Budget Proposal for the Commission

Chief Batacan discusses the hiring and promotion process in the HRDD

Chief Manalundong discusses the BAC Process

Highlights of the Discussion

On the NCMF Process Model, Mr. Sibal noted that the role of the support services or STOs is crucial in the attainment of the core processes. For instance, bureaus will not be able to implement its projects without the assistance of the Planning Service, Finance, and the Administrative Service because budget, transport service, and technical assistance will be needed in the process. Futhermore, Mr. Sibal also added that the Quality Management System is connected with the Strategic Performance Monitoring System wherein great performance from each office/bureau and each individual leads to achievement of targets, and which ultimately leads to annual grant of PBB. Mr. Sibal also highlighted that the aim of having the QMS institutionalized in the Commission is to improve the quality of services delivered to Muslims.

On the process of conducting the Qur'an reading competion, Mr. Sibal highlighted the huge role of the BMCA and the Commission in providing the country with programs that will sustain and increase the faith of Muslim Filipinos to Islam. He also added that the conduct of competitions is a perfect example of "quality" which adheres to global standards. To have Muslim Filipino winners in the various international competitions serve as a huge achievement and should be given special credit, added Mr. Sibal.

CONTINUAL IMPROVEMENT

QMS framework

The Quality Management System (QMS), Mr. Sibal noted that there is management responsibility, or the commitment by the management to provide quality services to Muslim clients because the support to operations (STOs) and core units (the bureaus) could not possibly deliver outputs without, for instance, provision of required resources. As shown in the diagram, there is measurement, which will tell whether the pocesses conform to the standards that were set. Furthermore, there is flow of information, which work both ways according to Mr. Sibal. Flow information is crucial for the continual improvement of the Commission as needs of clients are fast changing and the QMS strongly advocates people involvement, he added. The satisfaction, on the other hand, denotes the satisfaction of the clients and this is one of the sources of information of the decision makers.

On control mechanisms, Mr. Sibal discussed that these are used to monitor non-conformities. Control mechanisms are done through planning wherein decision-makers predict and come up with preventive measures. If non-conformities are still present, he noted, then the Commission will proceed with the corrective measures that shall correct them. Similar with this is the PDCA model, the Plan-Do-Check-Act. All of these processes ensure continual improvement (see diagram above).
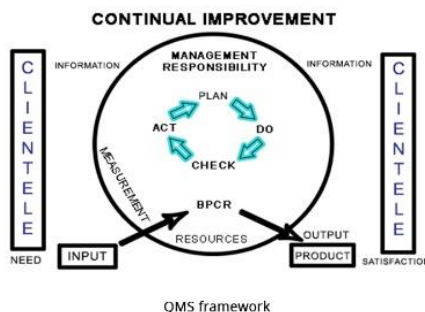
On documentation, Mr. Sibal emphasized that this is crucial in the process of ISO certifcation. There should be someone in-charge of custodianship and management of documents.

At the latter part of the discussions, Mr. Sibal discussed the ISO clauses for the QMS. He also brushed through some of the changes that were done for the current version of the ISO.

Quality
Management
System
Manual 2017

Trabaho ko, Ibadah ko.

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1.1 PROFILE

The National Commission on Muslim Filipinos (NCMF) was created by virtue of Republic Act No. 9997, otherwise known as the "National Commission on Muslim Filipinos Act of 2009" signed into law on February 18, 2010.

NCMF is mandated to preserve and develop the culture, tradition, institutions, and well-being of Muslim Filipinos, in conformity with the country's laws and in consonance with national unity and development.

1.2 VISION

Progressive, caring and peaceful Muslim Filipino Communities living harmoniously with all stakeholders.

1.3 MISSION

The National Commission on Muslim Filipinos is committed to promote the well-being of Muslim Filipinos and strengthen Islamic Institutions towards National Unity.

1.4 CORE VALUES

Integrity
Committed
Innovative
Nurturing
God Fearing

The Records and Communications Unit of the Administrative Services protects, stores, and manages all NQMS-related records and documents, particularly the NQMS Manual (NQMSM), in accordance with the following:

- Directly in-charge of the NQMSM
- Controls copies of the NQMSM
- Updates and ensures all revisions, amendments, and updates as approved are incorporated in the NQMSM, and in accordance with set protocols in document control and management
- Disseminates all updates, amendments, and revisions to key and strategic NCMF units/offices
- Maintains a safe and easily accessible, user-friendly storage facility and location for the NQMSM
- Designates personnel to be in charge of implementing all of the abovementioned protocols on custodianship of the NQMSM.

3.1 SCOPE AND APPLICATION

The NCMF's Quality Management System (NQMS) includes all the agencies core and support processes as aligned with its Vision and Mission and is guided by all the identified governing and relevant policies and objectives of all of its Stakeholders. The said core and support processes are implemented to meet and exceed all the identified needs of said Stakeholders – in accordance with all relevant ISO 9001 Standard Requirements for Quality Management Systems.

3.2 Process Model

The NCMF's core processes are the following:

- Socio-Economic Services provide Muslim Communities opportunities for economic development through studies and researches and coordination aimed at providing livelihood programs, financial assistance and other related activities.
- Social Protection Services takes the lead in linkages, coordination, studies and researches and development and implementation of programs to maintain peace, find solutions to conflicts and the prevention of conflict escalation to attain peaceful Filipino Muslim communities smoothly integrated with the rest of the Filipino Society
- Socio-Cultural Services manages studies and implementation of projects, programs and activities aimed at enhancing and preserving institutions, practices and the overall culture of the Filipino Muslim Communities

Supporting those core processes are Legal Services, Policy-Making Services, and Planning Services. Logistics and Resource Services are provided by the Information Services, General Services, Accounting Services, Human Resources Management Services, and Property Management Services.

3.3 NCMF PROCESS MODEL

MANAGEMENT PROCESSES

PLANNING SERVICES	LEGAL SERVICES	POLICY MAKING	MONITORING & EVALUATION • Management Review • Internal Review

CORE PROCESSES

STAKEHOLDERS	←	SOCIO-CULTURAL	SOCIO-ECONOMIC	SOCIAL PROTECTION	→	STAKEHOLDERS

SUPPORT PROCESSES

ACCOUNTING OPERATION MANAGEMENT	INFORMATION MANAGEMENT	HUMAN RESOURCES MANAGEMENT	GENERAL SERVICES

4.1   GENERAL PROVISIONS

All documentation requirements of the NCMF Quality Management System are included in its duly approved Quality Management System Manual: NCMF Quality Policy, objectives and all other relevant documents and records.

4.2   THE QUALITY MANUAL

NCMF's Quality Manual presents the entire coverage of its QMS and the rationale for any exclusion. It contains all NCMF core processes and the support processes needed to keep it running smoothly.

4.3   CONTROL OF DOCUMENTS

4.3.1   Procedure

NCMF implements and regularly improves a developed system aimed at safekeeping, protection, storage, updating and management of all documents and records pertaining to its QMS. Included in the system is a Master List that contains the following:

- Quality Policy
- Quality Objectives
- Quality Manual
- QMS Forms
- Policies and procedures related to the QMS implementation

4.3.2   Review and Approval

Designated Records Control Officers implement NCMF's Control of Documents Procedure.

4.3.3   Updating of Records and Documents

The Control of Documents Procedure, using a developed Master List, provides protocol for segregation of records and documents based on their recency and obsolescence, utilization, easy access and identification.

4.4 CONTROL OF RECORDS

4.4.1 Procedure

NCMF's Records Unit implements the following:

- Maintenance of a quality procedure for control, identification, collection, filling, access and retrieval, storage and proper disposition of all records per set standards
- Designated storage areas and containers shall be used
- Electronic data shall be, in coordination with NCMF ICT unit, shall be properly backed-up and stored
- A disposal system based on current National Archives of the Philippines's systems and procedures shall be implemented

5.1 MANAGEMENT COMMITMENT

All key officials and employees of the NCMF is committed to implement, manage, improve and maintain NCMF QMS, in accordance with governing Government Quality Management Programs. Management is committed to provide necessary Human and Financial resources to ensure success of its QMS.

5.2 STAKEHOLDER FOCUS

Quality service is an essential part of NCMF's "*Trabaho ko, Ibadah ko*" principle. "*Trabaho ko, Ibadah ko*" [My job, my religious obligations] is aimed at reminding and encouraging NCMF officials and staffs and all Muslim Filipinos that every work done with the best intention, no matter how little, can be an act of worship to the Almighty Allah. This principle guides our action to deliver services that are compliant and preferred by our clients, consumers, and partners with utmost satisfaction. They are vital for the achievement of our goal to be a premier government agency committed and competent to promote the well-being of Muslim Filipinos.

At NCMF, our commitment is to never compromise on the timeliness and quality of our projects/programs, products and services. This requires everybody to understand their responsibility in achieving our quality objectives and be empowered to take action in order to protect our clients and the image of our Commission.

The QMS shall contain procedures in assessing quality of service delivery to all of NCMF's stakeholders that include but not limited to, the following:

- The general public particularly members of Filipino Muslim communities
- The National Government and all its agencies governing and or interacting with NCMF
- All local and international partner agencies and institutions
- NCMF employees

5.3 QUALITY POLICY

NCMF QUALITY POLICY

Quality is all about the satisfaction of our clients and trust of our external partner organizations.

At NCMF, Quality is at the center of our Trabaho ko, Ibadah ko principle. Every day, the services by NCMF are sought by thousands of Muslim Filipinos all over the Philippines to fulfil their basic services needs, socioeconomic and socio-cultural needs.

This satisfaction and trust is based upon our mandate to preserve and develop the culture, tradition, institutions, and well-being of Muslim Filipinos, in conformity with the country's laws and in consonance with national unity and development. It has been built upon the creation of the Commission by virtue of Republic Act No. 9997 in February 18, 2010.

Every program and project, every employee, every partner organization, every service and every consumer and client contact helped to develop this satisfaction and trust. An NCMF name on a project/program or product is a promise that it complies with all relevant laws and regulations and that it constantly meets our high standards of Quality.

In order to sustainably create value and to effectively and efficiently build customer, consumer, and partner satisfaction and trust, Quality at NCMF is to:

1. Guarantee **full compliance** by respecting our mandates, implementing rules and regulations, and standards with full transparency and accountability.

2. Ensure **fair, responsive, participatory, and efficient** delivery of services to satisfy consumers, clients, and partner organizations by considering highly what they value and by offering projects/programs and services that always meet or surpass their expectations.

3. Strive for **zero defects and high percentage of service requests resolved** within an agreed time by constantly looking for opportunities to apply our continuous improvement approach to deliver with highest efficiency and professionalism.

4. Engage **everybody's commitment**, at all levels of our organization to build the NCMF Quality Culture.

The diagram below summarizes NCMF's QUALITY POLICY:

5.4 PLANNING

NCMF, through this QMS, believes planning is crucial for the agency in meeting its short and long term goals. This is operationalized in the various monitoring and assessment reports done by its Planning Services to ensure that appropriate measures are implemented to address relevant quality planning concerns.

5.5 RESPONSIBILITY, AUTHORITY AND COMMUNICATION

5.5.1 General Provisions

As stated in the Management Commitment and Quality Policy, all NCMF employees shall work together in implementing this QMS; specific roles, duties and responsibilities related to this QMS shall be clear to all, and all pertinent objectives, goals, policies shall be cascaded and communicated to all NCMF personnel.

5.5.2 Responsibility and Authority

To ensure clear and effective performance of specific tasks to implement this QMS, NCMF shall form a QMS Core Group (QCG) that will be directly responsible in implementing, controlling, monitoring, and managing this QMS. The QCG shall be composed of the following, with their specific functions:

- The Planning Team - ensures quality objectives are established and are measurable and are supported by activities needed to achieve such objectives

- The Workplace Management Team - ensures that the work environment provides the conditions needed to fully support the successful and effective implementation of this QMS

- Documents and Records Control Team - ensures that documents are properly stored, safe, updated properly, easily identifiable and located

- Internal Audit Team - ensures conformance of the QMS with the requirements of this QMS through periodic audits and provides management feedback about conformities and non-conformities and the needed solutions and appropriate corrective or preventive measures as provided for under relevant provisions of this QMS

5.5.3 Management Quality Representative

- Ensures the development, implementation and maintenance of the QMS
- Monitors and reports to Management performance of the QMS, issues and concerns that need to be addressed
- Implements plans, project needed to achieve targets of this QMS
- Leads in the development of all required programs to ensure success of this QMS

5.5.4 Internal Communication

A Communication Plan shall be developed and implemented to ensure that all segments of NCMF personnel fully understand the goals, objectives and targets of this QMS.

5.6 MANAGEMENT REVIEW

The NCMF Management, through the QMR, conducts planned review and evaluation of the implementation of the QMS. It shall, among others, perform the following:

- Ensure results of Management Reviews are evaluated and addressed
- Checks results of quality audits, corrective and preventive actions
- Identifies areas for improvements to the QMS

6.1 GENERAL PROVISIONS

The NCMF Management commits to provide all necessary resources to effectively implement this QMS. Its Administrative Services, Finance and Management Services, and the Planning Services work hand-in-hand to provide economical, efficient and effective processes related to infrastructure management (Human Resources, Information, Communication Technology), budgeting and other financial support.

6.2 HUMAN RESOURCES MANAGEMENT

The Administrative Services through its HRMD provides the necessary service to the NCMF HR Capital following prescriptive procedures emanating from governing stakeholders (CSC, DBM, OP, among others. It develops and administers personnel program including selection and placement, training, position classification and compensation framework, career development, manages and implements a Performance Management System, employee rewards and benefits program, and employee-employer relations.

6.3 MANAGEMENT OF INFRASTRUCTURE AND ENVIRONMENT

Administrative Services' General Services Division monitors and determines quality levels of facilities and equipment needed for a work environment that enhances productivity and performance. It is responsible for the provision of adequate office space, vehicles and other supplies services required to implement this QMS. The unit is also responsible for the upkeep and maintenance of NCMF building and grounds, provision of security and janitorial services to maintain a safe and hygienic work environment.

6.4 INFORMATION MANAGEMENT

NCMF's Planning Services develops and recommends appropriate ICT hardware and software needed to catalyze information sharing and generation to facilitate systems and procedures necessary for effective and efficient interfacing of all NCMF units. The unit takes charge in the conduct of relevant studies and researches for ICT policy formulation, in the development, maintenance, updating and implementation of a management information system.

6.5 PROCUREMENT AND PROPERTY MANAGEMENT

The GSD under the Administrative Services develops and implements the procurement and property management program of the NCMF in accordance with governing government issuances and policies.

6.6 FINANCE AND MANAGEMENT SERVICES

Finance and Management Services Provide Management with sound advice of financial and management policies; provide economical, efficient and effective budgetary, financial, management services and internal control systems supporting this QMS. It develops and administer management audit programs towards increased efficiency and effectiveness in operation. It is also in charge of developing and updating NCMF Manual of Operations.

6.7 PLANNING SERVICES

The unit is responsible for providing NCMF efficient and effective planning, monitoring and evaluation of programs and projects in support of this QMS. Its key duties include:

- Development of research and information policies
- Provides services relevant to planning, programming, project development and evaluation, MIS, and conducts periodic researches and studies on NCMF information and publication activities
- Assists in negotiating with international or bilateral agencies in carrying out various programs and projects of the NCMF
- Prepares regular reports to various stakeholders

6.8 LEGAL SERVICES

NCMF's Bureau of Legal Affairs provides Muslim Filipinos legal services including legal education and assistance in cases of litigation involving their person or interests. It acts as legal counsel of the NCMF and investigates cases involving personnel and submits appropriate recommendations.

The NCMF's core processes are grouped into four major types as dictated by its mandate and as performed by its units performing core processes. Although each core process offers products and services distinctly different from each other, the planning for the realization of their respective product and services all involves the definition of the processes for producing their products necessary to meet customer needs. The totality of the services and products produced by key units are grouped into three major categories:

- **SOCIO-CULTURAL SERVICES**
- **SOCIO-ECONOMIC SERVICES**
- **SOCIAL PROTECTION SERVICES**

7.1 SOCIO-CULTURAL SERVICES

The **BUREAU OF MUSLIM SETTLEMENTS (BMS)** provides services that greatly contribute to the promotion and development of Muslim Filipino Settlements. It conducts relevant studies and researches, monitors program implementation and introduces support programs. All its activities are conducted in coordination with governing and partner agencies.

Planning for Product Realization

The BMS plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products

To ensure adherence to the QMS the BMS determines that all the necessary steps, procedures, guidelines are followed in all key procedures that include the following:

- Systems and Procedures in the Informal Settler Families (ISF) Program
- Relief Assistance Process
- Disaster and Relief Operations
- Disaster and Relief Training and Development Programs

Review of the Requirements Related to the Service/Product

The BMS evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BMS plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include:

- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs:

- Meets the input requirements for design and development
- Provides appropriate information for product provision,
- Contains or reference product acceptance criteria; and
- Specifies the characteristics of the products that are essential for stakeholder satisfaction

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

- Evaluates the ability of the results of design and development to meet requirements and
- Identifies any problems and proposes necessary actions

Participants in such reviews include representatives of functions concerned with the design and development stage(s) are reviewed. Records of the results of the reviews and any necessary actions are maintained.

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action is maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development change includes evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

The BUREAU OF MUSLIM CULTURAL AFFAIRS (BCMA) is responsible for the cultural development of Filipino Muslim communities through the formulation of policy and plans and implementation of programs and projects to achieve its functional mandate. It formulates educational program designed to improve the literacy level of Muslim Filipinos and is also responsible for the Madrasah Institutions in the country.

Planning for Product Realization

The BCMA plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products

To ensure adherence to the QMS the BCMA determines that all the necessary steps, procedures, guidelines are followed in all key procedures.

Review of the Requirements Related to the Service/Product

The BCMA evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BCMA plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include
- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs:

- Meets the input requirements for design and development
- Provides appropriate information for product provision,
- Contains or reference product acceptance criteria; and
- Specifies the characteristics of the products that are essential for the stakeholders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

Evaluates the ability of the results of design and development to meet requirements and
Identifies any problems and proposes necessary actions

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action are maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development change includes evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

THE BUREAU OF PILGRIMAGE AND ENDOWMENT (BPE) strengthens the culture of NCMF's primary stakeholders. It is primarily responsible for the administration of the Annual Muslim Pilgrimage to Mecca, KSA and formulates and implements required activities and programs.

Planning for Product Realization

The BPE plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products
To ensure adherence to the QMS the BPE determines that all the necessary steps, procedures, guidelines are followed in all key procedures that include the following:

- Systems and Procedures in the Availment of the *Hajj* Program
- *Hajj* Application Guidelines Process
- Implementation of the Annual *Hajj* Operation Frontline Services
- Implementation of the Travel Agencies Arrangement
- Criteria and Requirements in the Accreditation of *Sheikhs*
- WAQF (Islamic Endowment) Administration Services

Review of the Requirements Related to the Service/Product

The BPE evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BPE plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include
- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs:

a) Meets the input requirements for design and development
b) Provides appropriate information for product provision,
c) Contains or reference product acceptance criteria; and
d) Specifies the characteristics of the products that are essential for the advancement of the stakehoders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

a) Evaluates the ability of the results of design and development to meet requirements and
b) Identifies any problems and proposes necessary actions

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action are maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development changes include

evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

THE BUREAU OF EXTERNAL RELATIONS (BER) provides services aimed at strengthening linkages with all internal and external stakeholders. As the official Communication Center of the NCMF, it is responsible for cascading the NCMF's programs for buy-ins and vital support and understanding by stakeholders and hence, reinforcing interfacing of NCMF's core processes and services.

Planning   for Product Realization

The BER plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products
To ensure adherence to the QMS the BER determines that all the necessary steps, procedures, guidelines are followed in all key procedures that include the following:

- Management Assistance Service
- Employment Assistance Service
- Scholarship Assistance
- Public Information Service

Review of the Requirements Related to the Service/Product

The BER evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BER plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include

- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required

- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs::

a) Meets the input requirements for design and development
b) Provides appropriate information for product provision,
c) Contains or reference product acceptance criteria; and
d) Specifies the characteristics of the products that are essential for the advancement of the stakeholders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

a) Evaluates the ability of the results of design and development to meet requirements and
b) Identifies any problems and proposes necessary actions

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation

of the product. Records of the results of validation or any necessary action is maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development changes include evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

7.2 SOCIAL PROTECTION SERVICES

To achieve its Vision and Mission, smooth integration of Filipino Muslim Communities and its micro-political system with mainstream Political and Administration systems is vital. **THE BUREAU OF PEACE AND CONFLICT RESOLUTION (BPCR)** is at the forefront in the conduct of peace and settlement of conflict among Muslim Filipinos and participates in the National Peace Process. The major goal is to prevent, de-escalate and find solutions to conflicts through peaceful means.

Planning for Product Realization

The BPCR plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products

To ensure adherence to the QMS the BPCR determines that all the necessary steps, procedures, guidelines are followed in all key procedures that include the following:

- Peace Program Development
- Conflict Resolution Process

Review of the Requirements Related to the Service/Product

The BPCR evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BPCR plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include

- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs::

a) Meets the input requirements for design and development
b) Provides appropriate information for product provision,
c) Contains or reference product acceptance criteria; and
d) Specifies the characteristics of the products that are essential for the advancement of the stakeholders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

a) Evaluates the ability of the results of design and development to meet requirements; and
b) Identifies any problems and proposes necessary actions.

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action are maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development changes include evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

7.3 SOCIO-ECONOMIC SERVICES

THE BUREAU OF MUSLIM ECONOMIC AFFAIRS (BMEA) promotes and develops economic livelihood programs and projects through provision of loans, entrepreneurship, trade and marketing assistance to members of Muslim Filipino communities. Specifically, it promotes the development of cooperatives, implements manpower training and community self-help projects all designed for the economic development of Muslim Filipinos.

Planning for Product Realization

The BMEA plans and develops the processes needed for product realization consistent with all the requirements of this QMS and ensures that all objectives are attained.

Customer-Related Processes

Determination of the Requirements Related to the Services/Products
To ensure adherence to the QMS the BMEA determines that all the necessary steps, procedures, guidelines are followed in the following:

- Entrepreneurial Programs

- Cooperative Program
- Promotion of Islamic Finance and Investments
- Manpower Development Programs
- *Halal* Development Programs

Review of the Requirements Related to the Service/Product

The BMEA evaluates and reviews the requirements related to the creation and delivery of the product/services and ensures that every component are duly-approved and quality-controlled from Planning to Implementation and delivery to stakeholders.

Design and Development Planning

The BMEA plans and controls the design and development of its products and services in coordination with relevant NCMF units. Specific activities include

- The design and development stage (reports, evaluation, recommendation, approval)
- Review and validation that are required
- The work breakdown schedule (WBS) specifying clear responsibilities and tasks per product

Design and Development Inputs

Inputs relating to product requirements are determined and records are maintained and updated as needed.

Design and Development Outputs

The outputs of design and development are in a form suitable for verification against the design and development input and are approved prior to release.

The Service design and development outputs::

a) Meets the input requirements for design and development
b) Provides appropriate information for product provision,
c) Contains or reference product acceptance criteria; and
d) Specifies the characteristics of the products that are essential for the advancement of the stakeholders

Design and Development Review

At suitable stages, systematic reviews of design and development are performed in accordance with planned arrangements:

a) Evaluates the ability of the results of design and development to meet requirements and
b) Identifies any problems and proposes necessary actions

Design and Development Verification

Verification is performed in accordance with planned arrangement to ensure the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions are maintained.

Records shall remain legible and readily identifiable and retrievable. The Service maintains the data for at least three (3) years and subsequently forwarded to the Records Division.

Design and Development Validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specific application or intended use. Whenever practicable, the validation is completed prior to the delivery and implementation of the product. Records of the results of validation or any necessary action are maintained.

Control of Design and Development Changes

Design and development changes are identified and records maintained. The changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review and development changes include evaluation of the effect of the changes on constituent parts and products already delivered. Records of the results of the review of changes and any necessary action are maintained.

8.1 Stakeholder Satisfaction

NCMF monitors the service outcomes in terms of meeting the stakeholders' requirements and expectations. Periodic gathering of stakeholders' feedback and perception shall be conducted.

8.2 Internal Audit

NCMF through its Internal Quality Auditor (IQA) team establishes and maintains a quality procedure on internal audit to verify whether quality activities and related results conform to the planned arrangements and to determine the effectiveness of the QMS.

The results of the audits are recorded and reported. The report contains details of:

- Conformities and nonconformities;
- Root-cause analysis;
- Correction and corrective action including dates of completion and responsibilities; and
- Follow-up audit

The observations are brought to the attention of the personnel having responsibility in the audited area. The concerned Unit Head shall make timely correction and corrective actions on the nonconformities identified during the audit based on the Corrective Action Procedure.

Follow-up audit activities are conducted to verify and record the implementation and effectiveness of the actions taken. IA results are reported during Management Review using the Audit Summary.

Records of the audit and results are maintained in accordance to the Quality Procedures on Records Control.

8.3 Monitoring and Measurement of Process

NCMF applies suitable methods for monitoring and, where applicable, measurement of the QMS processes. LWUA conducts regular Executive Committee meetings, Quarterly Assessment sessions and Annual Planning Sessions to track the progress of objectives, targets, and plans. NCMF also uses its Quality Procedure on Internal Audit to monitor the QMS processes.

8.4 Monitoring and Measurement of Product

NCMF monitors and measures the characteristics of the product using quality criteria of its various products and services to ensure conformity to requirements. These are carried out at appropriate stages of the product realization process.

Delivery of product or service shall not proceed until the planned arrangements have been satisfactorily completed unless otherwise approved by relevant authority and, where applicable, by the stakeholders.

Records, indicating the personnel authorized to release the product, are maintained in accordance to the Quality Procedures on Records Control.

8.5 Control of Nonconformity

NCMF maintains a Quality Procedure on Control of Nonconformity to ensure that non-conformities are identified and controlled by concerned units to prevent unintended use or delivery. The procedure defines the controls and related responsibilities and authorities for dealing with nonconformities.

When the non-conformity is corrected, NCMF performs re-verification to demonstrate conformity to the requirements.

Records of the nature of non-conformities and any subsequent actions taken, including concessions obtained, shall be maintained in accordance to the Quality Procedures on Records Control.

8.6 Analysis of Data

NCMF collects and analyzes data to demonstrate the suitability and effectiveness of the QMS and to identify improvements that can be made. Data are analyzed to provide information on the following:

- Stakeholder satisfaction;
- Status of objectives, targets, and plans;
- Nonconformities and actions taken;
- Audit observations; and
- Suppliers'/Contractors' performance

Data analysis is conducted to provide significant evidence of the effectiveness of the system and its continual improvement.

8.7 Continual Improvement

NCMF strives to continually improve the effectiveness of the QMS through the use of the QMS policy and objectives, audit results, analysis of data, corrections, corrective and preventive actions, and Management Review.

Corrective Action

NCMF maintains Quality Procedure on Corrective Action to ensure that corrections are made to nonconformities. This procedure also provides a system for determining the causes of nonconformities and implementing appropriate corrective actions to ensure that nonconformities will not recur.
Records of the results of the corrective actions taken are maintained in accordance to the Quality Procedures on Records Control.

Preventive Action

NCMF maintains Quality Procedure on Preventive Action for determining potential nonconformities and their causes and implementing appropriate preventive actions to ensure that nonconformities do not occur.

Records of the results of the preventive actions taken are maintained in accordance to the Quality Procedures on Records Control.

APPROVED BY:

YASMIN BUSRAN-LAO
Secretary

MARCH 29, 2017

MANDATORY PROCEDURES

1.0 Purpose

To provide a guide for an effective method of controlling internal and external documents used in the implementation of NCMF's Quality Management System (QMS).

2.0 Definition of Terms

Internal Documents refer to documents generated within NCMF such as Quality Manual, Memoranda, Office Orders, Briefs

External Documents refer to documents used in the implementation of NCMF's QMS which originate from sources outside LWUA.

Records Division refers to the office where master copies of documents are kept and filed. The Records Officer is the keeper of documents. Each NCMF unit appoints respective RO to keep master copies of documents originating within respective offices.

Master Copy refers to the original document that has to be always controlled and filed at the Records Division.

Controlled Copy refers to documents issued to all heads of offices.

Uncontrolled copy refers to printed copies of documents that are given for information and reference purposes only.

Obsolete Copy refers to documents that have become obsolete due to revisions and which are kept for a period in accordance with Records Disposition Schedule.

Masterlist of Key Documents refers to all internal and external documents used in NCMF's QMS.

OPERATIONAL PROCEDURE

The HRDD has adopted a simplified and practical records management system. All official incoming and outgoing communications, office orders, memoranda, fax and electronic mails are handled in the HRDD by the Receiving Officer for sorting, date stamping, recording, routing or disposal following the procedures below:

I.   **Incoming and Inter-Office Communications:**

    1.1   Communication/s are received for proper recording and routing purposes. A log book for incoming communications is being maintained.

    1.2   Scanned copies of the document/s are retained and filed after appropriate actions have been made;

    1.3   Travel Orders and other similar issuances are numbered for easy tracking and retrieval;

    1.4   Posting of Documents:
- Documents such as vacancies, personnel actions, important memos and announcements are posted either in the web-site or in bulletin boards

II.   **Out-going Communications:**

    All outgoing official communications from the HRDD are recorded in a log book and maintained indicating the following:
- Classification of outgoing correspondence
- Addressee
- Date Mailed

III.   **Electronic Records, Audio, Video and Paper-Based Data**

- All electronic records and paper-based data or documents are likewise electronically filed (in a computer) backed up with a hard drive;

IV. **Records Retrieval, Retention, Transfer and Disposal:**

- Records which are not confidential may be retrieved or reproduced in the HRDD, provided, that a Requisition Form shall be accomplished and duly submitted by the requesting party, subject for approval.

- Confidential and classified records are strictly not to be released without the proper authority.

- The HRDD at all times, exercises control over classified documents to ensure that only authorized persons have access to the information thus, preventing records to be lost, stolen or damaged. This ensures protection of privacy and confidentiality and prevents inappropriate disclosure of information that may harm and infringe the right to privacy of individuals.

- In the retention, storage, transfer and disposal of records, a file plan and schedule must be prepared to serve as guide. 201 Files and application papers are numerically filed while other communications are for easy access and retrieval.

V. Formatting

This applies to internally generated documents used in the implementation of the NCMF's Quality Management System.

Document Format

1. The header and footer used for this work instruction is the official template to be used for the quality manual, procedures, and work instructions.
2. The standard contents of a procedure are the following:
     a. Purpose
     b. Definition of Terms
     c. Details
     d. References
     e. Records
     f. Attachments
3. Calibri (Body) 11 is the official font and size of the contents.
4. The header bears the official logo of the Agency.
5. QMS forms bear the official logo of the Agency, a document code, and a revision level.
     a. The official logo is located at the upper left corner.
6. Document Coding
     a. Quality Manual   -   NCMF.QM
     b. Procedure   -   XXX.QP.YY
     c. Work Instruction   -   XXX.WI.YY
Where:
            XXX is the designated code for each area/office.
            YY is a series number of the procedure/work instruction starting from 01.
            QP is quality procedure
            WI is work instruction

CONTROL OF DOCUMENTS PROCEDURE

Process Flow	Responsible Officer	Details

Start

Is it "Key" document? — No → **Log and Distribute to owner**

Yes ↓

Is there a need for revision? — No

Yes ↓

Revise the Document/Obtain latest revision of externally sourced document

↓

Obtain Review and Approval of Documents for Adequacy

↓

Update the Masterlist of Controlled Documents

↓

B

B

↓

RO

Determine if document is a key document as identified in the Master List. Key documents are the only documents for safe keeping of

For internally generated documents, follow coding system. Refer to **Annex A.1 Guidelines in Document Formatting**.

Revise the document and accomplish the **Document Review Form**.

Review and approve document.

Receive the new/revised document and update Masterlist of Controlled Documents. The Masterlist includes externally sourced documents.

Ensure that the master copy of document is protected using binders or folders.

Process Flow	Responsible Officer	Details

Process Flow

Reproduce copies of document according to the number of copyholders

↓

Distribute reproduced copies of documents and withdraw obsolete copies

↓

Discard obsolete copies

↓

Review existing documents

↓

End

Responsible Officer

RO

RO

Details

Refer to **Controlled Distribution List** to determine the number of copies and recipients.

All reproduced copies bearing no official covering memo are considered **"Uncontrolled."**

Copyholders to acknowledge receipt of copy using **Issuance Logbook of Controlled Documents**.

The obsolete master copies of the document are kept in "Obsolete Copy" folder and retained according to the **Records Control Procedure**. Other copies of obsolete documents are discarded either by recycling or shredding.

Review existing documents every three years or as needed for adequacy and suitability.

PURPOSE

The Quality Procedure on Preventive Action aims to define a system for identifying potential nonconformities, determine the causes of potential nonconformities, and provide the necessary action to ensure that nonconformities do not occur.

SCOPE AND LIMITATIONS

This Quality Procedure on Preventive Action shall apply to potential nonconformities that may arise during implementation of NCMF's Quality Management System.

This procedure shall apply to all QMS processes, systems, and procedures in NCMF's operations.

REVIEW AND AMENDMENTS

The Audit Unit shall initiate the review of the Preventive Action Procedure, at least once every three (3) years or as deemed necessary.

Where amendment to this procedure is necessary, the Audit Unit shall present proposed amendments to the NCMF Management.

The duly approved and signed copy of the Quality Procedures on Corrective Preventive Action shall be under the custodianship of the Audit Unit.

RESPONSIBLE UNITS

Concerned Units	Refers to the Unit that handles implementation of a certain procedure/system.
Initiator	Refers to any personnel who has observed and reported a nonconformity (Corrective Action) or initiated action to analyze a potential problem (Preventive Action).
Nonconformity (NC)	Refers to non-fulfillment of a requirement
Potential Nonconformity	Refers to prospective/possible/probable non-fulfillment of a requirement
Potential Problem Analysis (PPA)	Refers to the form used to record the identified potential nonconformity, its potential causes, the necessary preventive actions, and mitigating measure/s.
Preventive Action	Refers to action taken to eliminate the cause of a potential nonconformity or other undesirable situation to prevent its occurrence.

PROCEDURE

1. The concerned Unit and/or Initiator shall identify potential nonconformity through evaluation and analysis of monitoring and measurement data from stakeholders' feedback and complaints, audit observations, or suppliers/contractors performance evaluation.

2. The concerned Unit shall review potential nonconformity and possible cause through appropriate analysis techniques such as brainstorming, Cause and Effect Analysis, 5 Whys, Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, Failure Mode and Effect Analysis, among others.

3. The concerned Unit shall determine all possible preventive actions and document the proposed preventive action using the Potential Problem Analysis (PPA) Form, with approval of the concerned Unit Head.

4. The Audit Unit shall assign a Control Number on the PPA Form.

5. The concerned Unit shall implement the approved preventive action plan under the supervision of the concerned Unit Head.

6. TheAudit Unit, together with the concerned Unit Head, shall verify effectiveness and monitor preventive action indicated in the PPA Form, periodically, as necessary.

7. If preventive action is found to be ineffective and nonconformity has been observed, the Audit Unit and concerned Unit shall refer to the Corrective Action Procedure.

8. If the preventive action may necessitate revision of policy or procedure, or creation of new one, the concerned Unit shall refer to the Quality Procedure on Document Control.

9. The Audit Unit shall report the actions taken and action plans to the Management for review.

10. The NCMF Management shall review and monitor the preventive actions taken and action plans for continual improvement.

Records of the results of actions taken shall be maintained in accordance to the Document Control Procedure.

PROCEDURE FLOW

Initiator/ Concerned Unit	Concerned Unit	Concerned Unit Head

START → Identify potential nonconformity or OFI → Review potential nonconformity and determine root cause → List down all possible preventive actions → Determine the preventive action and document the proposed preventive → Approved? —YES→ A

NO (loops back to List down all possible preventive actions)

Concerned Unit Head

Concerned Unit

Concerned Unit Head

A → Endorse to IAD for endorsement of Control Number in the PPA Form → Proceed to the implementation of the preventive action plans → Monitor and verify effectiveness of the preventive action plans indicated in the PPA Form within one (1) year → Is it effective? —YES→ C

NO ↓

Concerned Unit Head/IAD

Refer to Corrective Action Procedure

42

IAD

QMR

```
   ⬡          ┌─────────────────┐        ┌──────────────────┐         ╭─────────╮
   C   ──────▶│  Report action/s │───────▶│  Management to   │────────▶│   END   │
              │  taken and action│        │ review and monitor│         ╰─────────╯
              │    plan/s to     │        │ the action/s taken│
              │   Management     │        │  and action plan/s│
              └─────────────────┘        └──────────────────┘
                       │
                       │
                       ▼
┌─────────────────┐         ◇
│ Refer to Document│◀─YES──◇ Is there a need ◇
│ Control Procedure│       ◇   to revise?    ◇
└─────────────────┘         ◇
                              │
                             NO
```

Concerned Unit

PURPOSE

The Quality Procedures on Corrective Action aims to define a system on provision of necessary actions to eliminate the causes of nonconformities to prevent recurrence.

SCOPE AND LIMITATIONS

This procedure shall apply to nonconformities during implementation of NCMF's Quality Management System (QMS).
This procedure shall apply to all QMS processes, systems, and procedures in NCMF operations.

REVIEW AND AMENDMENTS

The Audit Unit shall initiate the review of the Quality Procedure on Corrective Actions, at least once every three (3) years or as deemed necessary.

Where amendment to this procedure is necessary, the Audit Unit shall recommend the proposed amendments to the NCMF Management.
The NCMF Management shall give the final approval of the proposed amendments to the Quality Procedure on Corrective Action.

DEFINITION OF TERMS

Nonconformity refers to nonfulfillment of a requirement.

Correction refers to action taken to eliminate the detected nonconformity.

Corrective Action refers to action taken to eliminate the cause/s of detected nonconformity to prevent recurrence.

Corrective Action Report Form (Audit Memo Form) refers to the form used to document the detected nonconformity, its causes, and the necessary correction and corrective action.

Process Flow	**Responsible**	**Details**

Process Flow:

Start

↓

Identify nonconformity

↓

Review nonconformity and determine cause

↓

Prepare correction and corrective action

↓

Approved? — No →

Yes ↓

Implement correction and corrective action

↓

Effective? — No →

Yes ↓

Responsible:

Internal Control Office/ Concerned Personnel

Concerned Unit

Internal Control Office/ Concerned Unit Head

NCMF Management/ Concerned Unit Head

Concerned Personnel/ Concerned Unit Head

Concerned Unit

Details:

Nonconformity may be identified through any, but not limited to the following:

- Customer feedback and complaints
- Conduct of audit

- Day-to-day operations where there is nonfulfillment of QMS requirements

Use **(Audit Memo Form) with control number, to be issued to concerned unit**.

Review the nonconformity and determine the possible cause/s using appropriate techniques. e.g. brainstorming, cause and effect analysis, etc.

Document and review the correction and corrective action plans thoroughly in coordination with other personnel involved to ensure effectiveness. Seek approval of concerned head.

Approve the proposed action plans.

45

Process Flow	Responsible	Details

Process Flow   **Responsible**   **Details**

Implement the approved action plans
Oversee the implementation of the action plans.

Need to create/revise document? → C

Concerned Unit

Yes

B

Perform necessary analysis and techniques to determine its root cause and appropriate solution. If necessary, formulate a new action plan.

B

Concerned Unit/Internal Control Office

If effective, the nonconformity shall be marked as closed. (Revise process flow to capture the closing of the NC)

Create/revise document/Create Revision Report

Monitor implementation ← C

Audit unit/Concerned Unit Head/

In case corrective action necessitates a revision of policy or procedure or creation of a new one, the concerned unit and/or the ICO shall refer to the Document Control Procedure.

End

Documents the results of action taken as part of the continual improvement program.

Summarizes results of corrective action for **Management Review**.

AFTER ACTIVITY REPORT

"ISO AWARENESS SEMINAR"
December 21, 2016 • Microtel Hotel UP Technohub, Diliman, Quezon City

The Planning Service through the guidance of the Office of the Executive Director held an ISO Awareness Seminar in December 21, 2016 at Microtel Hotel UP Technohub, Diliman Quezon City. The seminar was held to orient the officials and staffs of the National Commission on Muslim Filipinos on the International Organization Standardization (ISO) and its one core process of Quality Management System (QMS).

The seminar is in response to the memorandum circular in May 12, 2016 issued by the Inter-Agency Task Force (IATF) prescribing the criteria and conditions for the grant of Performance Based Bonus (PBB) for FY 2016. The memorandum stipulates that the PBB recognizes government employees "who play greater role and carry a heavier responsibility in attaining performance targets and delivering results" (p.1). One of the conditions on eligibility and procedures for the grant of PBB is the establishment of a "QMS for at least one core process certified by any international body approved by the AO 25 IATF or ISO aligned documentation..."(p.3).

The resource person for the ISO Awareness Seminar was Ms. Elenita P. San Juan. She is President and Managing Director of Transformation Optimizer Professionals (TOP) Inc. Substantially, Ms. Elenita was able to discuss the technicalities of the ISO and the QMS in simple terms while also giving supportive information and concrete examples for better understanding. In addition, the resource person was able to squeeze in several topics regarding the ISO. The participants, composed of officials and staffs, in turn, actively participated in the discussion and activities of the seminar. Indeed, the seminar was very meaningful and great learning experience.

Generally, the ISO Awareness Seminar was very timely because the latest version, ISO 9001:2015, was introduced in a time where the Commission is facing challenges. ISO can be used as a tool to address the challenges in the operations of the Commission.

The following is the summary of the discussions in the workshop and is organized according to the program:

I. SUMMARY DISCUSSIONS

a. Welcome Remarks
    By Executive Director Tahir S. Lidasan, Jr., *CESO II*

    The operations of the Commission, as any, have posed its unique challenges, but as it move into the last months of the year, the accomplishments far outweigh the main challenge. The Executive Director made reference to the accomplishments of Secretary Lao, which are something to be proud of.

    There are many good points that were expressed by the Executive Director the most important however, was on the idea of shifting our minds. Instead of viewing a crisis or a challenge as a danger, one should also take it as an opportunity. It sounded philosophical from the lips of the Executive Director but taking it simply, he wants all the employees of the National Commission on Muslim Filipinos to channel their energies into becoming better, to translate the crisis into great opportunities.

    Finally, the Executive Director impressed that the ISO shall institutionalize the processes and will instigate better public service in the operations of the Commission.

b. Inspirational Message
    By Commissioner Abdulhadi T. Daguit

    The Secretary was not able to attend the seminar due to conflicting commitments. In behalf of the Secretary, Commissioner Daguit delivered the inspirational message.

Commissioner Daguit's message was short but meaningful. According to him, "service is the essence of Islam." In the Islam religion, serving others is one of the core principle of Islam as this bring positive contributions to society. In connection to NCMF's mandate to serve and develop the well-being of Muslim Filipinos, the officials and employees of the Commission are called to enhance their efficiency and effectiveness through the help of ISO. Through the ISO, Muslim Filipinos will be served better and this will redound to the national government and the unity of the country.

c. Introduction
By Director Haidee V. Ampatuan MNSA

Director Haidee was the brains behind the ISO Awareness Seminar. In her introduction, Director Haidee stated that the seminar will serve as an initial step towards the Commission's compliance to the IATF.

It was also discussed that the ISO will help improve the effectiveness and efficiency of NCMF in delivering public service to the Muslim Filipinos.

The ISO Awareness Seminar was very timely. If the Commission completes the five phases presented by Director Haidee, there is high potential that the loopholes in some of its operations would be solved conclusively.

Moreover, ISO identifies the need to ensure "high quality, effective, efficient, transparent, accountable, economical, physically accessible, and non-discriminatory delivery of public service."

The presentation also discussed about the profile of Transformation Optimization Professionals (TOP) Inc., the company of the resource person for the seminar. Director Haidee went on by presenting the contract of NCMF with TOP, Inc. for transparency purposes.

To officially open the seminar, Director Haidee also introduced the resource person for the seminar with citing the work experience, accreditations, certifications, and clients.

d. ISO 9001:2015
By President and Managing Director Elenita P. San Juan

Ms. San Juan started the workshop by greeting the high officials of the Commission, and welcoming the staffs. She introduced herself shortly and how she was part of the government before. Ms. San Juan went on introducing the session on the concept of ISO 9001:2015, beginning with a short discussion on the 6 months commitment needed from the Commission to get certified.

According to her, the ISO 9001:2015 is the latest edition for the quality management systems standard. The new version is less prescriptive than the 2008 version, focusing instead of performance. The earlier version focused on documented procedures and records. Also, the latest version combines the process approach with risk based thinking, employing the Plan-Do-Check-Act cycle, which is something all are familiar with according to her because it is also use in organizing our personal files (e.g. birth certificate, marriage contract, bills).

Ms. San Juan also emphasized that ISO will help NCMF demonstrate to its clients (Muslim Filipinos) that they can offer products and services of consistently good quality. Moreover, ISO can act as a tool to streamline the operations of NCMF and make the processes more efficient at what they undertake.

There were three activities performed by the participants in the awareness seminar. The first activity is on identifying the context of NCMF. The participants were divided into two groups, internal and external. The external context pertains to the issues arising from legal, technological, competitive, market, cultural, social, and cultural environments. The group in-charge of the external was asked to identify the issues' opportunities and threats. The internal context, on the other hand, pertains to the "governance, organizational structure, roles and responsibilities, policies, objectives and strategies, capabilities, information systems, information flows, decision-making processes, relationships with, and perceptions, value of stakeholders..." The group for the internal context was asked to identify the issues within NCMF and their respective strength and weaknesses.

The following are the outputs of the internal and external group:

A. Internal

ISSUES	STRENGTHS	WEAKNESSES
Mandate of GSD		Could not meet the 10%

(economical, efficient, and effective procurement)		target in purchasing of goods
Personnel	Committed personnel;	Lack of assigned drivers, mechanic; Increasing number of senior personnel; lack of capability to deliver duties and responsibilities for some personnel
Assignment/Detailed personnel		Rampant re-assignment of organic personnel
Service		Lack of service vehicle
Trainings/Seminar	Trainings/Seminars on Procurement Law (RA 9184 and other applicable laws)	Lack of technical trainings
Delivery of Service	Speedy internal transaction	
Attendance		Tardiness; Absences
HR duty		Do not offer counselling services for the employees
Records	updated list of inventories	Lack of central records management system; poor record keeping
Leadership	Efficient and competent directors	
Funding		Lack of funds to implement projects in the region
Non-productive employees		Incapability to deliver duties and responsibilities resulting to demoralization of other once committed employees.

Table 1: Internal Context of NCMF

The group was able to identify several issues in the internal environment of the National Commission on Muslim Filipinos. As shown in the table

presented by the group, majority of these issues are NCMF's weakness. The Commission's performance is mainly affected by three main issues: unproductive employees, records, and funding.

Any organization can be affected by unproductive employees. If employees are not carrying out their tasks, there is high chance that several daily tasks are forgotten and left undone. The Muslim Filipinos, mandated clients of the Commission, may not be assisted for properly and tasks may take much more time than they should to complete. Employees who are committed to do their tasks may be distracted due to the presence of unproductive employees, and as such, the entire Commission's performance can decline quickly.

Keeping records is very important and it benefits the Commission. There are many issues that were identified in connection to the issue of records keeping, and one is the issue of rampant re-assignment of organic personnel. The rampant re-assignment of organic personnel affects records keeping because some of the employees bring with them important documents when they leave, while some employees who were in charge of records keeping were not able to transfer to another the process of it.

Any organization's operations can be crippled due to lack of funding. All the members of the group were in agreement with the issue of lack of funding of NCMF. All believed that this is the stumbling block in the development of the Commission and its regional and provincial offices. Most importantly, lack of funding is the recurring problem for the regional offices they could not assist the Muslim Filipinos within their jurisdiction properly.

B. External

ISSUES	OPPORTUNITIES	THREATS
Halal transferred to DTI	IRR not yet finalized. NCMF may still be able to lobby.	IRR not yet finalized.
	Push for amendment after 5 years.	No clear relationship with DTI as regards to Halal
	Local Halal Development still under NCMF	
Hajj Pilgrimage		Free choice of airlines and travel agency. The KSA requires the control of airlines travel agency (becoming stricter every year).

		Requirements of the Hajj ministry of KSA
Viability of Regional Operations	Muslim Consultative Councils (Local Government Unit Support)	Budget for Transportation (internal)

Table 2: External Context of NCMF

For the external environment, the group was able to identify three issues. The group find these issues as creating huge impacts in the objectives of the organization, more so with the issue of Hajj pilgrimage. It was noted that the Hajj pilgrimage is the most controversial service that the organization is handling which deals with a huge number of external stakeholders and clients. Moreover, according to the analysis of the group the free choice of airlines and travel agency clause in the Hajj operations and the prescriptive requirements of the Kingdom of Saudi Arabia threaten more the organization because of its lack of control over it.

In addition, the issue on Halal transferred to Department of Trade and Industry (DTI) offers more opportunities than threats. It was noted that although the control in the Halal operations was transferred under DTI, there is high chance that NCMF may still lobby for the return of this service because being a predominantly Muslim organization they have more knowledge and expertise when it comes to Halal.

Finally, the viability of regional operations is an external issue because the lack of funding for the regions cripples their programs. The Muslim Consultative Councils and the local government units (LGUs) however, helps the operations of regional offices.

On the next activity, the two groups were asked this time to identify the interested parties for the internal and external environment of NCMF and their expectations and needs. Interested parties may be "groups or individuals who have the ability to impact (potentially affect) NCMF's ability to supply consistently products and services that meet customer, and applicable statutory and regulatory requirements" (slide 40).

The following are the outputs of the internal and external group:

A. Internal

Interested parties	Requirements (Needs & Expectations)

Internal	a. Officials	To translate their policies into programs (for implementation)
	b. Rank and File	Policy-making (for the commissioners/not interfere with the operations); Provide directions; Craft relevant policies;

Table 3: Interest Parties inside NCMF

The group was able to identify two issues for the internal environment. According to their discussion, as rank and file the Commission or the officials expect them to translate their policies into programs or implement them. On the other hand, the officials are expected to craft relevant policies for the Commission, and to hand the operations off to the rank and file.

B. External

Interested Parties	Requirements (Needs and Expectations)
DTI	Expertise from NCMF
Certifying Bodies	IRR and other guidelines
Halal Consumers	Properly certified Halal Products
Sheikh	To be accredited; payment and increase in services fee; free mutawiff
Hajj Pilgrim	Quality accommodation at cheapest price
Embassy of Saudi Arabia	Compliance to requirements, timely submission of documentary requirements
Travel Agencies	Recognition from NCMF as qualified
Airlines	Authorization as a carrier, timely submission of requirements
DOJ	Compliance to guidelines, timely submission of requirements
DFA	
PSA	
NAIA	
Banks	
TIEZA	
NAPOLCOM	
BJMP	
BFP	
DFA	

LGUs	

Table 4: Interested Parties outside of NCMF

The group was able to determine several individuals, groups, and government agencies who or which affects NCMF's ability to deliver services properly. The Hajj operations were mentioned again in this activity because it is the service, together with the provision on Halal products, which the Commission takes pride to.   In addition, there are several government agencies who have more or less impact in the Hajj operation, hence, various stakeholders are involve in the Hajj process in the Philippines.

In the third activity, the groups were asked to identify the requirements of their chosen interested party while also determine what will happen if requirements are satisfied and what will happen if not. The objective of the activity is to develop a quality policy that: "is appropriate to the purpose and context of the organization and its strategic direction; provides a framework for setting quality objectives; includes a commitment to satisfy requirements; and includes a commitment to continual improvement of the QMS" (slide 49).

The following are the outputs of the two groups:

A. Internal

Interested Party	Requirements (N/E)	What will happen if satisfied?	...If not?
Officials (expectations of officials to rank and file)	We are expected to be competent and committed personnel	High productivity; better performance of the commission	Low performance of the commission
	Punctuality	High productivity	Demoralization of other workers committed to their work
	Follow rules and regulations	Awards	Poor rating

Table 5: Identified Requirements and their expected outcomes if satisfied and not satisfied (Internal)

B. External

Interested Party	Requirements (N/E)	What will happen if satisfied	if not
NAPOLCOM (for CTM)	CTM issued must be in conformity to NAPOLCOM resolution	Requesting client will be accepted for initial appointment to PNP	Client cannot avail of the privilege granted to members of cultural minorities.
Saudi Ministry of Hajj	Compliance to requirements, timely submission of documentary requirements	Expeditious release of visa to travel	No hajj, expect complaints

Table 6: Identified Requirements and their expected outcomes if satisfied and not satisfied (external)

The outputs of the two groups show that the rank and file are fully aware of what is required of them as government employees of the National Commission on Muslim Filipinos. According to the resource speaker, their outputs shall serve as a guide in formulating the quality policy of the Commission. The Quality Policy shall then be "available and maintained as documented information; be understood and applied within in the organization; and be available to relevant interested parties as appropriate" (slide 50).

The resource speaker proceeded with the discussion of the different requirements of the ISO 9001:2015, continuing from clause five (leadership) down to clause ten (improvement).

e. Requirements for Certification to ISO 9001:2015

There are four (4) requirements for certification, namely, a) Established QMS, b) Management System Documentation, c) Internal Quality Audit, and d) Management Review.

It was also discussed that the minimum requirements for the certification are: a) manual, b) procedures, and c) duties and responsibilities.

II. RECOMMENDATIONS

For recommendations, this report directs officials to adapt the quality management system into the operations of the Commission, specifically the application for the certificate of tribal relationship and the hajj registration. This report also leads Commissioners in identifying the concerned parties involved in

the operations of the Commission. It also directs the officials to the latest version of the International Organization Standardization, the ISO 9001:2015.

In addition, this report also directs officials on the internal and external issues of NCMF. It was revealed, through the activities in the seminar, that the issues identified by the 'internal' group poses more as NCMF's weakness than its strength. For instance, the issue of unproductive employees revealed that due to the fast pace in the changes in society brought by science and technology, some employees were not able to keep up while some also were not into learning new processes. On the other hand, the apparent presence of unproductive employees causes conflict with the young employees and those who have technical skills. If this persists, this can result in the dedicated employee leaving for new employment, or for serious internal employee issues.

The brainstorming of the "external" group revealed that the Hajj operations greatly impact the objectives of the Commission. Another issue affecting the Commission is the issuance of tribal relationship certificate and accreditation of Sheiks. The ISO 9001:2015 and its quality management system can serve as a tool to iron the processes in the delivery of Hajj operations, tribal relationship certificate, and accreditation of Sheiks, and this can extensively improve the performance of the Commission in general.

Generally, the ISO Awareness Seminar will serve as proof of the National Commission on Muslim Filipinos eagerness not only to comply with the memorandum circular but also to improve the Commission.

ANNEXES

ANNEX I: Evaluation Form

TITLE OF TRAINING: **ISO AWARENESS SEMINAR**
TRAINERS/FACILITATORS/RESOURCE PERSONS: **ELENITA P. SAN JUAN, Transformation Optimizers Professionals Inc.**
VENUE: **Microtel, UP-Ayala Technohub**
DATE OF TRAINING: **21 December 2016**

respondent #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
LEARNING SERVICE PROVIDER																										
A1																										
Knowledge and expertise	5	5	5	5	4	5	5	5	5	5	5	4	4	5	5	5	3	5	5	5	5	5	4	5	5	**4.76**
A2																										
Application of knowledge	5	5	5	5	4	5	5	5	5	4	5	4	4	3	5	5	3	5	5	5	4	5	4	5	5	**4.6**
A3																										
Convincing and logical presentation	5	5	5	5	4	5	5	5	5	4	5	4	4	4	5	5	3	5	5	5	5	5	4	5	5	**4.68**
A4																										
Understanding ensured through questions	5	5	5	5	4	5	5	4	5	4	5	4	4	5	5	5	3	5	5	4	5	5	4	5	5	**4.64**
A5																										
Interaction with participants	5	5	5	5	4	5	5	4	5	4	5	4	4	5	5	5	3	5	5	5	4	5	4	5	5	**4.64**
SEMINAR DESIGN AND LEARNING MATERIALS																										
B1																										
Clarity and presentation	5	4	5	5	4	5	5	5	5	4	5	4	4	4	5	5	3	5	5	4	5	5	4	5	5	**4.6**
B2																										
Accuracy, timeliness, and	5	5	5	5	4	5	5	4	5	4	5	4	4	5	5	5	3	5	5	4	5	5	4	5	5	**4.64**

novelty																										
B3																										
Clear and effective methodology	5	5	5	5	4	5	5	4	5	4	5	4	4	3	5	5	3	5	5	4	5	5	4	5	5	**4.56**
B4																										
Relevance to duties and responsibilities	5	5	5	5	4	5	5	4	5	4	5	4	4	4	5	5	3	5	5	4	4	5	4	5	5	**4.56**
B5																										
Time sensitivity	5	5	5	5	4	5	4	4	5	4	5	4	4	3	5	5	3	5	5	5	4	5	4	4	5	**4.48**
OVERALL RATING																										
C1																										
Worth	5	5	5	5	4	5	5	5	5	4	3	4	4	5	5	5	3	5	5	4	5	5	4	5	5	**4.6**
C2																										
Recommandability	5	5	5	5	4	5	5	4	5	4	4	4	4	5	5	5	3	5	5	4	5	5	4	5	5	**4.6**

ANNEX 2: Results of the Evaluation

TITLE OF TRAINING: **ISO AWARENESS SEMINAR**
TRAINERS/FACILITATORS/RESOURCE PERSONS: **ELENITA P. SAN JUAN, Transformation Optimizers Professionals Inc.**
VENUE: **Microtel, UP-Ayala Technohub**
DATE OF TRAINING: **21 December 2016**

Most significant learning

- Customer and supplier relationship
- Identification of interested parties and their expected requirements/needs and what happens if these are not satisfied.
- The importance of documentation
- Determination of the internal and external issues that are relevant to NCMF's purpose and strategic direction
- Learning about ISO 9001:2015 and QMS
- The Quality Management Principles such as customer power and leadership
- The different types of ISO standards
- The vast expanse of QMS and its importance in global commerce
- Clause 4 of ISO 9001:2015

Most appreciated things in the training

- The activities in the workshop
- Effort of the trainer to give concrete examples
- Appreciation of our role in the preparation for the establishment of the NCMF QMS
- Gaining additional knowledge
- Good participation coming from the audience
- Analyzing the external and internal context with reference to the legal, technological, etc.
- Intention of the program to come up with a sustainable standard/policy
- The importance of documentation and dedication of civil servants
- Transparency of the discussion re government processes

Things to improve

- The need for more participants

Other comments and suggestions

- Follow-up seminar
- Participation of high ranking officials
- Continuation of the ISO seminars

ANNEX 3: Visual Documentation

REGISTRATION

**SINGING OF THE
NATIONAL ANTHEM**

The Opening Ceremony

OPENING REMARKS BY EXECUTIVE DIRECTOR TAHIR LIDASAN JR., *CESO II*

INSPIRATIONAL MESSAGE BY COMMISSIONER ABDULHADI T. DAGUIT

INTRODUCTION OF EVENT RATIONALE AND RESOURCE SPEAKER BY DIRECTOR HAIDEE V. AMPATUAN, MNSA

The Resource Speaker

PRESIDENT AND MANAGING DIRECTOR ELENITA P. SAN JUAN, TOP, INC.
Resource Speaker

Picture shows Ms. Elenita San Juan delivering her presentation

Group Activities

Picture shows the brainstorming session of "External" group

Picture shows the brainstorming session of "Internal" group

Pictures show individual presentations of group outputs

**CLOSING REMARKS BY DIRECTOR
HAIDEE V. AMPATUAN MNSA**

ISO AWARENESS SEMINAR

Microtel by Wyndham UP Techno Hub, Diliman, Quezon City
December 21, 2016

middle, from left to right: **Tahir Lidasan Jr.,** *CESO II*, Executive Director at National Commission on Muslim Filipinos; **Elenita P. San Juan**, President and Managing Director at Top Inc.; **Abdulhadi Daguit,** Commissioner at National Commission on Muslim Filipinos; **Haidee V. Ampatuan MNSA**, Director III of Planning Service at National Commission on Muslim Filipinos

top, from left to right: The rank and file of the National Commission on Muslim Filipinos