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QUALITY MANUAL

2023 Edition, Revision 1


GL-ZCWD-001

Effective January 1, 2024


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SECTION 1. INSTITUTIONAL PROFILE

1.1. Mandate

Presidential Decree 198, issued by former President Ferdinand E. Marcos on September 1973, established the formation and operation of local water districts. In line with the decree, the City Council of Zamboanga passed Resolution No. 446 on November 3, 1973 (later amended by Resolution No. 77 dated March 6, 1974) which formally created the Zamboanga City Water District (ZCWD). On April 1, 1974, the ZCWD officially took over the operation of the Zamboanga Waterworks and Sewerage System.

1.2. ZCWD Vision, Mission and Core Values

1.2.1. Vision

Zamboanga City Water District is a premier water utility that provides excellent services towards improving the quality of life of its customers in adherence to the belief that *Agua es Vida (Water is Life)*.


1.2.2. Mission

The ZCWD exists to:

- Provide adequate, affordable and sustainable supply of potable water;
- Develop and protect the city's water resources; and
- Manage waste water system in accordance with National and International Policies and Standards.

1.2.3. Core Values

- **Commitment** - every staff is happy with her/his work
- **Reliability** - personnel adhere to quality service at all times
- **Integrity** - everyone embodies the true essence of public service
- **Solidarity** - everyone believes that working together delivers more result
- **Professionalism** - everyone nurtures good character at all times
- **Innovativeness** - everyone adapts to technology innovations

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1.3. Quality Policy

The Quality Policy as approved per Board Resolution No. 007, series 2019 is **"provision of quality water for all is our goal; continual improvement in our processes is our 'way of life; adherence and commitment to our core values affirms our dedication to service excellence that shall exceed customer and statutory requirements and, applicable local and international standards; because we believe in the credo that 'Agua es Vida'.**

1.4. Scope of the Quality Management System (QMS)

The QMS covers all processes under the following areas of concern:

1.4.1. Office of the General Manager (OGM)

- Policy Formulation and Amendment
- Plan / Performance Planning, Monitoring, and Evaluation
- Community and Public Relations
- ICT Development, Management and Maintenance
- Legal Services

1.4.2. Operations Group


- Water Production, Treatment and Distribution
- Pressure Management
- Network Management and Maintenance

1.4.3. Finance Group

- Management of Customer Accounts and Related Services
- Water Meter Reading and Tendering
- Financial Management

1.4.4. Technical Services Group

- Watershed Management and Maintenance
- Environment and Resources Development
- Infrastructure Planning, Design and Development
- Water Facility Development and Construction

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1.4.5. Administration Group

- Human Resource Planning and Management
- Management of Project Procurement Processes
- Bidding and Procurement Process
- Equipment, Materials and Property Management
- Warehouse and Inventory Management
- Transportation and Equipment Management
- General Services

1.4.6. General QMS Processes

- Management Review
- Control of Documented Information
- Internal Audit
- Control of Non-Conforming Outputs
- Nonconformity and Corrective Action
- Monitoring and Measurement of Client Satisfaction


1.5. The Organization and Its Context

1.5.1. Internal and External Issues Affecting ZCWD

In the pursuit of realizing its vision and fulfilling its mission, the ZCWD encounters different issues and concerns that affect its ability to provide quality products and services to its customers and different stakeholders. These issues and concerns can be internal and external to the organization. Internal issues refer to context within the organization such as organizational values, culture, knowledge, performance productivity, and processes. External issues refer to context outside of ZCWD that arises from legal, technological, cultural, political, social and economic environments, whether international, national, regional or local.

1.5.2. SWOT Analysis

Undertaking a periodic SWOT analysis will allow the ZCWD to comprehend better understand its position vis-à-vis internal and external circumstances.

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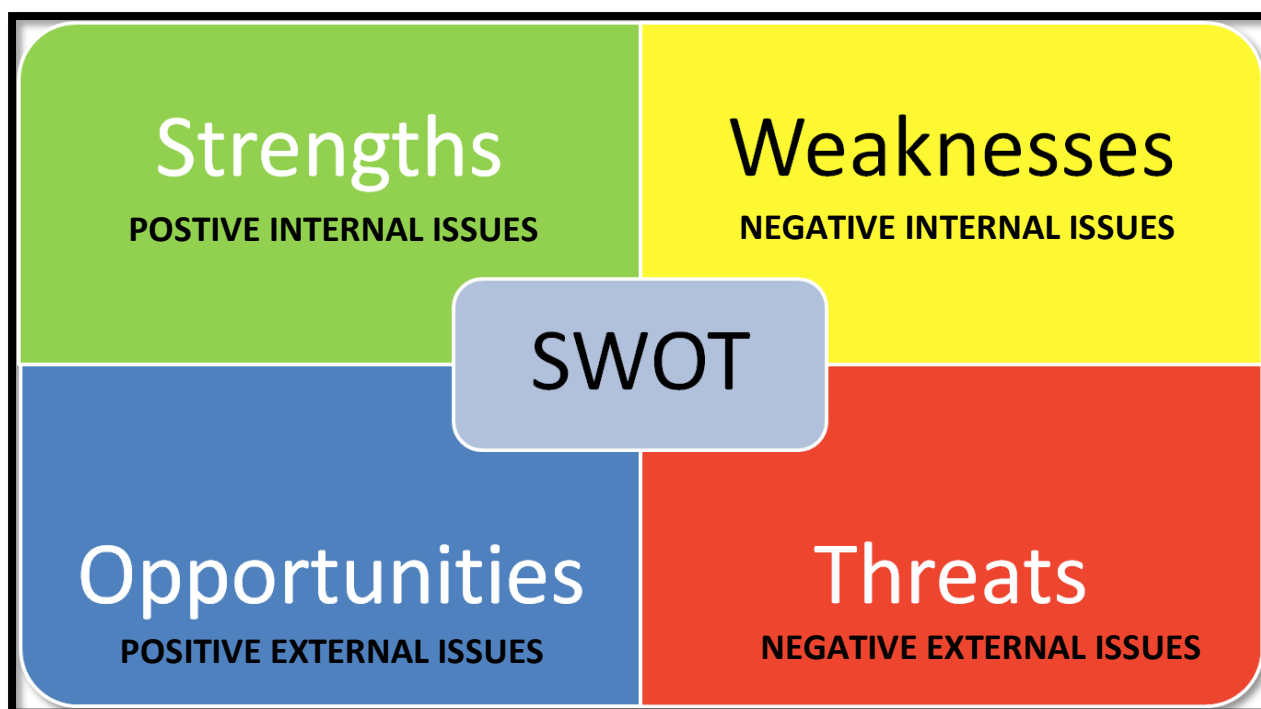



Figure A. SWOT Analysis

The SWOT Analysis allows the organization to understand:


- its strengths to confront threats;
- how threats can render the organization vulnerable;
- how weaknesses could actually be transformed into opportunities; and
- how opportunities can further become strengths.

The SWOT Analysis (Annex A) should be periodically monitored, reviewed, and updated during the conduct of management reviews by the Executive Committee. The information derived therefrom would serve as inputs to the organization's strategic planning.


The identified opportunities and risks are avenues for instituting the needed improvements by refocusing resources and priority interventions to the following key action steps:

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Opportunities	Action Plans
1. Consumer Market Growth Potential	<ul style="list-style-type: none"> a. Improve marketing strategies b. Undertake periodic updating of Marketing Plan c. Enhance community-oriented information campaigns d. Accelerate pipe-laying and network expansion projects e. Undertake rehabilitation of old pipelines f. Update and streamline documentary requirements and related policies for new water connection and or reconnection g. Undertake household survey on access to water and sanitation services or use of similar databases by other stakeholders h. Undertake a proactive response to leak management i. Strengthen relationship with the LGU and engage its support in acquiring Barangay Water Systems j. Reduce Non-Revenue Water to industry standard or better k. Mainstream Water Demand Management strategies l. Intensify Water Sources Research and Development
2. Eco-diversity of the Watershed	<ul style="list-style-type: none"> a. Conduct more livelihood enhancement programs for communities residing within the buffer zones b. Coordinate with the DENR in executing conservation activities and programs c. Strengthen watershed protection and reforestation efforts d. Strengthen monitoring and evaluation efforts e. Strengthen information and education campaign f. Constituency-building thru partnership and collaboration g. Lobby for funds for the conduct of vulnerability assessment of the watershed h. Optimize eco-tourism potential of the PaNPs multi-use zone

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3. Rapid Commercialization / Industrialization	<ul style="list-style-type: none"> a. Adopt and sustain online payment options b. Formulate a long-term Infrastructure Development Plan in consideration of water demand management c. Adopt digital and applicable smart technologies such as Geographic Information System (GIS), SCADA in improving systems and asset management d. Formulate systematic water deliver services
4. Attractive Investment Profile	<ul style="list-style-type: none"> a. Undertake participatory consultation with the sectors represented in the Board of Directors and other key stakeholders in setting responsive strategies to ensure sustainability in meeting increasing demand for potable water and the need for sustainable wastewater related concerns. b. Offer customized proposals for water supply and related services to capture targeted business and investment enterprises within the city (i.e. (shopping malls, ports, subdivisions, condominiums). c. Strengthen partnerships along technical assistance and enabling infrastructure support from LGU, Private Sector, National Government Agencies d. Sustain compliance to good governance conditions
5. Innovative and Change-minded management	<ul style="list-style-type: none"> a. Adopt / mainstream an enterprise-wide ISO 9001-Quality Management System to enhance organizational management and services. b. Continuously upgrade / build capacities for Disaster and Risk Reduction, Environment Security, Reducing Disaster Vulnerability and Developing Climate Resiliency response and management c. Develop Emergency Response Plan, Water Safety Plan and create an Emergency Response Team
Risks	Action Plans
1. Short and long-term effects of Climate Change	<ul style="list-style-type: none"> a. Actively support local and national initiatives in the development and implementation of climate-resilient initiatives b. Ensure readiness and functionality of production wells

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	<ul style="list-style-type: none"> c. Enhance public information campaigns to advocate adoption of short and long-term water conservation measures d. Establish water impounding systems to support aquifer recharge
2. Security of the watershed and its resources	<ul style="list-style-type: none"> a. Implement more stringent security measures responsive to the NIPAS Law and the requirements embodied in the ASEAN Heritage Park protocols b. Enhance skills of security personnel by coordinating with the local police and military to conduct reconnaissance and combat trainings c. Increase number of patrol groups and improve outposts facilities' capabilities to expand the range of visibility and monitoring d. Provide / upgrade communication facilities
3. Aging workforce and declining productivity due to health issues of personnel	<ul style="list-style-type: none"> a. Immerse younger workforce in capability-building, skills-enhancing, and technical learning workshops and seminars b. Provide more career growth opportunities, like educational programs, for the qualified younger workforce c. Establish an attractive retirement plan
4. Cramped working environment	<ul style="list-style-type: none"> a. Redesign existing work spaces to provide comfort to workers and/or aim for a new and technology/smart-enable office complex b. Adopt a digitized approach to records and documentation

1.6 Needs and expectation of different interested parties

In order for ZCWD quality management system to achieve its intended results, it is essential that the organization determines the needs and expectations of the different interested parties. Such may be specified or implied, and may arise from

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different means of interactions such as focus group discussion, customer feedback, client requests and other means.

Key stakeholders range from the primary consumers to the various businesses and government agencies which directly or indirectly: (a) influence the operations of the District, (b) are affected by the activities carried out and (c) both influence and avail the product and services offered by the ZCWD.

1.6.1. Customers (Residential and Commercial)


These are individuals, institutions, organizations and businesses that avail of the ZCWD's services. Demand for safe and clean water is constantly high. Providing our customers with uninterrupted supply of potable water and meeting their expectations are the norms in delivering quality products and services

Alongside the need for 24/7 access to potable water, customers require the prompt and efficient delivery of services, as well. Examples of these are the timely delivery of water bills, quick and effective resolution of complaints, queries and concerns and the proper management of customer accounts.

1.6.2. Employees

The corporate decision and policy-making tasks are primarily the functions of top management. The workforce is its employees, consisting of officials and the rank-and-file personnel. Despite varying degrees of job complexity, a number of expectations and requirements is shared by all actors across all levels in the organization.

The basic requirement of employees in any organization is the timely provision of salaries, benefits and incentives. This, among other factors, motivates people to achieve targets and meet deadlines. Professional and career development and enhancement rank next since most employees seek to develop or improve their skills and abilities in the workplace through their participation in various seminars, conferences, workshops, etc. By enhancing their talents and capabilities, several employees consider promotion opportunities as advancement on their professional careers.

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1.6.3. Local Government Units

These are local government agencies that are directly affected by the ZCWD activities. As primary customers, they require uninterrupted supply of potable water. Relatively, they expect quality services such as prompt delivery of water bills, accurate reading and billing of accounts and quick and effective solutions to concerns and issues.

As government institutions, they perform coordination activities with the ZCWD to guarantee that a constant supply of potable water is accessible to the residents of the city.


Environmental security and sustainability through the conservation of the city's watersheds and its resources are also among the priorities of these institutions. On the other hand, below are the ZCWD's expectations from the LGU's:

- support in terms of realizing infrastructure projects especially providing access/roads to barangays, and on water and waste water management;
- passage of city ordinances that pertain to water preservation and conservation; and
- financial assistance, not only for the infrastructure projects and new water source developments, but also for strengthening watershed protection, rehabilitation and conservation, and waste water management.

1.6.4. National Administrative Bodies

These are national government agencies which draft and implement policies and directives concerning the operations of local water districts and their relevant functions. In addition, they monitor and evaluate the performance of LWD's in compliance to national statutory and legal requirements.

Strict adherence to the guidelines is the foremost requirement expected by these agencies from all water districts.

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1.6.5. Financial Institutions (Government-Owned and Private Banks, Authorized Lending Centers)


The ZCWD is a self-sustaining agency which generates all its income from its business operations. In the case of large-scale or capital-intensive infrastructure projects, the ZCWD augments the substantial funds from these financial institutions.

To reciprocate the grant of the funding assistance, the ZCWD is expected to abide with the agreed payment terms. The two government-owned administrative and financial institutions which have significantly assisted the ZCWD are:

- a. Local Water Utilities Administration (LWUA); and
- b. Land Bank of the Philippines.

This information will serve as a useful input to strategic planning of the different offices under the scope of ZCWD Quality Management System.

The different parties' needs and expectations shall be monitored, reviewed and updated, whenever practicable.

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SECTION 2: QUALITY MANAGEMENT SYSTEM

2.1. Purposes

The establishment of the QMS is in compliance with Administrative Order (AO) 161, s. 2006 and Executive Order (EO) 605, s. 2007, directing all department and agencies of the executive branch including all government-owned and/or controlled corporations (GOCCs) and government financial institutions (GFIs) to institutionalize a Quality Management System to enhance and standardize the quality of public service delivery to become consistent with the International Organization for Standardization (ISO) QMS. Likewise, this is a strategic decision of the ZCWD Top Management in response to Philippine Development Plan 2011-2016 chapter 7, Good Governance and the Rule of Law in particular. It believes that the QMS is a management tool it can use to improve its overall performance and provide a sound basis for continual improvement of its operation.

Specifically, the QMS aims to:

- Enhance customer or client satisfaction by consistently providing quality products and services;
- Be effective and efficient in the delivery of its services; and
- Provide a framework for continual improvement by adopting standard protocols for its services, programs and processes.

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2.2. Process Map

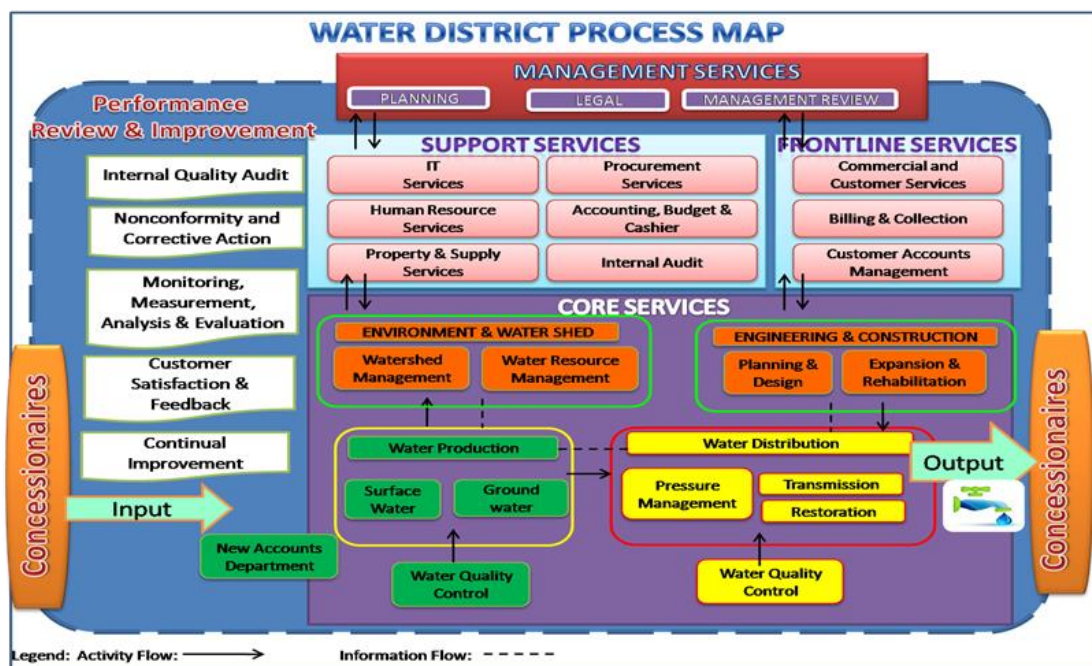



Figure B: Process Map

The Process Map as illustrated in Figure B provides general illustration of the sequence and interaction of processes under different operating units. It also depicts how the different processes interact with its external and internal clients.

- The **Management Processes** consists of direction setting, strategic planning, decision-making, legal services, provision of resources, and others that are imperative to the organizational leadership and management functions. It also pertains to processes which influence the direction, plans and objectives of the ZCWD. It is primarily executed by the Executive Committee (EXECOM) and the Board of Directors.
- The **Support Processes** main purpose is to provide assistance and facilitation on the proper execution of the management operations and core processes, ensuring that the necessary requirements are met and implemented within the set timeline. Further, they are also mandated to ensure that all offices comply with different statutory and regulatory requirements. The Support Processes include:


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- i. Human Resource Management
 - ii. Equipment, Materials and Property Management
 - iii. Management of Project Procurement Processes
 - iv. Accounting and Audit Processes

- c. The **Core Processes** are the key to the performance of its services in providing safe and potable water to its customers. Integrated in the core processes are water control processes that provide assurance that water provided to clients is safe and potable and within the specifications as mandated by law. The Core Processes are:
 - i. Water Production, Treatment and Distribution
 - ii. Watershed Management
 - iii. Network Management and Maintenance
 - iv. Pressure Management

- d. The **Frontline Services** that are essentially customer-focused services that directly involve and interact with the ZCWD's consumers. Customer-Oriented Services comprise the ZCWD's frontline services such as:
 - i. Management of Customer Accounts and Related Services
 - ii. Water Meter Reading and Tendering
 - iii. Complaint Management and Resolution
 - iv. Community and Public Relations

- e. The **Performance Evaluation and Improvement Services** are essential for the continual improvement of ZCWD operations. It includes the conduct of Internal Quality Audits, Management Reviews, Measurement, Analysis, Monitoring and Evaluation, Nonconformity and Corrective Action (Problem Solving), Customer Satisfaction and Feedbacks and other Continual Improvement activities.

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2.3. QMS Documentation Structure

2.3.1. Documentation Diagram

ZCWD shall document its quality management system whenever necessary to ensure effective planning, operation and control of all its processes. Documentation should add value to the process and shall ensure compliance to statutory and regulatory requirements.

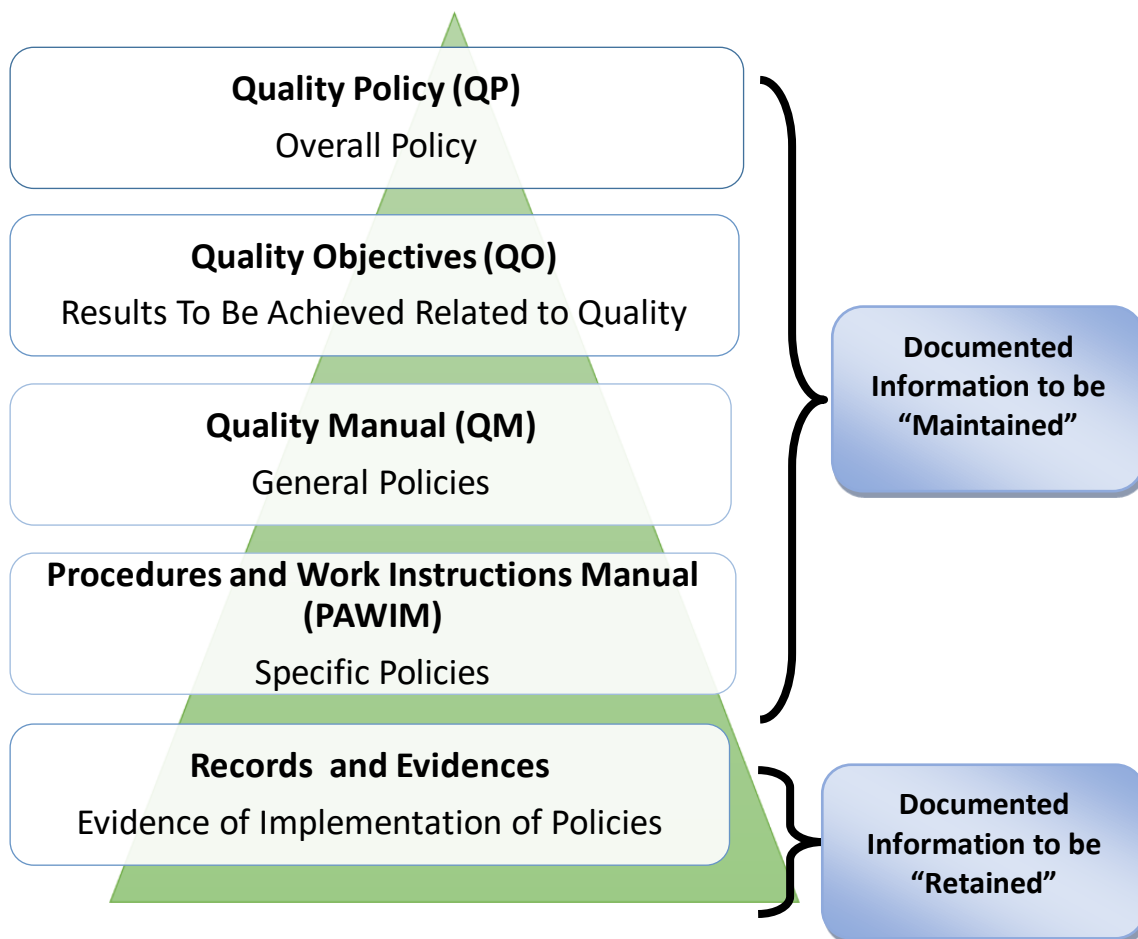



Figure C: Documentation Diagram

The Documentation Diagram indicates the hierarchy and level of documentation of ZCWD's QMS according to its importance.


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Quality Policy - The Quality Policy is the overall intent and direction of the organization. It is anchored on its vision and mission. It also expresses the organization's intent in adhering to global standards, implementing and evaluating its services towards enhancing client satisfaction and continual improvement of the quality management system.


"provision of quality water for all is our goal; continual improvement in our processes is our 'way of life'; adherence and commitment to our core values affirms our dedication to service excellence that shall exceed customer and statutory requirements and, applicable local and international standards; because we believe in the credo that 'Agua es Vida'.

Quality Objectives and Strategies - This documented information pertains to the results to be achieved related to quality by the different functions and levels within the organization. It shall serve as the criteria and measurement of processes and functions. Achievement of the quality objectives would also signify that effective and efficient services are being achieved on a process or function level. The quality objectives are consistent with the quality policy and are measurable to ensure effectiveness of ZCWD services.

Quality Objective No. 1: adequate, affordable and sustainable water services	Strategy #1: Accelerate implementation of revenue-generating projects
	Strategy #2: Formulate enabling mechanism towards a more affordable application fees to the low-income-group
	Strategy #3: Allocate adequate financial and human resource to operations
Quality Objective No. 2: fast and reliable services	Strategy #4: Ensure adherence and compliance to the Ease of Doing Business Act by maintaining better business relations with customers at all times and Citizen's Charter
Quality Objective No. 3:	Strategy #5: Strengthen financial controls and management

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increase operational efficiency	Strategy #6: Adopt digital technologies in the management of water meters and in addressing commercial losses
Quality Objective No. 4: reduce non-revenue water	Strategy #1: Accelerate implementation of revenue-generating projects Strategy #3: Allocate adequate financial and human resource to operations Strategy #6: Adopt digital technologies in the management of water meters and in addressing commercial losses Strategy #7: Accelerate spending on high impact project projects
Quality Objective No. 5: sustain quantity of water supply	Strategy #7: Accelerate spending on high impact project projects
Quality Objective No. 6: effective quality water management	Strategy #8: Sustain and strengthen collaboration and institutional linkages with key development partners
Quality Objective No. 7: ensure quality management processes	Strategy #9: Accelerate efforts towards achieving an ISO Certification and sustaining gains thereafter
	Strategy #10: Hasten and align policy execution with performance planning, monitoring and evaluation
Quality Objective No. 8: sustain a highly competitive and motivated workforce	Strategy #11: Retooling of workforce towards increased competency


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Quality Manual - The Quality Manual contains the general policy statements in the performance of the organization's operations. It also describes how the requirements of ISO 9001:2015 are integrated in the operation of ZCWD. It provides the general guide in implementing the organization's QMS which includes general information on ZCWD, the scope, the sequence and interaction of processes, reference to procedures, and general policy statements. (**Reference Document:** QM-ZCWD-02)

Procedures and Work Instructions Manual (PAWIM) - This manual contains documents needed by the organization to ensure effective planning, operation and control of its processes. It provides the specific guidance and quality control in the conduct of organization's processes. Each of these processes provides for, among others (Reference Document: QM-ZCWD-01A, Volume 2)

- a. Policies
- b. Manuals
- c. Plans
- d. Programs
- e. Procedures
- f. Work Instructions
- g. Guidelines
- h. Reports
- i. Agreements (MOA, MOU, DSA, NDA)
- j. Standard Forms
- k. Board Resolutions
- l. Internal Communication

Records and Evidences - Documented information that provides evidence of service provision and effective operation of the Quality Management System. These include duly filled-up standards forms, supporting documents and other records generated in the delivery of services. E.g. Water Bills, Filled-up Application Forms, Official Receipts, Ledger Cards and Electronic Files.

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2.4 CONTROL OF DOCUMENTED INFORMATION (Ref. Document GL-ZCWD-0)

The organization shall document its quality management system whenever necessary to ensure effective planning, operation and control of all its processes. Documentation should add value to process and should ensure compliance to statutory and regulatory requirements.


Top management shall designate a Documentation Control Officer (DCO) that will oversee the implementation of documents and records control procedures of the organization's QMS. Under the guidance of the Quality Management Representative (QMR), the DCO shall ensure that all documents determined by the organization as necessary for the effectiveness of the quality management system is available and suitable for use when and where it is needed. Further they shall ensure that documented information is adequately protected from loss of confidentiality, improper use and loss of integrity. They shall also be responsible for the creation and update of documented information including control of documented information.

Specific controls applied to document and records are defined in the Document Control Procedure and Records Control Procedure. (Reference Document:

Digitalization of documents may also be part of the document control. Important/confidential files should be encrypted and be secured. Scanning is the key part of the digitization process. However, limitation of storage (hard drives, flash drives, external storage) shall also be considered in this process. The DCO or the concerned person / unit must identify physical records that should be first sorted and level of the end-user or operating units before initiating digitization. Different document types must be segregated and classified or categorized according to importance.

Digitization offers multiple benefits to which the office can reap such as:

- Enhanced Digital Workflow processes
- Better accessibility to information

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- Faster record retrieval
- Single source
- Reduced risk from unwarranted exploitation of records through malicious activities
- Declutter office space
- Save time, physical storage space, and the use of paper (hence saves costs on procuring paper and printing machines)
- Overall improved business productivity

2.5 CODING OF DOCUMENTS AND FORMS

As part of documents control protocol, each document and form should be properly coded. It will also support the office's digitization initiatives.

- Cover Page. Contains the office's logo, document title, year the document was formulated and/or approved, year of effectivity, code, and revision series; applicable to documents with long narratives, such as: a) plans, b) policies, c) manuals, d) guidelines, e) reports, f) programs, and g) compendium of procedures and work instructions.
- Document Header. The standard template should appear and be used in all the internal documents such as the following:
 - Agreements
 - Forms
 - Board Resolutions
 - Internal and external communications
 - Presentations
- Approval Page. The approval page shall contain mainly the names, designations, signature, and date of signing of the document.

	Name	Position	Signature	Date
Preparer				
Reviewer				
Approving Officer				

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Reference Document: OGM-2019-133-10 - Revised Quality Document Code

2.6 BRANDING STRATEGY

As a water utility classified as *GOCC*, provision of sustainable water sanitation-related services like distribution and management are its main products and services. Thus, sustaining a responsive branding strategy is imperative.

Branding strategy is a potent tool towards sustaining the office's good public image via several platforms such as, but not limited to, the use of logo and tag line - "agua es vida" in:

- all documents, presentations, and related promotional materials like tarpaulins, advisories, advertisements;
- all communication and information channels like internal and external correspondences, social media platforms, website, business cards, flyers, posters, stickers, blogs and other online content; and
- institutional shirts, jackets, uniforms.

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SECTION 3: TOP MANAGEMENT

3.1 Composition

- a. General Manager / Agency Head
- b. Assistant General Manager for Operations Group
- c. Assistant General Manager for Administration Group
- d. Assistant General Manager for Finance Group
- e. Assistant General Manager for Technical Services Group
- f. Department Manager for Legal
- g. Department Manager for Corporate Planning
- h. Internal Audit Division**

3.2 Leadership and Commitment


The top management commits to provide quality products and services that meet statutory and regulatory requirements including the requirements of the organization and its customers. It establishes its quality policy, quality objectives, and management reviews to effectively and continuously implement its QMS. It also provides all the needed resources and communicates to all employees the importance of statutory and regulatory requirements to sustain customer satisfaction.

Management believes that quality management system is a management tool it can use to effectively fulfill its mandate and provide quality products and services for its customers. Quality Management System requirements shall be integrated in all aspects of operations to achieve its intended results of enhancing customer satisfaction, becoming more effective and efficient organization and providing framework for continual improvement.

The department managers shall be responsible for promoting the use-process approach and adopting a risk-based thinking in their respective areas of responsibility.

3.3 Customer-Focused

The ZCWD appropriately responds to the requirements of the internal and external customers to attain/maintain customer satisfaction. Through the various

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process owners who respond to customer needs. This includes provision of technical and administrative assistance, conduct regular dialogues, as well as the analysis and exchange of information (e.g. surveys, consultations, missions, assemblies, etc.) to come up with quality plans toward continuous improvement.

The ZCWD management understands that the organization depends on its customers and deems that sustained success is achieved when an organization have the confidence of its customers and other interested parties. Every aspect of customer interaction provides opportunity to create more value. Based on the identified needs and expectations in Section 1.6 of this Quality Manual, process owners shall understand, and integrate the current and future needs of the customers and other interested parties in their respective programs, services and processes. Further, it shall consider the following in its planning and operations:


- a. applicable customer and statutory and regulatory requirements are determined, understood and consistently met;
- b. the risks and opportunities that will affect customer satisfaction; and
- c. focus on continually improving customer satisfaction.

Management reviews serve as the venue where the management listens to what the customers says. Customer feedback shall serve as an input to the management reviews. As one of the outputs of the management reviews, decisions and actions need to be made in addressing customer feedback as well as enhancing the level of customer satisfaction.

3.4 ZCWD Quality Policy

3.4.1. Overview of the Quality Policy

The Quality Policy as approved per Board Resolution No. 007, series 2019 is a "provision of quality water for all" is our goal; continual improvement in our processes is our way of life; adherence and commitment to our core values affirms our dedication to service excellence that shall exceed customer and statutory requirements and, applicable local and international standards; because we believe in the credo that '*Agua es Vida*'.

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3.4.2. Description Quality Policy

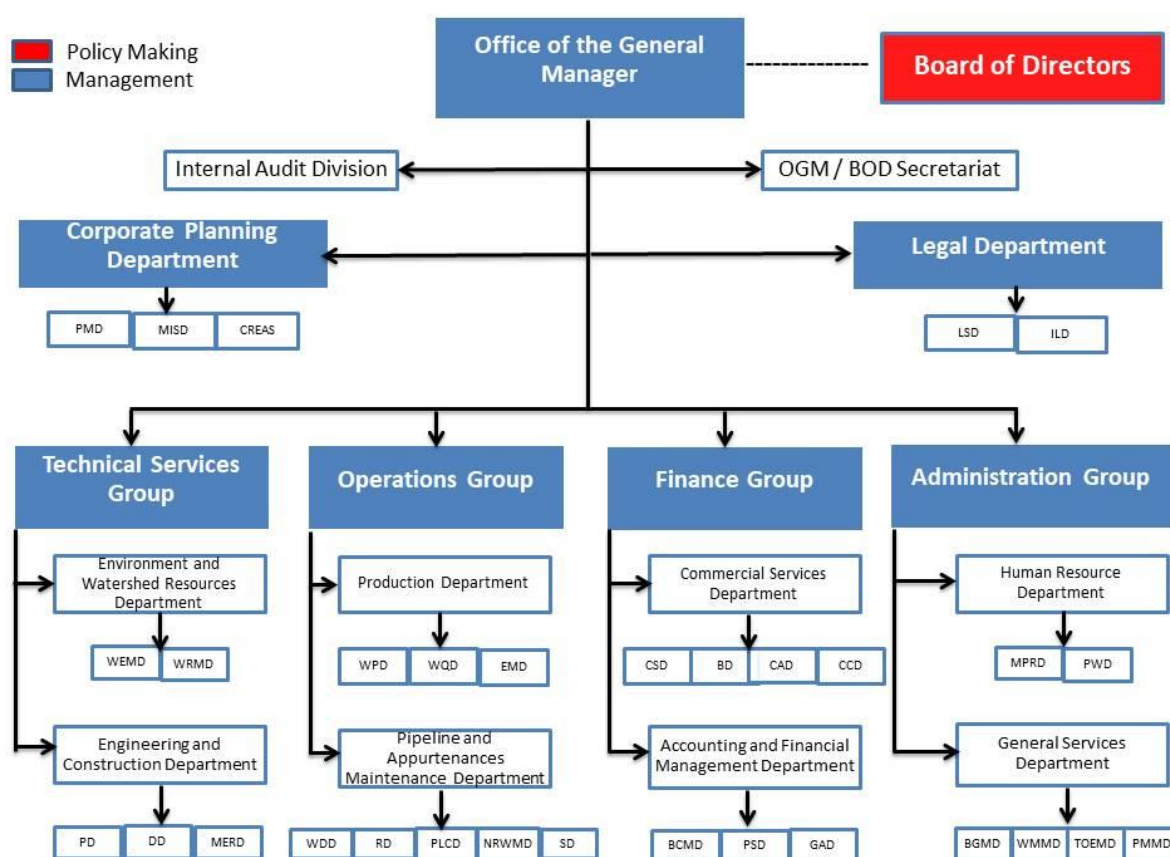
The Quality Policy serves as the overall intention and direction of the organization in providing the highest standard of quality in all its services. It serves as the ultimate guide of the organization in the implementation of its services, and a manifestation of its application of being a customer-focused organization by adopting the concept of "kaizen" or continual improvement. It represents its commitment and dedication to service excellence that is anchored on the organization's core values.


3.4.3. Communication and Application of the Quality Policy

The Quality Policy shall be posted at conspicuous places in ZCWD offices to make it available to different interested parties. It shall also be recited during Flag Ceremonies and relevant gathering of the organization. Newly hired employees shall be oriented on the significance and meaning of the policy. The quality policy shall be used as framework for the establishment of the quality objectives. Top Management shall ensure that the Quality Policy is communicated, understood and applied within the organization.

3.5 Organizational Role, Responsibilities and Authorities

3.5.1 The ZCWD Organizational Chart (Figure D)



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.5.2 DEFINITION OF AUTHORITIES AND RESPONSIBILITIES


Responsibilities of each position, as depicted in the organizational chart, are defined in Job Description. In addition, the general manager may issue office orders to assign, re-assign, designate, create roles, responsibilities and authorities within the organization in accordance with existing statutory and regulatory requirements and with the aim to empower human resource and improve overall performance / productivity.

3.5.3 THE QUALITY MANAGEMENT REPRESENTATIVE

The general manager shall designate a Quality Management Representative (QMR) who shall:

1. Ensure the development, documentation, implementation and continual improvement of the Quality Management System in conformity with ISO 9001:2015 requirements;
2. Ensure the system leads to customer satisfaction and quality products and services;
3. Promote customer awareness all throughout the organization by ensuring that client requirements are determined and are met by enhancing client satisfaction.
4. Report results of the quality management system during management reviews as to the performance of the Quality Management System.
5. Ensure that the integrity of the quality management is maintained when there are changes.

The role of the QMR includes being a liaison with external parties. Inherent to their functions, assistant general managers shall serve as the deputy quality management representatives of their respective groups. They shall have the same responsibilities as the QMR with respect to their area of responsibility.

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3.6 COMMUNICATION POLICY

Internal and external communication shall be managed with the use of routing slips and memos. On the other hand, letters shall be used for external correspondences.

Internal memos shall have the following information:

- a. Subject - what to communicate
- b. To / For - who to communicate with; addressee or recipient
- c. From - who communicates; which unit sends the communication
- d. Purpose - description of the subject matter
- e. Context - how to communicate
- f. Date - when to communicate
- g. Action / Instructions - required action or instruction on the subject matter
- h. Attachment - list of documents to be attached as indicated in the memo
- i. Copy Furnished or CC - list of other recipients i.e. unit or person

3.7 MANAGEMENT REVIEW


3.7.1. COMPOSITION, FREQUENCY AND RECORDS OF MANAGEMENT REVIEW

The management review is primarily a function of the Executive Committee. It shall be an integral part of Executive Committee Meetings at least once a quarter. Presenters shall be the QMR and the DQMR.

3.7.2 AGENDA FORMAT FOR MANAGEMENT REVIEWS (INPUTS)

Three days before the Management Review, the agenda shall be prepared by the secretariat which includes, but not limited to, the following:

1. Matters Arising from Previous Management Reviews
 - a. Process Performance and Service Conformity (PPMs)
 - b. Nonconformities and Corrective Actions (RFIs)
 - c. Effectiveness of Actions to address risks and opportunities (Risk Registers)

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d. Opportunities for Improvements in their Respective Areas

2. Performance Reports / Accomplishments vis-à-vis approved performance commitments or physical targets
3. Customer Satisfaction and Feedback
4. Performance of external providers (Supplier Evaluation)
5. Adequacy of Resources (Budget Utilization)
6. Updates on Internal and External Issues (SWOT Analysis)

Responsibilities for obtaining information for each item in the agenda is an inherent function of the designated secretariat for the ExeCom. Presentation materials shall be attached to the management review record for future reference.

3.7.3 RESULTS AND RECORDS OF THE REVIEW (Outputs)

As a management principle, decisions based on analysis and evaluations of data are more likely to produce desired results. Based on review inputs, the primary output of the management review shall include decisions and actions by the management that will result to continual improvement of the quality management system including the need for provision of additional resources as needed.

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SECTION 4: QUALITY MANAGEMENT SYSTEM PLANNING

4.1 Quality Management System Framework

Planning for the Quality Management System and its integration to the operation of the ZCWD shall be based on the framework as illustrated below. Planning needs to be conducted in a purposive manner with the intent of achieving and realizing the vision and mission of the organization while fulfilling the intent of the Quality Policy.

The Vision, Mission and Quality Policy of ZCWD serves as the directives that emanates from top management. The vision of ZCWD represents its strategic direction while its mission expresses its purpose or existence. The Quality Policy, on the other hand,

serves as the intent and direction of the organization with regard to its aim to integrate quality in every aspect of its operation. The Quality Policy also serves as an affirmation of the organization's aspirations towards valuing its clients by continually improving delivery of its services.

As part of planning, management shall give due consideration to the organizational SWOT Analysis provided in Section 1.4 of this Manual to determine the internal and external issues affecting the organization. It also considers the relevant interested parties and their needs and expectations as specified in Section 1.6 of this Manual. Process Owners shall use the information in the SWOT Analysis and the Needs and Expectation of Interested Parties during any planning exercises.

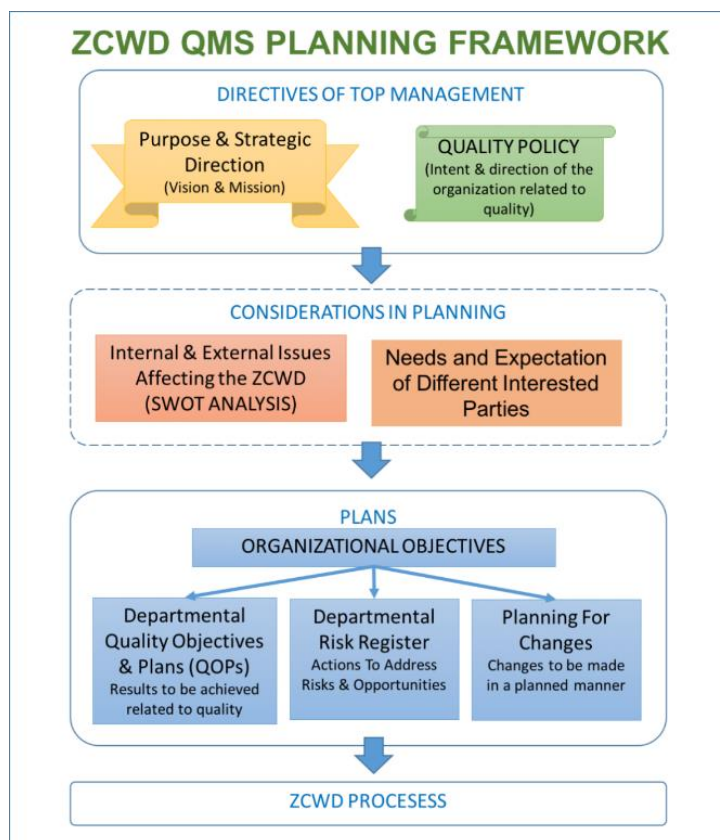



Figure E: QMS Planning Framework

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Top management shall establish Organizational Quality Objectives to specify what ZCWD aims to achieve as an organization. The organizational objectives will serve as the collective results of the different processes of the organization.


In any planning exercise, each department shall determine actions to address risks and opportunities to provide assurance that intended results shall be achieved, enhance opportunities, eliminate or prevent risks and for continual improvement. Process owners may use appropriate methods in identifying risks and opportunities such as Turtle Diagram, Failure Mode and Effects Analysis (FMEA) or other methods, as appropriate. In identifying actions to address risks, process owners shall consider the threats (negative external issues) and the weakness (negative internal issues) as identified in the SWOT analysis. REVIEW

In the same manner, when identifying actions to address opportunities, process owners shall consider the opportunities (positive external issues) and the strengths (positive internal issues) of the SWOT Analysis. The use of Risk Register will be the primary documented information or tool in determining risks & opportunities and actions how to address them. Quality Objectives and Plans shall be established at different levels in the organization.

In summary, ZCWD QMS and its processes are established to achieve Quality Objectives and Plans and addressing identified risks and opportunities. The QOPs and Risk Registers consider the SWOT Analysis and The Needs and Expectation of the Interested Parties as part of planning.

4.2 Actions to Address Risks and Opportunities


Each department shall identify risks and opportunities within their processes and shall take and consider appropriate actions in their planning to address the risks and opportunities. The actions shall be evaluated as to its effectiveness if it has prevented any untoward incident or non-attainment of organizational goals and objectives. Risks registers will be the primary document to be used in documenting risks and opportunities and actions needed to address them.

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In identifying actions to address the risks and opportunities, process owners shall also consider establishing control points in the documented procedures.

The Risk Register shall contain the following information.

- a. **No.** - Code the risk and opportunities identified.
- b. **Risks and Opportunities** - Determine the risk and opportunities identified within the process. A risk refers to the effect of uncertainty whether positive or negative. Positive risks are considered as opportunity and negative risks as threats. Risk is about what could happen and what the effect of this happening can be.
- c. **Probability** - Indicate the likelihood of risks and opportunities from occurring.
 - **H - High Probability:** very likely to happen,
 - **M - Medium Probability:** likely to happen,
 - **L - Low Probability** - can happen but not likely.
- d. **Impact** - the severity of the consequence of risk or the positive effect of the opportunity.
 - **H - High Impact:** consequence can have an adverse impact to the organization's bottomlines or likely to result to customer complaints; loss of reputation of the organization for a long time.
 - **M - Medium Impact:** consequence can have a moderate impact to organization's bottomlines or may result to customer complaints; loss of reputation of the organization for a short period.
 - **L - Low Impact** - Consequence can have a minor impact on the organization's bottomlines and may not results to customer complaints; no loss of reputation to the organization.
- e. **Actions to Address Risks and Opportunities** - Identify specific actions to address the risks and opportunities. Actions can be a recurring activity a just a specific action.

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- f. **Persons Responsible** - For each action, indicate the person primarily responsible.
- g. **Frequency or Deadline** - Establish the frequency of the action to be taken if it is a recurring activity or specify deadline if action identified is a specific or single action only.
- h. **QMS Document** - Indicate reference document/s to evidence actions taken were integrated into the QMS of the organization.
- i. **Effectiveness Indicator** - Indicate the indicators to be used to monitor if actions to address are effective or not. e.g. incidence of risk from occurring, number of complaints received, number of accidents.
- j. **Effective** - Based on effectiveness indicator, specify whether the action to address the risk and opportunities was or is effective. Y = Yes and N = No.


4.3 Organizational Quality Objectives

The organization shall conduct strategic planning every year to ensure that the organization is headed in its strategic direction. The Quality Objectives as well as the vision and mission statements shall be the basis in formulating the strategic plans. Organizational Quality Objectives shall be monitored and shall serve as an input to Management Review.

4.4 Quality Objectives and Plans

The Quality Objectives shall be integrated in Form A - Agency Performance Target or the Organizational Performance Commitment Review Form, whichever is applicable. This document shall be established and prepared alongside with the preparation of corporate operating budget.. Both the Planning and Monitoring Division and the Budget and Cash Management Division shall ensure alignment of budget and plan to promote prudence in budget expenditure and optimize outputs.

Quality objectives refer to the measurements of effectiveness of processes within ZCWD. Once achieved, it will signify that processes are working effectively.

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Quality Objectives shall include the quality objective statement, measurable target, frequency of monitoring, measurements and records or evidence to be used.

Quality plan refers to the activities or strategies to be applied in order to achieve the objectives. This includes resources necessary such as human resource, financial resources and equipment needed. References to specific procedures, guidelines or manuals are indicated in the Related Documents Column.


Quality Objectives established shall consider the SWOT Analysis by aiming to capitalize on the Strengths and Opportunities while minimizing Threats and Weaknesses. The established Quality Objectives shall also take into account the requirements of the relevant interested parties identified.

4.5 Review and Approval of Plans and Performance Commitments

The plans and performance commitment will be reviewed bi-annually by the respective unit heads, in coordination with the Performance Management Team. The general manager shall approve the plan / performance commitment of all department heads under the Office of the General Manager and the assistant general managers (AGM). Approval of plan / performance commitment of department heads in the other groups rests with the concerned AGM.

Quality Objectives and Plans shall have the following contents:


- A. Quality Objectives Statements** - This will define what the organization intends to achieve in qualitative statements. No numeric target should be indicated here.
- B. Quality Target** - Indicate the specific quantitative target for a given period. This needs to be measurable and can be stated in terms of percentage, amount, number or other quantifiable data. E.g. 100% Accurate, 100% Processed on Time, Zero (0) Incidents, Certain Amount or No.
- C. Frequency of Objectives Monitoring** - State how often will the objective be monitored if it is achieved or not. This could be monthly, quarterly, semi-annual or annual.

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- D. Measurements** - refers to formulas or computations as to how the objective will be measured. Once the result will be computed, the answer will be reflected in Column B. Quality Target. E.g. Target = 100% of Results Processed on Time, Measurements = No. of Results Processed on time over Total No. of Results multiplied by 100.
- E. Records/Evidences** - Indicate what records or evidences will be used in monitoring as to whether the objective was achieved or not. E.g. Logbooks, Accomplishment Reports, Lists and others records.
- F. Processes/Activities/Strategies** - Identify what will be done to achieve the quality objectives stated above. It may be the process itself, activities or strategies. Strategies may include inspections, test, monitoring and methods to be applied.
- G. Timeframe/Frequency** - refers to how often the process, activity or strategy will be carried out. Frequency may be established in terms of daily, monthly, quarterly or annual. Timeframe may also indicate the completion date for a particular process, activity or strategy.
- H. Persons Responsible** - refer to the person assigned to carry out the process, activity or responsibility. This is usually referred to as the process owner.
- I. Budget** - Indicate if information regarding the budget to be used is available for a given period. This will be helpful in measuring the efficiency of the process.
- J. Machinery/Equipment** - Indicate the machinery and equipment to be used in this column.
- K. Related Documents** - indicate the reference to be used in conducting the activity. This could be the document code of policies, procedures, work instructions and guidelines or title of references being used for the process, activity or strategies.

4.6 Planning for Changes

When there are re-organization, promotion, hiring and change of personnel, ZCWD shall make it in a planned manner. Duties and responsibilities shall be appropriately defined when there are changes. There shall be a transition period when there are changes such

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as orientation of the newly hired personnel, on-the-job training of persons assuming new positions and proper turn-over of documents and records such as procedures, work instructions and guidelines.

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SECTION 5: CORE AND SUPPORT PROCESSES

Organizational Groups that manage and implement the ZCWD Core Processes are the following:

5.1. Core Processes

a. Operations Group

- Water Treatment and Production
- Pipelines Maintenance and Restoration
- Pressure Management
- Network Distribution and Management

b. Technical Services Group

- Watershed Improvement and Protection
- Environment and Resources Development
- Infrastructure Planning, Design and Development
- Engineering and Construction

5.2. Support Processes

a. Board of Directors


- Policy formulation

b. Office of the General Manager

- General administration
- Internal audit
- Organizational plan formulation, monitoring and assessment
- Organizational performance management, monitoring and evaluation
- Contract management
- Illegal connections and related matters

c. Financial Services

- Customer accounts management services
- Customer services

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- Billing and water meter reading
- Cash and assets management
- Budget monitoring and disbursement
- Accounting and audit processes

d. Administrative Services

- Human resource management
- Personnel development and skills enhancement
- Bidding and procurement process
- Equipment, materials and property management
- Warehouse and inventory management
- Transportation maintenance and repair
- General improvement devices

5.3 List of Core Processes with its inputs and outputs (reports on frequent monitoring)


Process	Inputs	Outputs
1. Water Treatment and Production	Raw water from water shed through the diversion weir and old intake	Potable / treated water
2. Pipelines Maintenance and Restoration	Field inspection, Customers' request / reports	Well-maintained and leak-free pipelines
3. Pressure Management	Water pressure standards, data loggers	Water pressure data
4. Network Distribution and Management	Treated water, water pressure data	Billed volume, consumption
5. Watershed Improvement and Protection	Watershed areas	Improved and protected watershed areas
6.Environment and Resources Development	Weather and climate reports, field test	Development of newly identified resources

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	reports, site explorations	and continuous improvement of present environmental resources, streamflow data
7. Infrastructure Planning, Design and Development	Feasibility study, existing plans, improvements plans	Engineering and structural designs
8. Engineering and Construction	Engineering and structural designs	construction, development and maintenance of structures and facilities in accordance to globally-accredited standards for water facilities

5.4 Statement and Policies on Operational Planning and Control

1. In the processes determined above, are requirements for product and services determined? **Yes**
2. What are the established criteria to determine if the process is effective or not?
 - PD 198 provides mandates for Local Water Districts
 - RA 9184 is the criteria used for Procurement of Infrastructure Projects, Goods/Supplies, and Services
 - NEDA 2013 Guidelines on Public-Private Joint Venture Projects
 - Philippine National Standards for Drinking Water
 - COA Rules and Regulations for government expenditures
 - Civil Service Rules and Regulations, ARTA (Citizen's Charter)
 - DBM National Budget Circulars and Memorandum Circulars
 - LWUA Memorandum Circulars
 - Internal Policies in a form of Board Resolutions, Memoranda

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Specific criteria for processes are specified in the Department Quality Objectives and Plans (QOPs) and specific requirements for products and services are indicated in the different procedures and work instructions.

3. Are criteria for acceptance of products and services determined? Or when can you say that the characteristics of water is acceptable or "quality"?


- The criteria are determined e.g. Water Quality - being tested by our Water Quality Division. Samples are regularly taken and tested in our own laboratory. ZCWD always see to it that compliance to PNSDW standard is met. Not only as to the water quality report but also to the number of samples to be tested.
- Services are in accordance to the Citizen's Charter approved by the Civil Service Commission.

4. How are resources needed to achieve conformity to requirements of product and services determined?

Through regularly conducting management meetings and consultations, current resources are reviewed to evaluate its conformity to the continual improvement of products and services. If the need to acquire new or better resources has been identified, the necessary procurement processes are then carried out.

5. Are documents and records available to have confidence that the processes have been carried out as planned?

- Yes, reports are available. These reports are submitted to LWUA for evaluation and validation
- The Planning and Monitoring Division also monitors and ensures that targets are being met and processes are complied. LWUA provides Local Water Districts with Major Final Outputs (MFOs) for uniformity of targets to meet.
- Safe and Potable water specification as defined in 'The Philippine National Standards for Drinking Water'.

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- Resources needed to implement the processes are specified in Section D. Quality Plan of Quality Objectives and Plans (QOPs).
- Process owners shall retain records to provide evidence that activities are carried out as planned based.

Operational planning and control for ZCWD support processes are based on their statutory and regulatory pertaining to their function. For procurement services, procurement planning is basically carried out based on requirements of RA 9184 and its IRR. For Finance and Administrative Services, their operational plans are based on requirements promulgated by Commission on Audit, Department of Budget and Management and other National Government Agencies.

ZCWD support services shall establish criteria for processes, products and services in their respective Quality Objectives and Plans. Considerations shall be given to statutory and regulatory requirements when establishing criteria. Resources needed in terms of human resources and budget are specified in Section D. Quality Plan. The Quality Objectives and Plans serve as the primary output of planning for the quality management system.

5.5 Statement and Policies on Determining Requirements related to services

1. What are the established communication arrangements with customers?
 - ZCWD has established a "SMS text blast" to customers; Radio and Newspaper and social media are being utilized for important notices and announcements.
 - For delinquent paying customers, notice of disconnection are sent;
 - Customer Services Division also provides phone call arrangement for customer's notification of the status of action taken.
2. Is there available information to the customer with regards to the services of the organization?
 - Customers and employees may access information concerning the activities and updates of the ZCWD through the following: (1) ZCWD website (zcwd.gov.ph) and the (2) Bulletin Board at the entrance of the Main Office.

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3. Who handles inquiries, contracts of orders, including changes?

- The ZCWD operates two (2) units that mainly handle customer inquiries namely the (1.) Customer Care Division and (2.) Community Relations and External Affairs. For inquiries pertaining to suppliers/contractors these are being handled by the Bids and Awards Committee Secretariat; Inquiries pertaining to Hiring these are addressed to Human Resources Department.
- Contracts of Orders:
For Supplies/Goods - prepared by Procurement Division
For Projects and Services - prepared by Legal Services Department
- Purchase Requisitions are prepared by specific units assigned to prepare for "Bulk Orders" e.g. MISD for computer and other IT equipment

4. Is there a method established in obtaining customer feedback relating to products and services, including customer complaints?


- The Customer Care Division has developed a customer survey form
- Customer feedback is also seen from ZCWD Social Media account (Facebook)

5. Is there a specified requirement on handling customer property which includes customer data and information?

- The Customer Accounts Division handles this information. Aside from the physical document kept by the Customer Accounts Division, the MISD also perform daily back-up files through an external storage. These are inherent functions of the units concerned.

6. Is there a specific requirement for contingency actions, when relevant?

ZCWD abides with its Citizens' Charter. As mandated, customer-related processes are determined during the conduct of participatory meetings/consultations with stakeholders and results of client feedback

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mechanisms. These are defined in proposals, agreements, terms of reference, letter of request, letter of intent, among others.

All these are reviewed and approved by appropriate offices/committees as defined in the ZCWD administrative issuances.

Services offered by ZCWD are primarily communicated through the Citizen's Charter. It provides information as to the requirements needed and the process flow of service to be provided.

The different departments shall determine requirements for products and services to be offered to the customers. During planning, the organization shall determine the different customer requirements, statutory and regulatory requirements and organizational requirements. The department managers shall review these requirements if the ZCWD can meet the claims it offers. For example, in offering water services to expanded areas of coverage, the organization shall review its capacity to provide continuous access to safe and potable water. The review may include assessing the availability or constraint in resources, the qualification of personnel required and time to be allocated for the activities.


As a water utility firm, requirements related to products and services are generally specified by statutory and regulatory bodies. Process owners shall ensure that these requirements are met while considering the requirements of their internal clients for effective and efficient support services.

5.6 Statement and Policies on Design and Development

A. Design and Development

Design and development for ZCWD operation pertains to set of processes that transforms requirements for a service into a more detailed requirement. These processes typically happen in infrastructure planning, design and development activities. These activities cover planning, review, verification and validation activities which are integrated in its procedures and work instructions.

The design and development of products and services depend on client needs, which are determined by the client and the ZCWD Management. Planning of design and/or development activities include the requirements listed below. Records may

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be in the form of concepts notes, perspectives and forms deemed appropriate and necessary by the organization.


1. Identification of design and development stages
2. Identification of review, verification, and validation activities
3. Identification of cross-functional teams, which may require inter-office collaboration
4. Designation of responsibilities and authorities
5. Resource requirements i.e. logistics, human resource, financial
6. Identification of functional / performance verification/test requirements
7. Identification of applicable statutory requirements

5.7 Operational Controls

5.7.1 Control for Service Provision

ZCWD services shall be carried out in a manner that it will consistently deliver quality outputs in terms of water and other services. In order to provide quality provision of services, the following shall be applied to the different processes, as applicable:

1. The availability of documented information that defines the services to be provided and activities to be performed in the form of Procedures, Work Instructions, Guidelines and other external documents.
2. The availability of external documented information to ensure that support services meet statutory and regulatory requirements. e.g., NGAS Manual, RA 9184 and its IRR, DBM Circulars, COA Circulars and other pertinent government manuals;
3. The desired results needed to be achieved as stated in the Quality Objectives and Plans, Service Requirements and other similar documents.
4. The availability and use of suitable monitoring and measuring resources such as pressure gauge, pH Meters and other measurement instruments used.
5. The process objectives serving as criteria for effectiveness as stated in the Quality Objectives and Plans, service requirements and other similar documents.
6. The implementation of monitoring and measuring activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for product and services have been met. E.g. conduct

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of test activities for water to determine if water specification meets the established guidelines.


7. The use of suitable infrastructure such as equipment, hardware and software, IT systems, skills paraphernalia and transport services. E.g. Plumbing Tools, Excavation Equipment and others.
8. The provision of suitable environment for the operation of the process like safe and protected watershed, clean and safe water reservoir, conducive office environment.
9. Provision or hiring of competent personnel that meets the required qualification to perform the process or activity. e.g. Hiring of competent resource persons for training and seminars.
10. Conduct of validation for special processes where the resulting output cannot be verified by subsequent monitoring and measurement activities. E.g. validation if a particular policy is responsive or implementable.
11. The implementation of actions to prevent human errors. E.g. Use of Personnel Protective Equipment (PPEs), Contamination Controls,
12. The implementation of release, delivery and post-delivery activities. E.g. conduct of water testing in different areas to ensure that water meets specification prior to release.

5.7.2 Identification and Traceability

Identification and traceability shall apply to ZCWD in terms of Client # or Client ID, Billing #., OR #., Job Order No. and etc. (Please provide more examples in different means which service are being identified and traced in core processes)

Identification and traceability in support services are generally applied with the use of standard coding system such DV #, OR #., Water Bill #, PR #, PO # and similar documents.

In most cases, these are established by using standard forms as established by the Commission on Audit and the Department of Budget and Management. In cases where there are no statutory and regulatory requirements are promulgated, the ZCWD shall establish a standard coding system for identification and traceability purposes.

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5.7.3 Customer Property

The Process Owners identify the customer property related to the process and protects/safeguards such property by observing proper document tracking and control of records. If any customer property is lost, damaged or found unsuitable for use, the Process Owner immediately reports this to the customer.

Customer property that needs to be safeguarded from unauthorized access and use include personal data obtained from different ZCWD clients. This information shall be handled with utmost confidentiality.

Customer property under support services generally applies to customer data obtained from the customer during application and when accessing other services as it deemed necessary and applicable. The organization shall handle this information with utmost confidentiality and care.

5.7.4 Preservation of Products and Services


The ZCWD maintains the integrity of its services, documents and records through effective records management. *Warranted confidentiality is observed.*

Preservation of water until it reaches the customers is vital in its processes. Contamination controls, proper handling and test activities shall be carried out to preserve water quality in accordance with standard specifications.

Preservation of support services is generally carried out by appropriately maintaining and retaining documented information from its services. Official and client/customers records shall be made available when and where it is needed to support the processes and to have confidence that processes are carried out as planned.

5.7.5 Statement and Policies on Release of Products and Services

ZCWD shall ensure that prior to water connection, water to be provided to customers meet specified requirements in terms of right amount of pressure and that water meets quality requirements. A documented information shall be maintained to demonstrate that acceptance criteria are being met and traceability to persons authorizing release of services to the customer.

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5.7.6 Statement and Policies on Control of Nonconforming Outputs

ZCWD shall ensure that no nonconforming water outputs will reach its customers. Nonconforming outputs refers to water services that did not meet the specified requirements or standards e.g:

1. Foul odor
2. Rusty or brownish color
3. Visible settling of sediments
4. Murky or muddy appearance

In such cases, ZCWD shall ensure that nonconforming outputs are being identified and controlled to preclude the intended use of the water. In cases, where nonconforming outputs are reported by the customer, ZCWD shall inform the customer of its potential effects and the actions they need to take.


Correction can include any immediate action to ensure that this nonconforming water output is being controlled in a manner that health and safety of concessionaires will not be compromised. Correction can include closing the control valve before the meter.

Specific actions to address nonconforming water outputs are specified in Control of Nonconforming Outputs Procedure.

5.7.7 Externally provided processes, products and services

Administrative services shall ensure that externally provided process, products and services conforms to specific product and service requirements of the organization. Selection of suppliers shall be carried out in accordance with Republic Act 9184 or otherwise known as the Government Procurement and Reform Act. Criteria for selection shall be established other than eligibility requirements set forth under RA 9184 to ensure that externally provided processes, product and services meet requirements.

In addition, suppliers shall be evaluated on a semi-annual basis to assess their capability to supply product and services in accordance with organization's requirement. Supplier Performance Evaluation (SPE) Form shall indicate the

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criteria established for evaluating suppliers. In cases where supplier performance is unsatisfactory, they shall be given a warning or shall be notified accordingly. After appropriate warnings and notifications, suppliers that did not improve their performance based on the evaluation shall be delisted or other actions may be taken in accordance with RA 9184.


5.7.8 People, Competence and Awareness

ZCWD shall strive to ensure adequacy of manpower to provide the quality services needed to its clients/customers. Further, it shall ensure that persons doing work within its operation are competent on the bases of education, training, skills and experience. Competency assessment shall be conducted every year to assess personnel capacities and capabilities. Identified competency gaps shall be addressed with learning interventions such as training, coaching, mentoring and other methods deemed sufficient by the supervisors. A training and development plan shall be formulated / developed to address the organization's competency requirements. These learning events shall be evaluated as to its effectiveness in terms of enhancing personnel competencies.

Existing and newly hired personnel shall undergo proper orientation which shall include, but not limited to, the following:

1. ZCWD Vision, Mission, Core Values, Quality Policy
2. Quality Objectives
3. Importance the Tasks Assigned and Benefits of Improved Performance
4. Risks & Opportunities within the process including potential nonconformities.

Records of education, training, skills and experience of each personnel are included in their respective 201 files.

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5.7.9 Organizational Knowledge

ZCWD recognizes that organizational knowledge is among the most important resources it needs to manage for the organization to be effective and efficient. Organizational knowledge shall be managed in a manner that it will be made available to those needing it to the extent necessary.

Organizational knowledge refers to knowledge acquired from the regular operation of the organization that is relevant to its services. This is generally gained by experience in the different services it offers to its clients/customers.


Knowledge can also be acquired from external sources such as relevant conferences, symposiums and seminars. Officials and employees who availed of such capability-building activities shall be required to document their attendance/participation and submit the Post-Activity Report per OGM 2023-09-021 memo.

Records Section shall ensure that knowledge necessary shall be determined and maintained for each division. Wherever practical, ICT shall maintain this knowledge in the server to make it available to ZCWD personnel when and where needed.

5.7.10 Maintenance of Infrastructure Facilities, Building Structures, ICT Assets and Other Equipment

The general improvement services unit is primarily responsible for ensuring that infrastructure needed in the office is properly maintained in accordance with requirements. Preventive maintenance plans shall be prepared. Preventive maintenance activities shall be carried out and recorded accordingly in order to ensure that machineries and equipment are readily available and functional when needed.

The MISD shall be the one responsible for the maintenance of the ICT Equipment including software and hardware. Preventive maintenance plans and preventive maintenance activities shall also be carried out as planned. **(Reference Document: CP-ZCWD-ZCWD-001 as approved per BR-006, series 2021).**

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The TOEMD shall be the primarily responsible unit in ensuring that transport vehicles are road-worthy and safe for transport of personnel and all equipment are well-maintained and functional. Preventive maintenance plans shall likewise be prepared and shall be carried out as planned.

5.7.11 Environment for the Operation of the Processes

The General Improvement Services unit shall be the primary unit responsible for ensuring that work environment needed to ensure office premises are clean and safe. They shall regularly conduct cleaning and sanitation activities within the office premises.


In cases where activities such as training and events are conducted outside the office, process owners shall ensure that these are suitable to meet client needs and organizational needs. These can include having an environment conducive for learning and development of personnel.

Human resource department shall have programs to make process environment stress-reducing, burn-out prevention and emotionally protective both for the ZCWD Personnel and its clients.

The organizational shall ensure through its policies and advocacies that ZCWD is an organization that is non-discriminatory, calm and non-confrontational at all times.

5.7.12 Monitoring and Measuring Resources

ZCWD shall ensure that monitoring and measurement resources used in monitoring and measurement activities are calibrated or verified to ensure the accuracy of results. This shall include pressure gauges, steel tapes, pH Meter and similar instruments. Calibration shall be prepared and calibration or verification records shall be maintained.

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5.7.13 Templates for Organizational Documents and Forms

All documents and records shall be properly coded. (Reference Document: OGM-2019-138-19 dated June 18, 2019).


a. Document Templates

- Board Resolutions Annex B
- Internal Communications Annex C
- External Communications Annex D
- Organizational Documents Annex E
 - a. Policies
 - b. Plans
 - c. Guidelines
 - d. Manuals
 - e. Reports
 - f. Procedures
- Agenda Brief Annex H
- Forms / Reports
 - a. Customer Satisfaction Survey Form (QF-ZCWD-01)
 - b. Office Performance Commitment Review Form
 - c. Agency Performance Targets - Form A
 - d. Agency Performance Report - Form A-1

All external communications shall be in letter format to be signed only by the head of office. Below is the signing manner in his/her absence. Protocol for external communication is "block style, left aligned".

b. Cover Page


The cover page shall contain the organization's logo in the center and below are: a) document title, b) document code, c) revision number, and the d) effectivity of the document, if applicable. Example is the cover page of this document - Quality Manual.


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c. Approval Page

Except for the internal communications i.e., memo, all documents and forms shall have only three (3) signatories, unless required otherwise. The template below shall appear only in the last page.

Name		Position	Signature	Date
Preparer				
Reviewer				
Approving Officer				

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SECTION 6: QMS PERFORMANCE AND IMPROVEMENT

6.1 PERFORMANCE REVIEW AND IMPROVEMENT

As stated in its quality policy that it proactively seeks ways to continually enhance its Quality Management System with the end-goal of increasing client's/customers' trust and satisfaction, ZCWD shall regularly conduct performance review and improvement processes. These processes are focused in providing confidence that quality requirements are fulfilled and focused on increasing organization's ability to meet the requirements.


ZCWD will regularly review and improve its process through the following:

- Customer Satisfaction Survey and Analysis
- Monitoring and Measurement
- Analysis and Evaluation
- Internal Audit
- Control of Nonconforming Product and Service
- Nonconformity and Corrective Action
- Continual Improvement

6.2 CUSTOMER / CLIENT SATISFACTION

Survey is the primary method to be used in measuring client/customer satisfaction. The use of Customer Satisfaction Survey Form (CSS) shall be given to clients on a random basis. The survey shall cover criteria in terms of quality of services and quality of facilities. Client/customer satisfaction shall be measured on a quarterly basis.

At the end of each month, accomplished survey forms shall be tabulated and summarized by process-owners to determine nonconformities and areas for improvements. Summarized results from all process-owners shall be consolidated and analyzed by the Committee on Anti-Red Tape secretariat every quarter. The result shall be presented and discussed during the management review for proper

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improvement action. The organization shall continually seek improvement opportunities in order to enhance client/ satisfaction.

The same form will be used in getting feedback from clients/customers. Feedback that can be considered as complaints and represents client/customer dissatisfaction shall be considered as a nonconformity and such shall undergo the Control of Nonconformity and Corrective Action process.

Reference Document: QF-ZCWD-01 Customer / Client Satisfaction Survey Form

6.3 INTERNAL AUDIT


As a management tool, internal audit is a value-adding activity to ensure that the quality management system conforms to the requirement of the following:

1. Quality Management System documentation established: Quality Policy, Quality Objectives, Quality Manual, and Manual of Operations;
2. Requirements of ISO 9001:2015;
3. Statutory and regulatory requirements applicable to process being audited; and
4. Quality Objectives and Plans established.

Preparation of the audit plan, audit program, conduct of the actual audit, preparation of audit report and reviewing internal audit activities shall be carried out in accordance with Internal Audit Procedure (ZCWD-QPM-03).

6.4 MONITORING AND MEASUREMENT

The process performance monitoring (PPM) is the primary method that will be used in measuring effectiveness of processes. Based on the Quality Objective and Plans (QOP), each unit will determine if targets are achieved. A target met signifies that the process is effective. A target not achieved implies that process is ineffective. Thus, the process owner should do a root cause analysis and make the

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necessary improvement actions. Improvement actions can be any of, but not limited, to the following:


1. Correction - action to eliminate detected of nonconformity;
2. Corrective Action - action to eliminate the cause of the nonconformity and prevent recurrence;
3. Continual Improvement - recurring activity to enhance performance;
4. Breakthrough Change -Highly significant invention or improvement in performance;
5. Innovation - The process of translating an idea or invention into a product or service that creates value for customers; and
6. Re-organization - restructuring the internal structure of the organization to meet the demands for products and services

Improvement actions in the PPM shall be monitored and evaluated to determine its effectiveness. If the target was achieved, the improvement action done can be considered as effective. If the objective was not achieved, the process owner need to consider adding or formulating new improvement actions.

Monitoring and measurement of products or services that meet requirements are generally integrated in the procedures, work instructions and guidelines. Acceptance criteria or quality requirements shall be determined. Each process owner shall maintain records to provide evidence that these requirements are being met.

Results of monitoring and measurements shall be analyzed and evaluated to determine if improvements can be made. For example, targets achieved by more than 25 percent can be considered as an opportunity for improvement.

It is the responsibility of all personnel to identify, document and communicate all non-conformities to their respective unit heads. The primary responsibility to decide within their limits of authority and to implement the needed improvement rests with the supervisors / managers.

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The QMR shall monitor or follow up actions related to the improvements identified during internal and external quality audits. These are evaluated, and analyzed for discussion at the management review meeting or at any appropriate forum or meeting.

6.5 ANALYSIS AND EVALUATION

Analysis of data shall be integrated in the different processes within the quality management system as it provides opportunities for improvement. In cases where result of data analysis indicatives a potential nonconformity, appropriate improvement action shall be undertaken immediately.

The following shall also be considered as part of data analysis:

- Conformity of products and services to identified requirements as specified in documented information such as policies, procedures, work instructions and guidelines;
- Degree of satisfaction through the analysis of data generated from the client/customer satisfaction surveys;
- Performance of suppliers through supplier evaluation;
- Effectiveness of actions to address risks and opportunities through the risk registers;
- Effectiveness of planning;
- Performance and effectiveness of the Quality Management System through the Internal Audit Reports and Management Reviews; and
- The need for improvement in the Quality Management System.

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6.6 Control of Nonconforming Services and Actions

Figure G: Corrective Action Framework

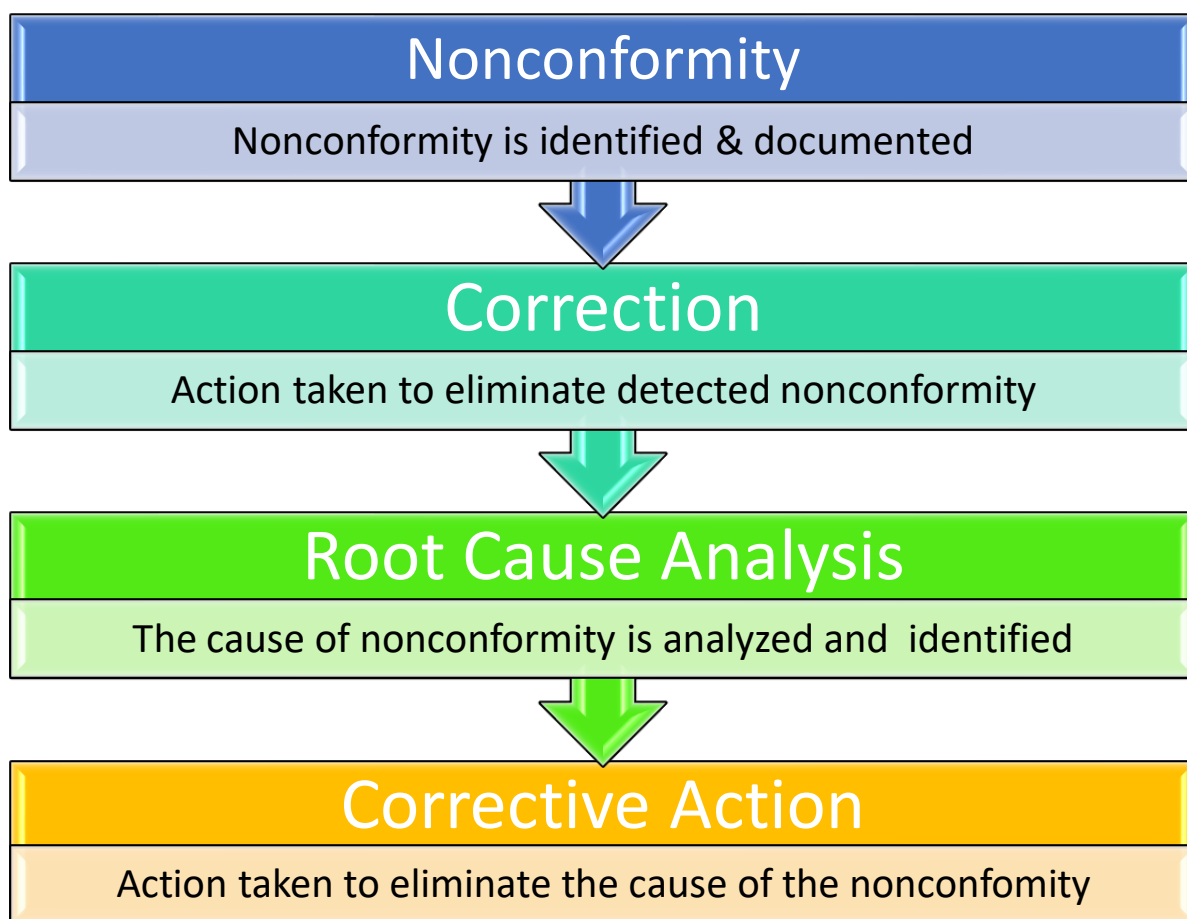



Figure F: Nonconformity and Corrective Action

ZCWD will adopt this framework (Figure G) for corrective actions in addressing nonconformities within its quality management system. Mindset of process owners, including top management, should be aimed towards eliminating the cause/s of nonconformities to ensure that such will not recur. The effectiveness of corrective action shall be verified through the recurrence and/or non-recurrence of nonconformities. If nonconformities do not recur, the corrective action shall be deemed as effective.

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While the management commits to achieve quality products and services, it shall recognize possible limitations such as nonconformity to certain standards. This deviation may adversely affect service quality and client/customer satisfaction, and must, therefore, be addressed with appropriate concrete measures immediately.

Sources of nonconforming products and services may include, but not limited to, the following:

- a. Customer Complaint - arising out of a complaint by a client or customer who is not satisfied with the products and services as indicated in the Customer Satisfaction Survey Form. This shall include written and verbal complaints. Verbal complaints shall be recorded in a logbook.
- b. Internal Audit - refers to non-fulfillment to specified audit criteria such as ISO 9001:2015 standards, procedures, work instructions and other specified internal policies.
- c. System Incidents - refers to incidents, deviations from policies, standard, procedures, statutory and regulatory requirements which could not be considered as customer complaint (Item a) or internal audit (Item


6.7 CONTINUAL IMPROVEMENT

The management of ZCWD shall pursue its commitment of continual improvement in all its products and services to meet client's evolving needs and ensure client satisfaction. Continual improvement shall be enhanced by regularly revisiting and checking compliance with QMS policies and regulatory standards. Monitoring progress in the implementation of quality audit recommendations, correcting nonconformities until their closure after thorough data analysis, determining root cause/s and addressing risks and opportunities including having an efficient, effective and responsive quality management system should be the norm at all levels.


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SECTION 7: ANNEXES


Annex A: SWOT	
STRENGTHS	
1. Manpower	<ul style="list-style-type: none"> Strong support from the Board of Directors Management is innovative and change-minded Competent and skilled workforce with substantial knowledge on organizational processes (HR PRIME Level 1)
2. System	<ul style="list-style-type: none"> Attractive investment profile Well-defined vision, mission and quality policy Harmonized Planning and Budgeting Procedures FOI Compliant Presence of Updated Special Plans <ul style="list-style-type: none"> Water Safety Plan (WSP) Business Continuity and Recovery Plan Water Demand Management Plan Disaster Risk Reduction and Management Plan Business Plan is the first among LWDs to garner a perfect score and is primed for implementation across all levels Established customers' database system Availability of customer feedback platforms and use of social media platforms
3. Resources	<ul style="list-style-type: none"> Gravity- fed water system and resources Standby production wells Operational spring sources Ecologically 'healthy' watershed Water sources are located at strategic sites Availability of bulk water supply Available water sources for future development

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WEAKNESSES	
1. Core and frontline processes and systems <ul style="list-style-type: none"> High NRW figures that exceed the 30% prescribed standard Operations and management processes are not ISO 9001-aligned; QMS-related activities and targets are not embedded in units' performance commitments Poor knowledge and skills transfer process or protocols in place i.e. senior to junior workforce mentorship, etc. Gaps on automation and adoption of smart/digital technologies WSC growth targets have not been consistently met Annual projected revenue targets have not been consistently attained Budget utilization rates (BUR) for Maintenance Expense, Operating Expense and Capital Expense have not reached 90 percent 	
2. Support processes and systems <ul style="list-style-type: none"> Occupational Safety and Health Standards (OSHS) not fully implemented esp. at high-risk areas e.g. WTP, warehouse, motor pool Need to improve inter-unit coordination and communication protocols Poor absorptive capacity on performance commitment setting, performance monitoring and evaluation No unit assigned to centrally manage the organization's documented information e.g. documents, records, photos, reports, media files Current technologies designed to streamline workflow e.g. cloud-based computing, intranet, real-time assets monitoring, etc. are not optimized or integrated in the work environment Poor compliance to submission and/or sharing of reports Poor project management Slow to poor procurement planning 	
3. Environment <ul style="list-style-type: none"> Cramped working spaces esp. at the Main Office and RTC No suitable storage spaces to store physical documents and equipment 	
4. Manpower <ul style="list-style-type: none"> Certain units are still understaffed Training needs and deficiencies of personnel needs to be addressed Supervisors and managers are less empowered and lack decisiveness on decision making 	


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OPPORTUNITIES	
1. Stakeholders	<ul style="list-style-type: none"> ▪ Good relationship with the LGU and other development partners ▪ Strong ties with water utilities and other stakeholders ▪ Creation of a Water Security Council <ul style="list-style-type: none"> ○ Water Security Master Plan ○ Local Sustainable Sanitation Plan ○ National Knowledge, Learning and Research Center for Water Demand Management ▪ Creation of Water Resources Department i.e. consolidation and harmonization of water resources management and/or regulation
2. Fiscal and budgetary	<ul style="list-style-type: none"> ▪ Availability of water sources ▪ Introduction of water reforms ▪ Potential for growth of consumer market esp. industrial and commercial customers ▪ Income generation potential of the Pasonanca Watershed's multiple use zones via an ecotourism approach ▪ Zamboanga City as a burgeoning economic hub in the region
3. Knowledge and skills development/ enhancement	<ul style="list-style-type: none"> ▪ Aids and grants from external organizations e.g. USAID ▪ Partnerships with the academe for data gathering, collation and analysis and, research activities including internships
4. Available smart and digital technologies for improving business processes and digital governance, management of data and information	
THREATS	
<ol style="list-style-type: none"> 1. Adverse effects of climate change on the city's water supply and resources 2. Pandemic-like scenarios that gravely endanger public health and safety 3. Security threats to the water sources and ZCWD's facilities and infrastructure e.g. terroristic activities, water poisoning, illegal logging, poaching 4. Increasing population of residences close to water sources esp. at biodiversity monitoring sites 5. Groundwater extraction activities at urban and rural areas 6. Better employment and career growth opportunities outside the ZCWD 7. Issues with permits acquisition, right of way and access-related concerns that impede infrastructure activities 	

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| <p>8. External interventions that directly influence the implementation of programs and projects, revenue generation initiatives</p> |
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Annex B: Template for Board Resolution			
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WHEREAS,			
WHEREAS,			
WHEREFORE,			
RESOLVED FURTHER,			
RESOLVED FINALLY,			
Reference Document	PL-ZCWD-01 : Records Management Policy (if applicable)		
Position	Name of Director	Signature	Date signed
Chairman			
Vice-Chairman			
Secretary			
Director			
Director			

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"agua es vida"	QM-ZCWD-001	January 2024	01


Annex C: Template for Internal Communication


	Document Type	Internal Communications	
	Document Title / Subject		
	Document Date	Document Code	
"agua es vida"	(mm/dd/yyyy)		


FOR	Recipient/s					
THRU	Endorsing / Recommending Officer					
FROM	Author / Sender					
PURPOSE		For information		For reference		For guidance
		For consideration		For approval		For compliance
CONTEXT	Description of the document					
INSTRUCTIONS	Specific instructions to be carried out in relation to the subject matter					
NOTES	i.e. 1 st follow-up, deadline, etc.					
ATTACHMENTS	Title of document/s or forms to be attached					
Copy Furnished						


	Document Type	Organizational Manual	
	Document Title	QUALITY MANUAL	
	Document Sub-Title		
	Document Code	QM-ZCWD-02	
	Document Code	Effectivity	Revision No.
"agua es vida"	QM-ZCWD-001	January 2024	01


Annex D: Template for External Communication

	Republic of the Philippines ZAMBOANGA CITY WATER DISTRICT Pilar Street, Zone IV, Zamboanga City zcwd.gov.ph / aguaesvida@zcwd.gov.ph	
	Document Title / Description: Example: Reply to LGU request for socioeconomic data for CMCI Survey	Document Type: External Communications
Date Name of Addressee/Recipient Title / Position / Designation Name of Office Address of Office Salutation: Body of Letter / Content		
Very truly yours, Head of Agency Title/Designation		
FOR THE GENERAL MANAGER: Name of Authorized Representative Title/Designation		

	Document Type	Organizational Manual	
	Document Title	QUALITY MANUAL	
	Document Sub-Title		
	Document Code	QM-ZCWD-02	
	Document Code	Effectivity	Revision No.
"agua es vida"	QM-ZCWD-001	January 2024	01

Annex E: Template for Heading of Organizational Documents				
	Document Type	Manual		
	Document Title	QUALITY MANUAL		
	Document Sub-Title			
	Document Code	QM-ZCWD-02		
	Document Code	Effectivity	Revision No.	
"agua es vida"	QM-ZCWD-02	January 2024	01	
CONTENT				
APPROVAL PAGE				
	Name	Position	Signature	Date
	Preparer			
	Reviewer / Recommending Approval			
	Approving Officer			

Annex F: Template for Heading of Quality Forms			
	Document Type	Form	
	Form Title		
	Effectivity	Document Code	Revision No.
"agua es vida"		QF-(unit code)-(series)	

	Document Type	Organizational Manual	
	Document Title	QUALITY MANUAL	
	Document Sub-Title		
	Document Code	QM-ZCWD-02	
	Document Code	Effectivity	Revision No.
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Annex G: Template for Nonconformity and Corrective Action

1. Nonconformity Definition

Department/ Division/ Section:

Source	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Internal Audit	Customer Complaint	System Incident	Unmet Target

Findings: (Clear definition. Must state What, When and Where)

Objective Evidence: (Proof or evidences that the nonconformity exists e.g. Documents, records, statement of facts and observations)

Requirements: (E.g. ISO 9001 Requirements, Statutory & Regulatory Requirement, Policies, Procedures, Work Instructions or other forms of documented information.)

2. Action Plan (attach separate sheet if necessary)


2.1. Correction & Dealing with Consequences

2.1.1 Correction (Immediate action to correct the nonconformity with completion dates and person/s responsible)

Correction	Persons Responsible	Completion Dates

2.2 Dealing with Consequences: Is there a potential consequence as result of the nonconformity?

Consequence or Potential Consequence	How To Deal With Consequence with Timeline and Person Responsible:
Prepared by:	Reviewed by:
Date:	Date:

	Document Type	Organizational Manual	
	Document Title	QUALITY MANUAL	
	Document Sub-Title		
	Document Code	QM-ZCWD-02	
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Annex H: Template for Root Cause Analysis

1. Root Cause Analysis *(Attached separate sheet as necessary)*

1.1. Is the nonconformity existing in other areas? Can this potentially occur elsewhere? ☐ YES
If yes, the Root Cause Analysis and Corrective Actions shall consider all areas affected
If no, the Root Cause Analysis and Corrective Action shall only consider areas affected. ☐ NO

1.2. What are the causes of the nonconformities? *(You may use different root cause analysis techniques such as 5-Why, Ishikawa Diagram, Why Tree or Cause Mapping as appropriate)*

2. Corrective Actions (Including Updating Risks & Opportunities & Changes to QMS)

2.1. Corrective Action - To address the cause of the NC and to prevent recurrence

Identified Root Cause	Corrective Action	Persons Responsible	Completion Dates

2.2. Is there a need to update the Risk Register to prevent it from recurring? ☐ YES ☐ NO.
Provide details if Yes.

2.3. Is there a need to make changes to QMS? E.g. updating documented information ☐ YES ☐ NO.
Provide details if Yes.

Approved by

Prepared by:

Reviewed by:

Date:

Date:

Date:

3. Verification of Planned Actions *(attach separate sheet if necessary)*

3.1 Follow-up on correction

Was the nonconformity properly corrected? ☐ YES ☐ NO
Details:

Verified by: _____
Date: _____

3.2 Follow-up on corrective action

Was the planned action implemented? ☐ YES ☐ NO
Details:

Verified by: _____
Date: _____


3.3 Effectiveness of Corrective Action

Did it prevent the NC from recurring? ☐ YES ☐ NO
Details:


Verified by: _____
Date: _____

3.4 Close Out *(Filing of the RFA)*

Filed by: _____
Date: _____

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Annex I: Template for Agenda Brief

	ZAMBOANGA CITY WATER DISTRICT		
	Subject:	Document Type: AGENDA BRIEF	

AGENDA BRIEF

PROPONENT :

PURPOSE OF PRESENTATION :

DATE REQUESTED :

DATE OF APPROVAL BY THE EXECOM :
(EXECOM Resolution No, if applicable)

BACKGROUND :

EXECUTIVE SUMMARY :


ANNEXES
Memorandum (approved by OGM)
Note: CAF is required for Realignment and Supplemental Budget requests :

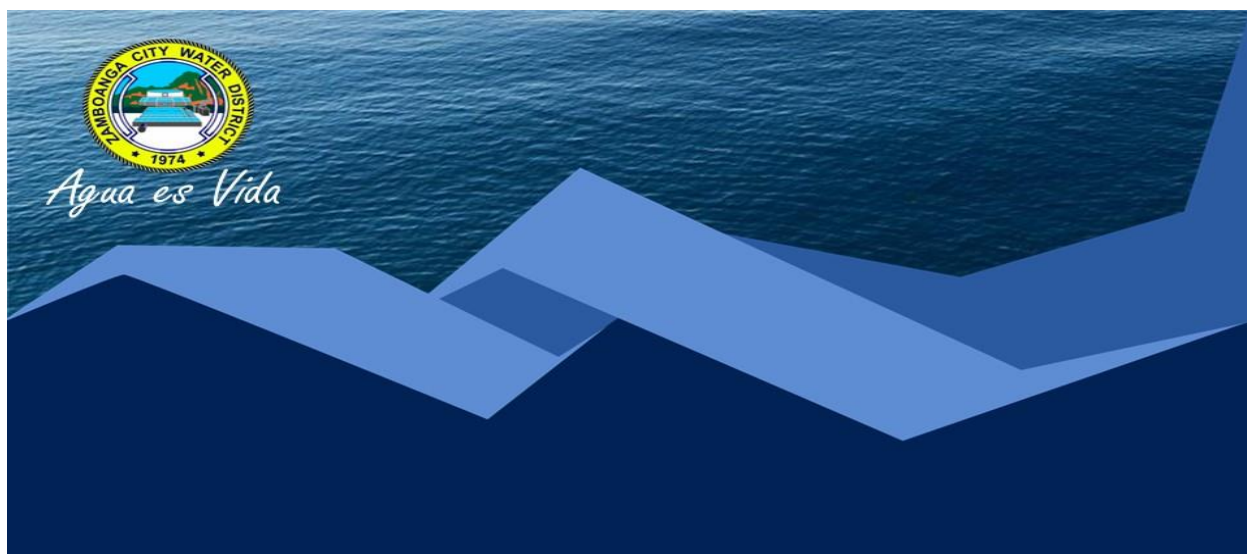
ACTION REQUIRED FROM THE BOARD : For the Board of Directors approval/ confirmation/ authorization/ information

Group/ units concerned to be furnished with the Board Resolution Summary (BRS), once approved :

Prepared by: Division / Department Manager	Reviewed and Endorsed by: Assistant General Manager/ OIC-	Recommending Approval: General Manager
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Exclusively owned by the ZCWD. Not to be distributed outside the organization without prior approval of the General Manager.

	Document Type	Organizational Manual	
	Document Title	QUALITY MANUAL	
	Document Sub-Title		
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About the Template & Instructions

- ❖ The template was recreated a sample template by the MISD. It shows a full Blue Theme to match the district services as it contrasts perfectly to our logo.
- ❖ Things to note about the template. It has 5 master templates:
 1. Title Slide
 2. Section Slide
 3. Content Slide
 4. Two Content Slide
 5. Comparison Slide
 6. No Table Template – this is a bit impractical, but not impossible, to do. Users can always create a table in **Content Slide Template** and will always deviate from the standard. Will wait for your feedback on this topic, the template is always open for your suggestions.
- ❖ The file is saved as a **"PowerPoint Template"**. Every time the user is going to use this file, it will open a new file with the template ready for use. This is to ensure that the file is ready for re-use and to prevent users from **OVERWRITING** the template file.
- ❖ The background is still white, but a bit washed with a blue hue to tame the white contrast a bit just **to go easy on the eyes**.
- ❖ The template is intentionally designed as a "typical" PowerPoint Template to prevent some confusion with some users who got used to the PowerPoint format.



Annex J: Template for Organizational Presentation

Name		Position	Signature	Date
Preparer	Fernando Ronas Camba	Division Manager Planning and Monitoring		11-17-2023
Reviewer / Recommending Approval	Michael Angelo M. Carbon	Department Manager Corporate Planning / Quality Management Representative		11-17-2023
Approving Officer	Reynaldo R. Cabilin	Acting General Manager		