
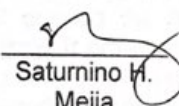

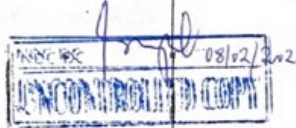




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QUALITY MANUAL DOCUMENTED INFORMATION

Initiator	Reviewer	Approver	Copy Stamp
 Joyce Anne N. Alimon	 Saturnino H. Mejia	 GM Ma. Lourdes F. Rebueno	

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1 Scope

This Manual applies to NDC core processes, i.e. fund generation, equity investment, project financing, and asset management processes, and all management and support services. This contains the overview of the Quality Management System set by NDC with regard to the fulfillment of its mandate, which can be implemented as a tool for exceeding internal and external clients, partners and other stakeholders' expectations.

Conformity to specific requirements pertaining to the design and development (8.3) and control of monitoring and measuring resources (7.1.5), are excluded in NDC's QMS since these activities are not applicable to NDC's core processes of fund generation, equity investment, project financing, asset management or any of the support services.

2 Introduction to National Development Company (NDC)

NDC is one of the oldest companies in the Philippines commencing operations on March 10, 1919 via Legislative Act 1248. NDC's first name was "*Compania de Fomento Nacional*".

On November 30, 1936, NDC was made a state-owned company via Commonwealth Act 182 which also gave it its present name. It was mandated to function as the government's investment arm. NDC has developed, financed and implemented pioneering projects vital to the sustainability of the government's structural reforms and economic policies.

The reorganization of NDC in 1979 (NDC revised charter, PD 1648) enabled the company to provide capital and managerial expertise for projects and enterprises it has undertaken. This also realigned NDC's strategic role to the government's priorities in achieving its target of industrial development.

Then, as now, NDC has been described as a "catalyst" for it has made possible the establishment, growth, and eventual privatization of many of the biggest industries in the country. It was instrumental in the birth and growth of the shipping and aviation industries in the Philippines; it made possible the manufacture of the first light bulbs in the country, invigorated the steel industry, and pioneered copper smelting and phosphate fertilizers among others. NDC opened the nation's first cement firm, practically establishing the industry. It organized the first textile firm, the first sugar refinery, and the first space communications company. It led the way in low-cost housing, established agricultural plantations, built warehouses, set up lumber and paper mills, and conducted groundbreaking surveys of oil, iron ore, guano, marble, coal, and other minerals.



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In the '50s and '60s, despite huge organizational losses, it ventured into new industries to pave the way for private enterprise. In the '70s and '80s, it harnessed considerable capital and influence to grow big industries and establish regional endeavors, while funneling investments into the work of small and medium-sized entrepreneurs. Three Philippine presidents have served on the NDC board: Sergio Osmeña, Elpidio Quirino, and Manuel Roxas.

Today, NDC still stands as a vital link in the country's development machinery, allowing bigger and more powerful entities to interact and make a difference in the lives of the Filipinos. It may be a modest link, but through its unifying function, it has helped consolidate efforts and resources for development outcomes that have changed and improved lives and livelihood of millions of Filipinos.

2.1 Vision and Mission

Vision

NDC is the Philippine's leading state-owned enterprise investing in diverse industries, serving as an effective catalyst for inclusive growth.

Mission

Enabling industry development, spurring local economies

Tagline:

"Enabling the future"

2.2 Core Values

Passion. Integrity. Commitment. Excellence. Financial Prudence

3 References, terms and definitions

3.1 Quality Management

For the QMS of NDC, the terms and definitions given in ISO 9000:2015 apply.

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3.2 Risk Management

For the QMS of NDC, the following terms and definitions from ISO 31000 are adopted:

- Risk - Effect of uncertainty on objectives
- Likelihood - chance of something happening; whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively
- Severity - outcome of an event affecting objectives
- Risk assessment - Overall process of risk identification, risk analysis and risk evaluation
- Risk identification - process of finding, recognizing and describing risks
- Risk analysis - process to comprehend the nature of risk and to determine the level of risks
- Risk evaluation - process of comparing the results of risk analysis with risk criteria; assists in the decision about risk treatment
- Risk criteria or matrix - terms of reference against which the significance of a risk is evaluated; based on organizational objectives, external and internal context; can be derived from standards, laws, policies and other requirements
- Risk treatment - process to modify a risk; or decision on action towards a risk
- Risk owner - person or entity with the accountability and authority to manage a risk
- Residual Risk – risk retained after the implementation of the treatment plan / action plan; done through re-rating using likelihood and severity

3.3 Applicable Regulations

For the QMS of NDC, the terms and definitions given from applicable regulations are described in the Standard Operating Instructions related to the specific regulation.



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3.4 Abbreviations

For the QMS of NDC, in addition to those described in their respective Standard Operating Instructions, the following general abbreviations are used:

- DC – refers to the Document Controller
- IQA – refers to the Internal Quality Auditor/s
- IPP – refers to the ISO Point Person, which replaces the term title Quality Management Representative
- RM – refers to Risk Matrix, the documented information which NDC developed to be its risk criteria
- RR – refers to Risk Registers, the documented information which NDC uses to review and monitor the context of the organization and their corresponding risks, opportunities and action plans
- SOI – refers to Standard Operating Instructions

4 Context of the organization

4.1 The NDC shall determine internal and external issues that are relevant to its purpose and its strategic direction and that can affect its ability to achieve the intended results of its QMS. The organization shall monitor and review information about these internal and external issues.

4.2 The NDC shall determine relevant interested parties and their relevant requirements that can affect or potentially affect the QMS of the organization. The organization shall monitor and review information about these interested parties and their relevant requirements.

Risk registers are accomplished by Workgroups considering internal and external issues, interested parties and their needs / expectation and as based on NDC's established Risk matrices.

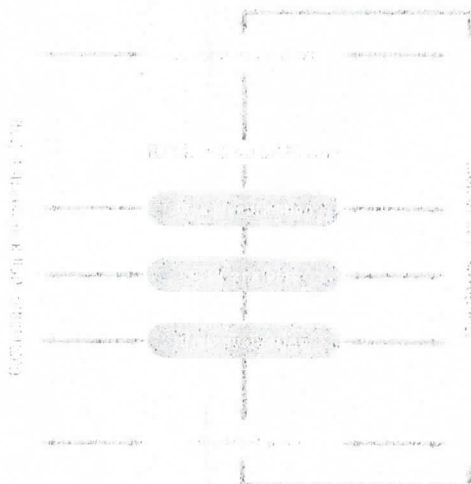
Review of the Risk registers are done at least once a year or upon Management's direction when there are major changes for the organization (as described in Section 6.3). This review can include determining the residual risks of previously identified risks, and/or identifying new context that can lead to risks and opportunities.

The Risk Assessment approach of NDC is described in *Figure 1* below (as adapted from ISO 31000):



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Refer also to Compliance Registers of selected Work Groups with direct interaction with regulatory authorities. Review of Compliance Registers is done at least once a year, to determine the status of actions to meet the regulatory requirements and/or identify new interested party/requirements.

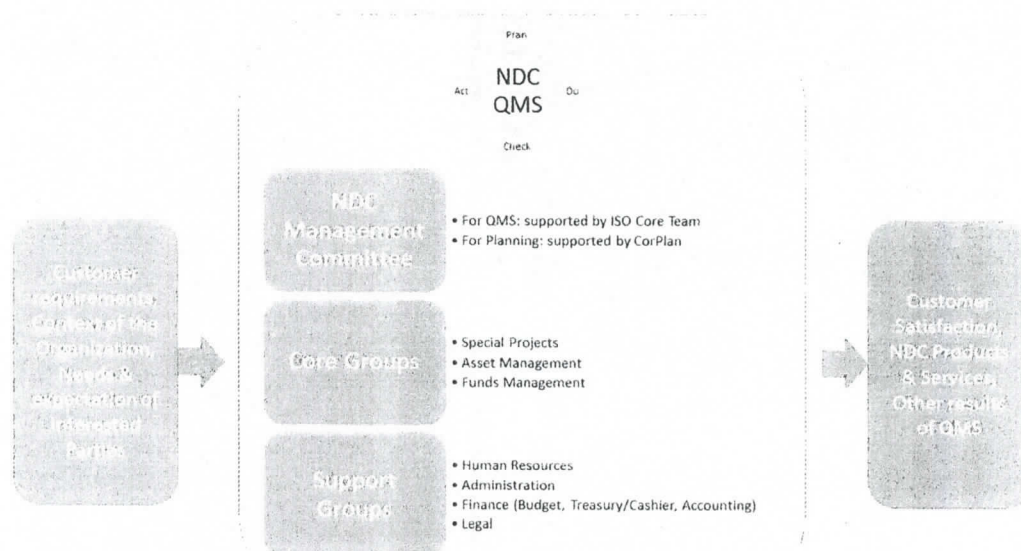
4.3 The Scope of the QMS of NDC has considered the following:

- The internal and external issues
- The requirements of relevant interested parties
- The products and services of the organization

4.4 The NDC shall establish, implement, maintain and continually improve its QMS, including the processes needed and their interactions.

The overall QMS process of NDC is described in *Figure 2* below:

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More detailed process description and process interactions can be provided by referring to NDC's documented information:

- To the extent necessary, NDC shall maintain documented information to support the operation of its processes through its Quality manual, Quality policy and objectives, SOIs, forms
- To the extent necessary, NDC shall retain documented information to have confidence that the processes are being carried out as planned through its transaction records, monitoring reports etc.

The Internal Audit Department is an independent group reporting directly to the Audit Committee of the Board, while administratively reporting to the NDC General Manager.

5 Leadership

5.1 The Top Management of NDC refers to its Management Committee (ManCom). The General Manager is reporting directly to the NDC Board.

The Top Management of NDC shall:

- Take accountability for the effectiveness of the QMS

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- Ensure that the Quality policy and objectives are established for the QMS and are compatible with the context and strategic direction of the organization
- Ensure the integration of the QMS requirements into the organization's business processes
- Promote the use of process approach and risk based thinking
- Ensure that the resources needed for the QMS are available
- Communicate the importance of effective QMS and of conforming to the QMS requirements
- Ensure that the QMS achieves its intended results
- Engage, direct and support persons to contribute to the effectiveness of the QMS
- Promote improvement
- Support other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility

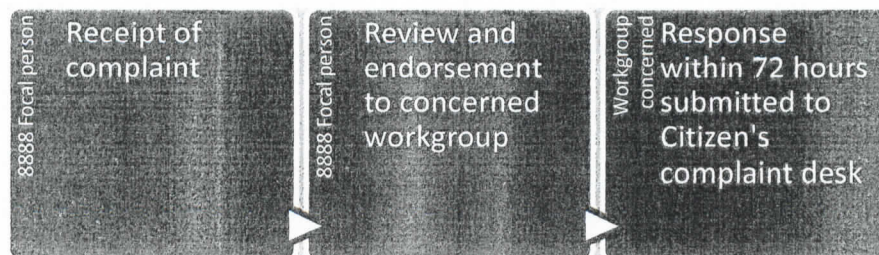
The Top Management of NDC shall also demonstrate leadership and commitment with respect to customer focus by ensuring that:

- Customer and applicable statutory and regulatory requirements are determined, understood and consistently met
- The risks and opportunities that can affect conformity of the services and the ability to enhance customer satisfaction are determined and addressed
- The focus on enhancing customer satisfaction is maintained

5.1.1 Compliance to EO 6 (8888 Citizen's Complaint)

The Top Management of NDC shall ensure compliance to the EO 6 by delegating NDC's Focal Person to oversee the process for handling complaints received via 8888.

The basic process is described as follows:



Refer to the 8888 Focal Person's monitoring records / reports.



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5.1.2 Compliance to RA 10173 (Data Privacy Act)

The Top Management of NDC shall ensure compliance to the RA 10173 by delegating the Data Privacy Officer (DPO) to oversee the DPA Programs of NDC.

Refer to the Data Privacy Officer's monitoring records / reports.

5.1.3 Compliance to RA 11032 (Ease of Doing Business)

The Top Management of NDC shall ensure compliance to the RA 11032 by incorporating the provisions of this law in NDC's Citizen's Charter and Workgroup SOIs as applicable.

Refer to the NDC Citizen's Charter and Workgroup SOIs.

5.2 Quality Policy

The Quality Policy of NDC:

We are committed to serve as a reliable development partner of both public and private sectors in achieving the country's goal of inclusive growth.

To uphold this commitment, we shall:

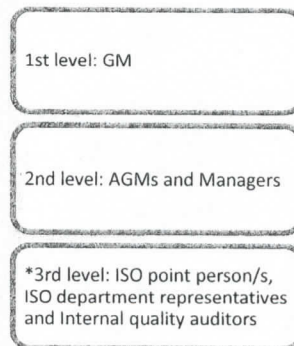
1. Continuously invest in strategic priority areas that will sustain our fund generation activities;
2. Practice prudence in handling corporate resources to warrant maximum public impact;
3. Establish mechanisms and procedures that reinforce learning, continual improvement and risk-based thinking;
4. Ensure business plan continuity, responsiveness and transparency in accordance with NDC's code of corporate governance;
5. Advocate excellence, accountability and teamwork, and to advance the interest of our stakeholders; and
6. Invest in our human capital as it is our most valuable resource.

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This Quality policy shall be maintained as a documented information within this Quality manual. It shall be communicated, understood and applied within the organization. It shall be made available to relevant interested parties, upon their request or as appropriately determined by the Top Management, through furnishing them a copy by the Document Controller.

5.3 The Top Management of NDC has assigned responsibilities and authorities pertaining to QMS.

The ISO Core Team is primarily responsible and authorized for the QMS, its implementation and direction, including management of changes if applicable (e.g. transition). *Figure 3* shows the composition of the ISO Core Team:



*per official designation

To ensure engagement of people, the responsibility assignments are:

- Ensuring QMS conformity – All in the organization
- Ensuring processes with intended outputs – All ISO Core Team
- Reporting performance of QMS – ISO Core Team 2nd and 3rd level
- Ensuring promotion of customer focus – ISO Core Team 1st and 2nd level
- Ensuring integrity of QMS is maintained – All ISO Core Team

The ISO Core Team is headed by ISO Point Person(s). The responsibilities of the ISO Point Person are:

- Ensure that processes needed for the QMS are established, implemented and maintained



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- Report to the Top Management on the performance of QMS and any need for improvement
- Ensure promotion of awareness of customer requirements throughout the organization
- Coordinate with Workgroups on ISO activities and projects, and matters pertaining to quality
- Liaison with customers and other interested parties on matters relating to quality and the QMS
- Lead the ISO Core Team on QMS planning, implementation, monitoring and improvement

Operational responsibilities and authorities are also well defined in personnel Job Descriptions / Contracts. Reporting structure is defined in NDC's Organizational Chart.

6 Planning

6.1 The NDC shall consider the outputs from Section 4.1 and Section 4.2 above for planning actions to address risks and opportunities.

Opportunities can lead to adoption of new practices, launching new services, opening new markets, addressing new customers, building partnerships, using new technology, and other desirable and viable possibilities to address the organization's or its customers' needs. Opportunities to be adapted are based on the discretion of the Workgroup Head.

The organization shall plan actions to address these risks and opportunities and how to integrate the actions within QMS and evaluate their effectiveness.

Actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of services. The result of the risk analysis determines the basis for risk treatment / action plan:

Rating 6 – 9 is High "H" = Action plan required.

Rating 3 – 4 is Moderate "M" = Action plan optional based on process owner initiative.

Rating 1 – 2 is Low "L" = No action plan required or Action plan optional based on process owner initiative.

Refer to NDC Workgroups' Risk Registers.



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6.2 The NDC Top Management shall establish quality objectives through its Corporate Planning Group.

NDC envisions being the Philippine's leading state-owned enterprise investing in diverse industries, serving as an effective catalyst for inclusive growth. This means seeing NDC involved in more investments in select strategic areas where supply chain gaps exist and undertaking joint venture undertakings to promote and enhance the competitiveness in the industry and agriculture sectors. This is coupled with managing a financially sustainable investment portfolio responsive to public interest and priorities.

To achieve this vision, NDC adopted the Performance Governance System (PGS). The PGS is the local adaptation of the Kaplan Balanced Scorecard. The balanced scorecard is a management tool for an organization and its environment and/or public to work together on improving governance, service delivery and community living standards,

Further, as its name implies, the system emphasizes on three (3) aspects of NDC

1. Performance	A. Demands the delivery of the expected level of results from a clear set of measures, targets, and initiatives that serves as a benchmark for measuring and evaluating the success of the organization.
2. Governance	B. Gives greater emphasis on the institutions more than the personalities.
3. System	C. Requires the alignment of all activities and components of various workgroups as a mechanism in reinforcing the strategic direction.

The PGS envisions breakthrough results in NDC's operations efficiency and good governance. This will be done through the installation of the various components of the PGS which is distributed on the four-stage Governance Pathway, namely: Initiation, Compliance, Proficiency and Institutionalization.

Under the Initiation Stage, the Corporate Strategy is translated into a clear set of objectives and targets on a balanced perspective of social impact, finance, stakeholders, organizational internal processes and learning and growth. The visual presentation of the inter-connection of the objectives, forms part of the Strategy Map in achieving both the agency's vision and mission. Underlying



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the strategy map is the Governance Scorecard which tracks the performance of the organization relative to its commitments.

Under this stage, the following governance documents should be established: Charter Statements, Strategy Map, Enterprise Breakthrough and the Performance Governance Scorecard.

The Compliance Stage builds on the strategic direction formed at the Initiation stage. With the direction in place, this stage aligns the units' breakthrough goals, processes to the strategy. The alignment is crucial in ensuring the success of the strategy. The process translates the organization-wide commitment into clear accountabilities by the units, by which when summed up, attains the organization-wide commitment.

The critical element for this stage is the alignment of the workgroup's processes and accountabilities to the enterprise breakthrough which is shown under the following sub-elements: 2nd level scorecard, the convening of a Multi-Sectoral Governance Council and the linkage of the corporate operating budget to the strategy implementation.

The Proficiency Stage sets the platform for successful strategy execution. With the strategy cascaded to the units, this stage features a thorough analysis and evaluation of the actual execution. The critical components in the stage are the mechanisms to document and evaluate the performance of the organization as inputs to the further planning and enhancement of the strategy. The various mechanisms installed are aligned to such functions.

Through the constant organization and performance review process, the constant infrastructure build-up to align units and individuals, partners in this stage are envisioned to document breakthrough results from the continuous implementation of the PGS.

The stage requires the existence of an Individual Performance Scorecard and implementing the additional function for the Corporate Planning Group to include the monitoring of strategy implementation by designing a performance management and tracking tool.

The Institutionalization stage sees evidence of breakthrough performance in most of the strategic measures specified in the scorecard. Two other crucial expectations are the PGS linkage to the performance appraisal of the individual employees and outreach activities in introducing its benefits to the organization through the OSM.



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The PGS has provided NDC with the framework to re-assess its purpose, priority investment areas, processes and the agency as a whole. It likewise articulates the parameters for setting corporate goals, aligned with those of the government's economic and social agenda and the Department of Trade and Industry's plans and programs; and measuring and evaluating performance.

NDC relies on the PGS' guidance for the continuous improvement of its strategic planning and development to assure itself continued relevance for the future.

Refer to Corporate Planning SOI.

6.3 The NDC shall determine need for changes to its QMS.

These changes shall be carried out in a planned manner considering:

- The purpose of the changes and their potential consequences
- The integrity of the QMS
- The availability of resources
- The allocation or re-allocation of the responsibilities and authorities

Risk assessment and other related documentation as part of planning of major changes such as described below shall be accomplished by assigned groups:

- Change in scope or certification – ISO Core Team
- Change in product or service – ISO Core Team
- Major change in organizational structure – Change Management Team
- Major change in process or procedure – Concerned Work Group

7 Support

The NDC shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the QMS. The organization considers the capabilities and constraints on existing resources and what needs can be obtained from external providers.

Refer to Finance Group SOIs: Corporate Operating Budget, Collection of Receivables, Processing and Accounting of Payroll, Disbursements, Cash Receipts, Bank Reconciliation, Journal Voucher, Cash Advance to Officers,



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Employees and Others, Money Market Placements, Deposit/Withdrawal of Corporate Documents.

7.1 The NDC shall determine and provide people and ensure their competence for QMS.

Evidence of competence shall be retained as a documented information.

The organization shall maintain organizational knowledge through appropriate documentation (e.g. SOIs) and HR-related processes (e.g. training, turnover process, mentoring).

Refer to Human Resources SOIs: Recruitment and Employment, Learning and Development, Scholarship, Performance Evaluation, Contract of Service.

7.2 The NDC shall determine, provide and maintain the infrastructure and environment for the operation of processes and to achieve conformity of products and services.

Refer to Administration SOI: Property and Equipment.

Refer also to CorPlan SOIs: Repair of Computers, Computer Preventive Maintenance.

7.3 The NDC shall ensure that persons doing work under the organization's control are aware of:

- The Quality policy
- Relevant Quality objectives
- Their contribution to the effectiveness of the QMS, including benefits of improved performance
- The implication of not conforming to the QMS

These can be discussed as part of training (Section 7.1) or during workgroup meetings.

7.4 Communication

The NDC shall determine the internal and external communications relevant to the QMS.



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Internal communication details between process interactions are described within the SOI's of NDC.

External communication is described in *Table 1* below:

What to Communicate?	When?	With Whom?	How?	Who Communicates?
NDC operational updates and all relevant information for review/approval	Whenever applicable	NDC Board, GCG, DBM, DTI	Meetings, reports	GM
Refer to 8.2 Customer Communication	Whenever applicable/as per customer requirement	Customer	Meetings, reports, email, telephone, website, etc	Account officer, Concerned workgroup, corplan (website)
Mandatory reportorial requirements	Whenever applicable/ as per government requirement	GCG, DTI, DOF, BIR, PrC, COA, DBM	Meetings, reports	Concerned workgroup
New Projects/ advertisements	As per ManCom instruction	Media/Public	Press release	CorPlan
Legal Matters	Whenever applicable	Concerned interested party (e.g., court, OGCC, Board, other interested parties)	Meetings, Court Proceedings, etc.	Legal with concerned workgroup

7.5 Documented information

In reference to Section 4.4, NDC's documented information shall be controlled.

Refer to DC SOIs: Control of Documented Information (Documents), Control of Documented Information (Records).

8 Operation

8.1 The NDC shall plan, implement and control the processes in Section 4.4 needed to meet the requirements for the provision of its services and to implement the actions determined in Section 6.

Operational planning and control are described within SOIs. Further, the NDC shall determine, maintain and retain documented information to the extent necessary:

- To have confidence that the processes have been carried out as planned



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- To demonstrate the conformity of services to their requirements

The organization shall also ensure that outsourced processes are controlled. Refer to Section 8.4.

8.2 Communication with customers shall include:

- Providing information relating to services
- Handling enquiries, contracts or orders, including changes
- Obtaining customer feedback relating to services, including complaints
- Handling or controlling customer property
- Establishing specific requirements for contingency actions, when relevant

Information regarding company profile, products/services are provided in NDC's website (www.ndc.gov.ph). All inquiries, feedback, including customer complaints should be posted in the Contact NDC page. Information then are screened by the Corporate Planning Department and forwarded to the concerned workgroup for appropriate action or reply to the customer.

Other concerns, complaints or feedback shall be immediately addressed during affiliate/subsidiary Board meetings, regular correspondence and discussions between representatives of NDC and its partner/s.

8.3 The NDC shall ensure the determination and review of product and service requirements. When there are changes in requirements, the organization shall also ensure that relevant information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

Refer to Special Projects Group SOI: Project Development.

8.4 The NDC shall ensure that externally provided processes, products and service conform to requirements.

Consultants are external providers which directly impact NDC's QMS, and are evaluated before, during and after their services. Evaluation prior the service is done through the Philgeps statement of requirements. Evaluation while on the course of service is done through progress reporting as validated or accepted by NDC representatives. Post-evaluation is done through completion reports as validated or accepted by NDC representatives.



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Other external providers are evaluated through the Philgeps statement of requirements. For security and janitorial services, at least once a year evaluation is also conducted to identify potential improvement areas.

Refer to Administration SOI/forms: Procurement, Customer feedback – General Services, Customer feedback – Janitorial Services.

8.5 Service provision

8.5.1 The NDC shall implement service provisions under controlled conditions.

Refer to the Special Projects Group SOIs: Project Development, Project Management, Project Divestment.

Refer to the Asset Management Group SOIs: Sale of Assets; Lease of Assets; Original Titling, Transfer of Title, Reconstitution of Title, and Cancellation of Annotation of Title; Administration and Maintenance of I & I Bldg. and Leased Areas of NDC Bldg.; Preservation of Land Assets.

Refer to the Funds Management Group SOIs: Fund Management, Monitoring of Repayment and Utilization of Funds.

8.5.2 Project folders shall be retained as documented information necessary to enable traceability.

Further, NDC workgroups also maintain identification and traceability of their outputs, such as:

- DC – Document Addition/Revision Request number
- IQA – Nonconformity number
- Finance – voucher number, OR number
- Etc.

8.5.3 The NDC shall exercise care with property belonging to customers or external providers while it is under the organization's control or being used by the organization.

Property belonging to customers includes, but is not limited to, customer information either tangible or intangible.

Property belonging to external providers includes, but is not limited to, infrastructure (e.g. photocopiers).



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If property is damaged or found unsuitable for use, the organization shall report to the customer or external provider and retain documented information on what has occurred.

8.5.4 The NDC shall preserve outputs during service provision to the extent necessary to ensure conformity to requirements. For the case of outputs in the form of documented information this shall include identification, storage, transmission and protection.

Refer to Section 7.5.

8.5.5 The NDC shall meet the requirements for post-delivery activities associated with its services considering:

- Applicable statutory and regulatory requirements
- Potential undesired consequence associated with its services
- Nature, use and intended lifetime of its services
- Customer requirements and feedback

For Legal matters, refer to Legal SOI: Handling of Legal Matters.

8.5.6 To the extent necessary to ensure continuing conformity with requirements, the NDC shall review and control changes for service provision.

The organization shall retain documented information describing the results of the review of changes, the persons authorizing the change and any necessary actions arising from the review. These are defined in the SOIs per Section 8.5.1.

8.6 The NDC shall implement planned arrangements to verify service requirements have been met.

The organization shall retain documented information on the release of services which includes:

- Evidence of conformity with the acceptance criteria
- Traceability to the person/s authorizing the release

Documented information includes, but are not limited to, resolutions, memos, turnover documents, minutes of meeting, discussion or presentation of projects, contracts etc.

8.7 NDC shall ensure that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.



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The organization shall deal with the nonconforming outputs with one or more of the following ways:

- Correction – immediate action, can be applied for the case of workgroup nonconforming outputs going to the next process
- Return or suspension – examples can be personnel action, external provider action
- Informing the customer – can be applied to project nonconforming outputs
- Obtaining authorization for acceptance under concession

The organization shall retain documented information by using any one or combination of: Nonconformity report, Action plan report, resolutions, memos, minutes of meeting, contracts or contract amendments.

Refer to general QMS SOI: Control of Nonconformities and Corrective Action Procedure.

9 Performance evaluation

The NDC shall determine its provisions for monitoring, measurement, analysis and evaluation. The organization shall retain appropriate documented information as evidence of the results.

The ISO Core Team is overall responsible, with the Workgroup Managers for their processes. A summary of the performance evaluation process is described in *Table 2* below:

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What to monitor/measure?	What method?	When? / Frequency to monitor?	When to analyze?
Customer satisfaction (external)	Survey, etc.	At least once a year; Typically 4Q	4Q to Jan of succeeding year
Customer satisfaction (internal)	Survey, meetings	At least once a year; Typically 3Q to 4Q	3Q to 4Q
QMS effectiveness; planning effectiveness;	Audit	- At least once a year; Typically 3Q to 4Q	-3Q to 4Q
Need for improvement	Management review	- At least once a year; After the IQA and Strat Plan	-4Q to Jan of succeeding year
Conformity of product / services	Workgroup discussions, reports to CorPlan	Monthly, quarterly and yearly	Monthly, quarterly and yearly
Performance of external providers	Feedback forms, accomplishment reports etc.	At least once a year; Typically 4Q to Jan	4Q to Jan of succeeding year
Issues and Interested Parties, Risks and Opportunities, Action plans and Effectiveness	Risk Registers and Compliance Registers, Workgroup discussions, Audit	At least once a year; Typically 4Q to Jan	4Q to Jan of succeeding year

9.1 The NDC shall monitor customer's perceptions of the degree to which their needs and expectations have been fulfilled.

The process of gathering and processing information regarding customer satisfaction and perception on NDC services shall be conducted at least once a year using any of the following approaches:

- Client Satisfaction Survey – The determination of client satisfaction is designed to measure and monitor performance of NDC's products and services in terms of meeting the client requirements and expectations.

Using pre-determined set of questions, the survey seeks to gather quantitative information or measure of NDC clients' level of satisfaction. Statistical information such as percentages, mean, median or mode among all or sample respondents will be used to evaluate NDC's overall performance and improvements vis-à-vis the preceding year and other GOCCs or GFIs.

- Focus Group Discussion (FGD) – This activity is intended to surface the current and future development and productivity concerns of key stakeholders as they are relevant in defining or aligning NDC's program thrusts and relevance areas.



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FGD process, as a qualitative form of research, will involve a group of NDC client representatives that are asked about their perceptions, opinions, beliefs, and attitudes towards NDC services. Lead questions are asked in an interactive group setting where participants are free to talk with other group members. Lead questions will range from clients' perception of NDC's performance in terms of delivery, quality and relevance of service. Conclusion from the discussions should emphasize clients' overall perception of NDC as an organization, compared to other Government Owned and Controlled Corporation (GOCC) or Government Financial Institutions (GFI).

The facilitator can either come from internal NDC quality management team or an external consultant. Results of the discussions will be processed and recommendations shall be reduced to actionable items. This process can be used to measure satisfaction of clients involved in any of the NDC core processes.

- c. Client Feedback - The gathering of client/customer feedback during implementation or immediately after delivery of service is used to ensure that clients' acceptance of project output is satisfactory.

Using a structured check/tick form of feedback sheet, client satisfaction shall be gauged in terms of timeliness, quality and relevance of service rendered. The process will be used to evaluate internal customer satisfaction.

Results of these measurement are analyzed and summarized to become an input to the continuous improvement of NDC processes. Results are discussed during management reviews where improvement actions are identified for implementation. Monitoring of all management decisions are conducted by converting recommendations/ observations into Action Plans.

9.2 The NDC shall conduct internal audit at least once a year. Additional internal audit may be conducted as per Management decision.

The organization shall retain documented information as evidence of the implementation of the audit programme and the audit results.

Refer to general QMS SOI: Internal Quality Audit.

9.3 The Top Management shall review the organization's QMS at least once a year to ensure its continuing suitability, effectiveness and alignment with the strategic direction of the organization.

The Management review inputs are:



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- The status of actions from previous management reviews
- Changes in external and internal issues that are relevant to the QMS
- Information on the performance and effectiveness of the QMS, including trends in:
 - Customer satisfaction and feedback from relevant interested parties
 - The extent to which quality objectives have been met
 - Process performance and conformity of products and services
 - Nonconformities and corrective actions
 - Monitoring and measurement results
 - Audit results
 - The performance of external providers
- The adequacy of resources
- The effectiveness of actions taken to address risks and opportunities
- Opportunities for improvement

The Management review outputs are:

- Opportunities for improvement
- Any need for changes to the QMS (including review and decision on the Quality policy)
- Resource needs

The NDC shall retain documented information as evidence of the results of the Management reviews by using any one or combination of: minutes of the meeting, Management review presentation, Breakthrough updates.

10 Improvement

10.1 The organization shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

Examples of improvement can include: correction, corrective action, continual improvement, breakthrough change, innovation and re-organization.

10.2 When a nonconformity occurs, the organization shall react to the nonconformity, as applicable.

The organization shall retain documented information in the form of NC reports, Action Plan reports, IQA reports.

Refer to general QMS SOI: Control of Nonconformities and Corrective Action Procedure.



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10.3 The NDC shall continually improve the suitability, adequacy and effectiveness of the QMS by considering the results of analysis and evaluation, and the outputs from Management reviews, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.