QUALITY MANUAL

FROILAN R. KAMPITAN
Assistant General Manager
Quality Management Representative

SINFOROÑO R. PAGUNSAN
General Manager

RENAITO F. TENGCO
Deputy Quality Management Representative

Quezon Memorial Elliptical Road, Diliman, Quezon City 1100 Tel. Nos. 928-4561 to 66; www.nha.gov.ph
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SECTION I
INTRODUCTION

The National Housing Authority’s Quality Manual (QM) documents policies, systems, procedures, documents, checklists, etc. being continually improved by the NHA Management to comply with the international standard ISO 9001:2008.

The purpose of creating an NHA QM is to:

- Improve the operations and management of the Authority
- Define authorities, accountabilities and responsibilities within the system
- Provide procedures and references for all activities comprising the QMS, in compliance with the international standard
- Meet, maintain and continually improve procedural or process flows with an end in view of ensuring customers satisfaction.
SECTION II

NHA PROFILE

2.1 Brief History and Mandates

The National Housing Authority (NHA) was organized as a government-owned and controlled corporation, by virtue of Presidential Decree No. 757 dated 31 July 1975. It is mandated to develop and implement a comprehensive and integrated housing program which shall include, among others, housing development and resettlement, sources and schemes of financing and delineation of government and private sector participation.

The NHA traces its roots to the People’s Homesite Corporation (PHC), the first government housing agency created on October 14, 1938 and the National Housing Commission (NHC) which rose seven years later on September 7, 1945. These two agencies were merged into the People’s Homesite and Housing Corporation (PHHC) on October 4, 1947. Later, six more housing agencies were established to respond to separate and distinct shelter needs, namely: The Presidential Assistant on Housing and Resettlement Agency (PAHRA); The Tondo Foreshore Development Authority (TFDA); the Central Institute for the Training and Relocation of Urban Squatters; The Presidential Committee for Housing and Urban Resettlement (PRECHUR); the Sapang Palay Development Committee (SPDC); the Inter-Agency Task Force to Undertake the Relocation of Families in Barrio Nabacaan, Villanueva, Misamis Oriental.

All these six (6) agencies were abolished when the NHA was organized by virtue of PD 757 and it took over and integrated the functions of these agencies. Three years later the Ministry of Human Settlements (MHS) which adopted the holistic approach to housing was created in 1978 and the NHA was placed under it.

On March 26, 1986, Executive Order No. 10 was issued placing the NHA as well as the other agencies attached to the abolished MHS, under the administrative supervision of the Office of the President (OP). And on 17 December 1986.
Executive Order No. 90, which rationalized the government housing structure and identified the key shelter agencies to implement the National Shelter Program. Under this Order, the NHA was placed under the supervision of the Housing and Urban Development Coordinating Council (HUDCC), the umbrella housing agency tasked to coordinate the activities of the various government housing agencies engaged in production, finance and regulation. The NHA was designated as the sole government arm for direct shelter production focusing housing assistance to the lowest 30% of urban income earners through slum upgrading, squatter relocation, development of sites and services and construction of core housing units. It was also tasked to undertake programs for the improvement of blighted urban areas and provision of technical assistance to private developers undertaking low-cost housing projects.

Republic Act 7279 or the Urban Development and Housing Act of 1992 mandated the NHA to undertake relocation (together with local government units) of families subject of court-ordered eviction. Said law also mandated NHA to provide technical and other forms of assistance to local government units (LGUs) in the implementation of their urban development and housing programs with the objective of enhancing local government capabilities in housing provision.

Under Republic Act 7835 or the Comprehensive and Integrated Shelter Financing Act of 1994, NHA was tasked to implement the following components of the National Shelter Program: (a) Resettlement Program, (b) Medium Rise Public and Private Housing, c) Cost Recoverable Programs, and (d) Local Housing Program.

Under Republic Act 8974 or the Right of Way Act (ROWA) issued 07 November 2000, the government through NHA, in coordination with the local government units and implementing agencies concerned, shall establish and develop squatter relocation sites, including the provision of adequate utilities and services, in anticipation of squatters that have to be removed from the right-of-way or site of future infrastructure projects and whenever practicable, the concerned LGUs shall provide and administer the relocation sites.

On 28 May, 2001, Executive Order No. 20 was issued reaffirming mass housing as a centerpiece program in the poverty alleviation efforts of the
government. It also reaffirmed HUDCC’s administrative supervision over the key shelter agencies.

Executive Order 131 issued in 2002 designated NHA as the lead agency for the disposition of government-owned lands declared open for disposition for socialized housing purposes.

Administrative Order 9 issued April 11, 2011 designated NHA as the lead agency for the implementation of the Revitalized Government Employee and AFP/PNP Housing Program which shall address the housing needs of the low-salaried members of the Armed Forces of the Philippines (AFP) and the Philippine National Police (PNP).

National Disaster and Risk Reduction Plan (NDRRP) for 2011 to 2028 designates NHA as lead agency in the Disaster Rehabilitation and Recovery Phase particularly in the development of disaster-resilient, safe and sustainable settlements for families affected by calamities.

2.2 Vision

By 2019, NHA would have provided 50% of the housing needs for homeless low-income families living in danger areas, government infrastructure project sites and government-owned lands in Metro Manila and all regions.

2.3 Mission

We provide decent, adequate and affordable housing to low-income families and ensure the provision of community facilities and access to utilities, social services and economic opportunities.

2.4 Core Functions

2.4.1 Development and implementation of a comprehensive and integrated program:

- Housing Development
- Relocation and Resettlement
- Community Empowerment
- Asset Development and Management
2.4.2 Enabling LGUs, civil society organizations (CSOs), private sectors and participating stakeholders to improve capabilities for housing development and delivery.

2.5 PROGRAMS AND APPROACHES

2.5.1 Regular Programs

A. Resettlement Program

Provision of new settlements for families occupying danger areas such as waterways/riverbanks, railroad tracks, sidewalks, etc., and those displaced from sites earmarked for government infrastructure projects.

To the extent possible, the in-city resettlement approach is adopted to minimize the social, economic, cultural and political impacts of dislocation. Off-city resettlement is resorted to when all means to implement the former has been exhausted. In the resettlement planning process, the following spectrum of alternative site locations are considered:

- On-site/land sharing
- Near-site
- In-barangay
- In-city/in-town (high density housing)
- Near-city/near town
- Out-of-city/out-of-town

B. Regional Resettlement Program

Involves the implementation of local/ regional projects as joint national-local government undertakings. It addresses the resettlement requirements of LGUs outside Metro Manila involving families in danger areas, those affected by infrastructure projects and calamities and indigenous peoples.

NHA also provides technical assistance designed to enhance and augment LGU capacities in various aspects of housing development, project planning and packaging, works engineering
and project supervision, beneficiary selection/awards/disposition, collection and estate management.

**C. Housing Assistance for Calamity Victims**

A nationwide program intended mainly to respond to the shelter needs of low and marginal-income and/or informal settler families affected by calamities such as typhoons, landslides, earthquakes, fires and other human-induced calamities for relocation to safe, disaster resilient and sustainable settlements. The program also involves the provision of housing materials assistance to families whose homes are partially damaged by calamities in the “build zone” and do not require relocation and resettlement.

**D. Settlements Upgrading**

Provides security of tenure to qualified family occupants and undertake improvement of infrastructure and services in the sites. It covers survey and titling of individual lots for disposition to qualified occupants, infrastructure development, housing construction and rehabilitation of existing project sites.

**E. Multi-level Housing**

Involves the construction of low-rise and medium-rise buildings as in-city relocation approach for informal settlers intended not only to mitigate the socio-economic effects of dislocation but also to maximize the use of scarce and expensive land.

**F. Housing for Low-Income Formal Sector**

Provision of housing to minimum wage earners who cannot afford housing offered by private developers.

**G. Community-Based Housing Programs**

Programs that enable communities to mobilize resources for resolution of land tenure issues and/or site development, where NHA may act as conduit between communities and financing institutions or government/non-government institutions offering
liberalized financing for land acquisition and other forms of grants/inputs to people’s organizations.

H. Housing for Indigenous Peoples
Involves the implementation of local/regional resettlement projects as joint NG-LG undertakings to address local resettlement requirements of local government units outside Metro Manila

I. Technical Assistance
The NHA likewise extends technical assistance to the community association/cooperative in terms of community organization, negotiation with the land owner, preparation of development plans, formulation of disposition and collection schemes, and coordination with other national government agencies for the processing of required documents.

2.5.2 SPECIAL PROGRAMS

A. Housing Programs for Informal Settler Families Residing in Danger Areas in Metro Manila
   o Involves relocation and resettlement of families residing in or along danger areas in Metro Manila particularly those along waterways such as creeks, rivers and esteros.
   o Undertaken mainly through in-city multi-storey housing development utilizing government owned land
   o Off-city Resettlement where in-city projects are not feasible
   o Also covers implementation of alternative in-city project schemes proposed by program stakeholders (e.g. CSOs/LGUs)
   o Funded out of the Php50.0 Billion fund released for said purpose

B. AFP/PNP Housing Program
o A 5-year program intended to provide permanent housing facilities for low-income military and police personnel.

o A flagship project of the President of the Philippines for the Armed Forces of the Philippines (AFP), Philippine National Police (PNP), Bureau of Jail Management and Penology (BJMP), and the Bureau of Fire Protection (BFP) personnel. Implemented under AO No. 9 dated 11 April 2011

2.6 DELIVERY SCHEMES AND APPROACHES

2.6.1 Direct Delivery

o NHA undertakes housing development on its own through the award of civil works contracts

o Project planning, financing, implementation/contract supervision, and disposition of housing units are undertaken directly by NHA

2.6.2 Community-Initiative Approach (CIA)

The CIA is an implementation strategy designed to build on the initiative and promote the participation of affected families, through their Community Associations, in the housing development decision-making process particularly in the choice of housing sites and to allow them to acquire housing units in their selected sites.

2.6.3 Joint Venture

A strategy based on resource/expertise-sharing scheme with private landowners, private developers, local government units, civil society organizations (CSOs) with equity contribution taking the form of land or funds for development.

2.6.4 Technical Assistance

The NHA provides to its housing development partners the technical support and services in various aspects of project development.
SECTION III
ORGANIZATIONAL STRUCTURE

The NHA, in 1985 operated under a Board – Approved Organizational Structure to address its increasing demand and expanding functions and responsibilities to provide housing services to the greater number of homeless Filipinos.

In 1992, the NHA (Figure 1) pursued its housing mandate under a reorganized set-up designed to maximize management supervision and optimize operational efficiency. This interim structure grouped all NHA-Administered projects nationwide under five (5) geographic area management offices (AMOs) created for the said purpose. Relatedly, the NHA pursued continuing organizational enhancement aimed at promoting effectiveness in the delivery of housing services improve technical and engineering expertise and enhancing corporate financial viability.

The NHA is governed by a Board of Directors composed of the Secretaries of Public Works Transportation and Communications, Finance, Labor, Trade and Industry, Executive Secretary, the Director-General of NEDA and the NHA General Manager.

The hierarchy of the organization is headed by the General Manager (GM), assisted by the Assistant General Manager (AGM), who acts by authority of the GM, followed down the line by the Group Managers, and then the Department Managers.

The AMOs are headed by senior middle-level officials chosen for their managerial competencies and extensive training and experience in deploying housing capabilities and resources to assigned tasks and missions.
Figure 1: Table of Organization
SECTION IV
THE QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

4.1.1 Scope

This Quality Manual applies to NHA’s Quality Management System and covers all the processes required to provide housing to its target beneficiaries. NHA shall establish, implement and maintain a QMS and is committed to continually improve its effectiveness in accordance with the requirements of ISO 9001:2008.

The NHA QMS shall cover the core processes as follows:
1. Pre-Implementation Phase
   - Targets, Priorities and Funding
   - Landbanking and Assembly
   - Planning and Architectural & Engineering Design
   - Pre-Relocation
   - Social Preparation
2. Implementation Phase
   - Contracts Management
   - Physical Construction
   - Relocation
   - Community Development (Community Empowerment)
   - Awards Documentation and Titling
3. Post-Implementation
   - Asset Development and Management
   - Community Management
   - Project disengagement

The NHA QMS shall initially be adopted in all departments/offices within the NHA Main Office, including the Area Management Offices and one project Office, the Quezon City Project Office, all located at Diliman, Quezon City. The QMS shall eventually be replicated to other regional and district offices of NHA.
4.1.2 NHA QMS Process Map

The NHA QMS Process Map describes the inter-relationships of the Management, Core and Support Processes. NHA caters to housing beneficiaries to include the Informal Settler Families, Low –income formal sector as well as calamity victims in need of housing. The inputs to the development of programs and projects are anchored on the needs and requirements of these beneficiaries, the priorities set in national development plans as well as government policies and issuances. The major final outputs are housing programs and services, The management and support processes complete the map and are critically important to ensure the continuing improvement of the service process.

![NHA QMS Process Map](image-url)
MANAGEMENT PROCESSES

The Management processes listed below are for oversight and governance of the Authority to comply with applicable legislation policies and standards.

a. **Corporate Strategic Planning** – involves the development of plans and programs for implementation, review and monitoring.

b. **Performance Management** – involves its employees individually or collectively in improving organizational effectiveness in the accomplishment of agency mission and goals.

c. **Risk Management** – identifies, quantifies and manages the risks to minimize market, operational, strategic and financial risks.

d. **Internal Quality Audit** – evaluates/compares actual performance vis-à-vis QMS.

e. **Public Relations Management** – creates, maintains, sustains, ensures, and manages good/positive corporate image.

f. **Organization Development** – enables the optimum use of resources.

CORE PROCESSES

At the focal point of the map are the core processes which have been categorized by phases.

*Pre-Implementation – covers the start-up activities of the housing processes as described below*

a. **Targets, Priorities and Funding**— wherein priority programs, targets and budgetary requirements for the year are identified, presented to, and approved by the NHA Management/Board.

b. **Land Banking**— Under the definition of terms in RA 7279 or UDHA of 1992, land banking refers to the acquisition of land, at values based on existing use, in advance of actual need to promote planned development and socialized housing programs.

c. **Land Assembly**—refers to the acquisition of adjacent lots from different owners through sale or expropriation by the government and assembling or consolidating the parcels to form a contiguous lot that will meet the project requirement in terms of lot size.
d. Planning and Architectural & Engineering Design – involves program/project identification based on production targets and priorities. Determines project criteria i.e. project location, amenities/facilities, lot and house size, and cost recovery schemes.

e. Pre-relocation – activities include provides direct services and/or technical assistance to operating units, LGUs, NGAs and CSOs in the planning and implementation of pre-relocation activities i.e. census and tagging, formation of relocation action center, organization of LIAC/PAC, etc.

f. Social Preparation – facilitates project acceptance by the beneficiaries through consultation meetings and formation of community organizations.

**Implementation** – involves the construction of completed housing units or developed lots, provision of basic services and required community facilities.

a. Contracts Management – involves all matters pertaining to contracts i.e. invitation to bid, bid evaluation, award, monitoring, billing of contractors, managing additive and deductive change orders, etc.

b. Physical Construction – actual land development and construction activities.

c. Relocation and Resettlement – actual dismantling activities and transfer of households to resettlement sites.

d. Community Development – involves the development of socio-economic programs i.e. livelihood and affordability enhancement programs and strengthening linkages with LIAC, Sub-committee on Livelihood, and other partner-stakeholders as a process towards community empowerment.

e. Award, Documentation and Titling – process formalizing the qualified beneficiary’s right over the property or parcel of land through award documentation and issuance of corresponding title upon full payment.

**Post-Implementation**

a. Asset Development and Management— Ascertains the management of the Authority’s assets comprising of residential, commercial, industrial and mixed-use properties through leveraging and other creative financing schemes.
b. **Community Management**— assists in the advancement of the community from just an association, federation or cooperative to well-functioning, self-sufficient and empowered organizations that are responsive to the needs of the community such as safe environment and availability of socio-economic activities to ensure productivity and progress thereby motivating the beneficiaries to stay. Effective community management is to ensure the community’s ability to withstand challenges like the eventual disengagement of NHA, flexibility to adjust to new obligations, among others. Dependable leadership and strong spirit of community volunteerism has already been achieved at this point.

c. **Project Disengagement**—proper turnover of the identified project components to the LGUs, Community Leaders/Organizations to assume Estate Management functions.

**SUPPORT PROCESSES**

The support processes provide the necessary resources to the core processes to facilitate product realization, measurement, and monitoring activities. These are listed as follows:

- Human Resource management
- Information and Communications Technology (ICT) Management
- Housing Technology Management
- Financial Management
- Work Environment Management
- Materials and Logistics Management
- Buildings and Property Management
- Legal Management

4.1.3 **Control of Outsourced Processes/Products/Services**

The identified processes are critical to the operations and chosen to be carried out by an external party but to which the Authority has no management control but would need the identified monitoring and control mechanisms.
<table>
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<th>Service Provider/Supplier</th>
<th>Controls</th>
<th>Responsibility</th>
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<td><strong>1. Infrastructure projects</strong></td>
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<td>- housing projects to include construction of housing units, land development, survey works, mechanical and electrical works, community facilities and utilities - procurement of completed house and lot packages under the Community Initiative approach</td>
<td>Winning bidders/contractor/co-developers</td>
<td>Contract MOA, Contractors Performance Evaluation System (CPES), Monitoring of Accomplishments</td>
<td>AMOs</td>
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<td><strong>2. Goods</strong></td>
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<td><strong>2.1 Non-personal or contractual services and other related services</strong></td>
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<tr>
<td>Trucking/transportation, janitorial, security services, telecom services</td>
<td>Winning bidder/contractor</td>
<td>Contract Performance Evaluation Accomplishment Report, Trip tickets (for transport rentals)</td>
<td>General Services Department (GSD)</td>
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<td>Repair/maintenance of equipment (to include transport vehicles, building repairs/renovation)/furniture</td>
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<td>Contract Performance Evaluation</td>
<td>General Services Department (GSD)</td>
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<td>Audio Visual production</td>
<td>Graphic/design studios Independent contractors</td>
<td>Contracts Job orders</td>
<td>Info Division BAC Requisitioning department/unit</td>
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<td>Printing Services</td>
<td>Printing press company</td>
<td>PR/PO Contract</td>
<td>GSD Requisitioning department/unit</td>
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<td>Food services</td>
<td>Catering company</td>
<td>Contract</td>
<td>Canteen Committee/requisitioning department/unit</td>
</tr>
<tr>
<td>ICT softwares</td>
<td>ICT Software Companies</td>
<td>Contracts</td>
<td>COSO, Requisitioning Office</td>
</tr>
</tbody>
</table>

2.2 procurement of materials and supplies to include project related tools and implements

| Suppliers         | Procurement Plan/PR/PO; OR | GSD, Requisitioning Group/Department |

3. Consulting Services

<table>
<thead>
<tr>
<th>Management and related services</th>
<th>Consultancy Companies/Individuals</th>
<th>Contract, Accomplishment Report and Performance Evaluation</th>
<th>Concerned Dept./Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisory and review services</td>
<td></td>
<td></td>
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<tr>
<td>Website and networking services</td>
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<tr>
<td>Collection outsourcing</td>
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<tr>
<td>Design services</td>
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</tbody>
</table>
4.2 Documentation Requirements

4.2.1 Documentation Structure


Level 2: Quality Manual — It contains the Quality Policy, Process Map, Organizational Structure,

Level 3: Quality Procedures and Guidelines—include Quality Procedures, Memorandum Circulars, and Board Resolutions. The Quality Procedures cover the following aspects:

1. Control of Documents
2. Control of Records
3. Control of Nonconformity
4. Internal Quality Audit
5. Corrective and Preventive Action
6. Customer Feedback

Level 4: Operations Manual / Process Flow — clearly describes the sequence of the processes necessary; includes flow charts and procedures detaining steps in performing the functions.

Level 5: Records—provides evidence of conformity to the established procedures and manual of operations, as well as the NHA’s Quality Management System (QMS).
4.2.2 Quality Manual

a. General Description

The NHA has established and maintained a quality manual that includes the scope of the quality management system, the reference to documented procedures and a description of the interactions among the processes of the quality management system.

b. Quality Manual Amendment

The introduction of new procedures or services may necessitate amendments to existing quality manual and relevant procedures. Reissue of the pertinent sections of the quality manual shall be reflected only when there is:

1. Change in the scope of certification;
2. Change in the organizational structure;
3. Change in the core processes

4.2.3 Document Control

The NHA implements a procedure for the creation, revision, approval and issuance of documents (internal and external).

The internal and external documents required and to be used in the NHA’s quality management system is controlled accordingly to ensure quality of the process being performed towards achievement of the system's objectives. Also, the procedures provides for an effective monitoring, distribution, safekeeping, protection, maintenance, updating and archiving / disposal in accordance with existing laws.

External documents are identified with document titles and are maintained and updated using the external document distribution list.

A Document Custodian is designated in each AMO/Department for the management and control of documents.
A documented procedure is formulated for guidance of every AMO/Department in their implementation.

4.2.4 Records Control

Generated records as evidence of conformity to requirements of the standards and of the effective implementation of the NHA’s quality management system is properly controlled in such a way that these are properly identified / classified, labelled, sorted, stored, and protected specially from environment hazard / disaster- related damage and from intrusion of unauthorized persons. There is an established system and procedures in handling, storage/safekeeping, retrieval, disposition, archiving and/or destruction of records in accordance with the National Archives of the Philippines Act of 2007 specifically on Rule 6 on Records Maintenance and Control and other existing rules, laws and related issuances.

A Records Custodian is designated in each AMO/Department for the management and control of records thus, access is allowed only to authorized persons.

A documented procedure is formulated for guidance of every AMO/Department in their implementation.
SECTION V
MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

NHA top management aligns its directions and thrusts with the Philippine Development Plan, the President’s social agenda and the housing sector goals and objectives. It acknowledges that in order to achieve its mission it needs to study, understand and respond to the needs, motivations and attributes of its target beneficiaries.

Top management likewise value its human resources and commits to promote a working environment that values work excellence, team work, accountability, responsibility, and ensures the continual improvement of its processes, and required resources, principles which are embodied in the agency’s Statement of Quality Policy in Section 5.3.

The development and enforcement of policies and ensuring compliance with applicable laws and regulations is made possible through the conduct of strategic and operational planning activities, management reviews and monitoring at all levels of the organization.

5.2 Customer Focus

Developing relevant and innovative communication tools and strategies to continuously assess their needs, generate their support and participation and involvement in the management of its housing programs and services is conducted.

Customer feedback is ensured; their issues and concerns, are continuously monitored and reported and action plans developed in the quarterly assessments and management reviews conducted.
5.3 Quality Policy

“Providing adequate, safe, and affordable housing with basic services, community facilities and access to social and economic opportunities to low-income families” is NHA’s commitment to national development.

We pursue a comprehensive, integrated, and gender responsive housing programs in partnership with other stakeholders, towards improved housing beneficiaries’ satisfaction.

We pledge to a continuing organizational development that harnesses the potentials and promote the well-being of our employees in the attainment of corporate goals.

We adhere to statutory and applicable laws, issuances, policies, rules and regulations and continually improve our Quality Management System.

We affirm that Quality is synonymous with good governance, work excellence with integrity, accountability and transparency.

5.4 Planning

As one of the key shelter agencies under the administrative supervision of Housing and Urban Development Coordinating Council (HUDCC), NHA ensures that its corporate thrusts and program priorities for a particular year is consistent with policy and program directions set by the national government as embodied in the Philippine Development Plan, the President’s social agenda and the housing sector goals and objectives.

Strategic planning where strategic objectives are set and reviewed and where the organization’s SWOT and core competencies and key success/hindering factors to performance are assessed is conducted annually. The operational planning aspect, particularly its work programming and budget for the year follows the budget cycle of the DBM. The operating units identify their projects based on planning guidelines consistent with the agency strategic objectives issued by the Corporate Planning office (CPO) are submitted and reviewed at the corporate level before presented to the NHA Board for approval.
Quarterly assessment of performance is conducted by the CPO with top management, operating and staff units, to ensure completion of targets committed, identify issues and bottle necks in operations and agree on an action plans to address these concerns.

The quality objectives of the operating units and the staff units are established in compliance with the guidelines set by the Commission for Good Governance through the development of the Agency Performance Scorecard (Reference: xx) The quality objectives (as defined in the strategic objectives and measures) are communicated to all departments and operating units at least annually through standard communication channels and serve as the basis for the development of the Department/Division and Individual Commitment and Review Forms.

5.5 Responsibility, Authority and Communication

5.5.1 Responsibility and Authority

Top management ensures that the responsibilities and authorities are defined and communicated within the organization.

The NHA organizational structure is presented in Section 3. The hierarchy of the organization or chain of command is headed by the General Manager, assisted by the Assistant General Manager, who acts by authority of the GM, followed down the line by the Group Managers, then the Department Managers.

The Area Management Offices (AMOs) are headed by senior middle-level officials chosen for their managerial competencies and extensive training and experience.

To establish and communicate the level of authorities within NHA, the following measures are adopted:

1. Directory of Officials—contains a list of the names of officials of the Authority distinguished by their position in the corporate hierarchy. The Directory enables a quick-look of the chain of authority from the General Manager down to the Division Managers.
2. Job Descriptions—contains the job requirements of each position and its basic responsibilities, the higher position in the hierarchy of position to which it reports to as well as the positions it specifically supervises.

3. Office Order—is an official document signed by the General Manager (GM), or the Assistant General Manager (AGM) by authority of the GM, which directs officers and/or rank and file towards undertaking or accomplishing a particular task or assignment, assigns them to a particular posting or assigned work station, within prescribed period.

5.5.2 Quality Management System (QMS) Structure

<table>
<thead>
<tr>
<th>Head: David Tion (CTD-HRMD)</th>
<th>Head: David Quiazon (BGM-GSD)</th>
<th>Head: Arsenia Gernar (COSO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christine Firmalina (LDD)</td>
<td>Eduardo Herrera (HTDD)</td>
<td>Cresentia Tayao (Rec-GSD)</td>
</tr>
<tr>
<td>Ano Baut (CRIOD)</td>
<td>Wunibald Viana (POSSO)</td>
<td>Laura Ignacio (OCS)</td>
</tr>
<tr>
<td>Noel Diaz (NCL-AMO)</td>
<td>Arnold Gascon (NCR-AMO)</td>
<td>Veronica Sicion (COSO)</td>
</tr>
<tr>
<td>Florian de Leon (Info-Div)</td>
<td>Lucia Garcia (VMO-AMO)</td>
<td>Editha Ocampo (Accounting)</td>
</tr>
<tr>
<td>Lorna Plata (MIO-AMO)</td>
<td></td>
<td>Luis Bacamante (OAGM)</td>
</tr>
</tbody>
</table>

**GENERAL MANAGER**

- Leads in creating and sustaining core values, policies, strategies, directions, and customer focus;
Approves and leads the implementation of the Quality Management System (QMS);

Leads in verifying the effectiveness and efficiency of the QMS and ensures that resulting actions lead to continuous improvement;

QUALITY MANAGEMENT REPRESENTATIVE (QMR)/DEPUTY QMR

Ensures that processes needed for the QMS are established and implemented;

Reports to the General Manager/ QMS Committee on the performance and continuous improvement of the QMS;

Promotes awareness of customer requirements throughout the organization; and

Liaises with external parties on matters relating to the QMS.

QMS CORE TEAM:

TRAINING & EDUCATION TEAM

Promotes the quality policy and quality objectives throughout the organization to increase awareness, motivation and involvement;

Provides administrative support to successfully implement and sustain the QMS;

Plans and coordinates effective deployment and efficient use of resources of the project in-line with QMS activities;

Plans and coordinates echoing sessions on the concepts, principles and requirements of ISO and other relevant approaches in order to promote understanding, active participation, commitment and cooperation towards the establishment and sustainability of the QMS; and

Evaluates the effectiveness of the actions taken.

WORKPLACE ORGANIZATION TEAM

Ensures that the work environment needed to achieve conformity to service requirements are managed;

Ensures consistent implementation of 5S programs;
o Develops quality workplace standards (workplace cleanliness, orderliness, and safety); and
o Monitors and assesses regularly the quality workplace program implementation.

DOCUMENTS & RECORDS CONTROL TEAM

o Ensures that changes and current revision status of documents are identified;
o Ensures that relevant versions of applicable documents are available at the point of use;
o Ensures that the documents remain legible, readily identified and retrievable;
o Maintains master copies and masterlist of internal documents and externally generated documents and references;
o Issues and controls distribution of QMS documents;
o Prevents the unintended use of obsolete documents; and
o Ensures controls are established for identification, storage, protection, retrieval, retention time and disposition of records.

INTERNAL QUALITY AUDIT

o Ensures that the Quality Management System conforms to the planned arrangements and to the requirements of ISO:9001;
o Ensures that the Quality Management System is effectively implemented and maintained;
o Develops the internal audit procedures and programs;
o Provides input to the management review regarding the results of audits; and
o Keeps track of the implementation of the corrective and preventive actions for the nonconformance raised during the audits;

QMS SECRETARIAT

o Provides administrative and technical support to successfully implement the project from systems development up to 3rd party certification such as coordination with the consultants and preparation of necessary logistics;
o Coordinates the activity schedule and necessary logistics, and other QMS requirements within the Department or through the QMS Core Team;
o Assists in monitoring the completion of the assigned tasks of the overall QMS core team and other officers;
o Plans and coordinates effective deployment and efficient use of human, financial, and other physical resources of the QMS; and
o Schedules, sets-up, sends out notices and assists during QMS-related meetings; Documents deliberations and prepare the minutes for review and approval.

5.5.3 Management Representative

The Top Management appoints a member of the Authority’s Management to be the Quality Management Representative (QMR).

5.5.4 Internal Communication

Top management ensures that appropriate communication processes are established within the organization and cascading the implementation of the quality management system through Office Orders, Memorandum Circulars, Memorandum Advisories, Internal Routing Slips. Dts, Notice of Meeting, Designated e-mails per department/unit, Bulletin Board postings as authorized by the Information Division, Intranet, Website managed by the Information Division, Mobile Phones of Managers, Telephone Lines of Departments Units, Paging System, General Assemblies.

5.6 Management Review

Top management reviews the QMS at least once a year or as deemed necessary to determine continued suitability, adequacy and effectiveness in satisfying the requirements of the ISO-QMS standards, as well as applicable statutory and regulatory requirements. This review includes assessment of opportunities for improvement and an evaluation of the need for improvement in the QMS.

The General Manager thru the QMR issues a memorandum on the schedule of the management review at least two weeks prior to its conduct.
The management review, which is facilitated by the QMR, is done with the participation of:

1. GM
2. AGM
3. NHA Management
4. QMR and Deputy QMR
5. IQA Team Leader
6. Process Owners

**Review Input**

This review, includes but is not limited to the following:

a. Results of audits, internal and external audits
b. Results of client and/or citizen feedback
c. Status of service conformities and support process’ performance vis-à-vis Quality Objectives and Plan
d. Status of preventive and corrective actions
e. Suitability of the Quality Policy
f. Follow-up actions of previous management reviews
g. Changes that could affect the QMS
h. Recommendations for improvement
i.

**Review Output**

Outputs from the management review include, but are not limited to, any decision and actions related to:

a. Improvement of the effectiveness of the QMS and its processes;
b. Improvement of services related to client needs; and
c. Resource needs.
SECTION VI
RESOURCE MANAGEMENT AND SUPPORT PROCESSES

6.1 Provision of Resources
The NHA management is committed to provide adequate resources to effectively implement the quality management system, continually improve its effectiveness and to enhance beneficiaries’ satisfaction by meeting their requirements.

The following resources (PWD and GAD compliant, but not limited to) are made available:

a. Human Resources
b. Infrastructure
c. Work Environment
d. Legal Support
e. Procurement, Supplies and Property
f. Financial
g. Information Technology
h. Transport

6.2 Human Resources Management
The employment and development of human resources is aligned to corporate priorities, plans and programs in order to optimize available capabilities and resources to corporate objectives. This objective is adequately addressed through a Human Resource Development (HRD) Plan which covers the whole spectrum of HRD—from recruitment and placement to manpower development, training, welfare, personal services and provision of benefits.

6.2.1 Recruitment and Placement
Sourcing and placement of personnel to various positions identified as per manpower plan. Recruitment is through internal job postings, public advertisements, walk-in applications, and referrals & active recruitment campaign from schools.
The pool of sources/applicants is created from candidates who, after initial evaluation, met the qualification standards of the positions consistent with the minimum requirements of the CSC but did not preclude the NHA from having stringent qualification requirements to support the actual job requirements of the Authority.

From this pool, the following screening processes shall commence: administration of battery test, initial interview at the HRMD level, referral to the requisitioning office for interview and/or administration of additional examination.

Placement of personnel shall follow the prescribed CSC rules and policies on placement of personnel.

6.2.2 Competence Development

NHA Management likewise promotes frequent and open communication, regular recognition of achievements, and constructive feedback to its employees through various programs, activities i.e. but not limited to:

- Promotion of good communication
- Provision of positive reinforcement methods
- Promotion of interpersonal relationship

6.2.3 Training Effectiveness Evaluation

Training programs are designed to provide continuous skills development and to address capability gaps due to new tasks and mission parameters. As training programs are continuously developed and rolled out, evaluation is carried out periodically utilizing appropriate criteria and a feedback mechanism to determine effectiveness of said training programs to its ultimate targets: the trainees and their mother units.

6.2.4 Health and Wellness

Health and wellness form an important core objective in the provision of benefits to office personnel. As part of the health and wellness package, the NHA grants medical and health coverage through corporate subsidies, provides facilities to ensure social, intellectual, and emotional well-being of its employees.
6.2.5 Rewards and Incentives

The provision of rewards and incentives follow the rules and regulations prescribed by Civil Service Commission as well as provisions as mandated by the DBM, GCG and pertinent laws.

6.3 Infrastructure Management

Infrastructure includes office equipment, workstations, training/conference facilities, meeting rooms, customer receiving areas, library, transportation service, internet/intranet facilities, storage facilities and areas for auxiliary services such as photocopying, parking, canteen services and commissary.

6.4 Work Environment Management

Provides comfortable, adequate and conducive work environment to develop potentials and enhance productivity of its employees. Beneficiaries and guests are given access to decent waiting lounges, clean rest rooms, and organized parking area.

NHA Management likewise promotes frequent and open communication, regular recognition of achievements, and constructive feedback to its employees through various programs, activities.

Management of Non-Physical Work Environment (Relationship Based) – All departments concerned facilitated by HRMD

a. Promotes good communication
   - Managers/management listens and communicates with employees (conduct of meetings (Manstaff/Mgt Team Meetings) dialogues, general assemblies, issuances of IRS, memo, letters, etc …..)

b. Provides positive reinforcement (SPMS, honorific awards, awards and commendations…..)
   - There are set standards for reinforcing actions
   - Actions or achievements are recognized when they occur
   - Feedback (Praise/Reprimand) are clear, simple and specific
c. Promotes interpersonal relationships i.e. teamwork where employees are encouraged to get involved, share insights and information which result to higher productivity and satisfied clients. (Team Building..HRD Activity)

Creating a positive workplace is critical to NHA’s success. It is important to define a purpose, set clear goals, and use appropriate positive reinforcement to motivate employees. The best way to create a positive interactive workplace is by creating, endorsing and enforcing a mission statement that benefits both employees and clients. The mission statement should be fully understood, identified with and endorsed by management.

This involves the participation and accountability for its success of all managers and employees. HR facilitates and documents workshops and meetings among attendees.

Management of Physical Work Environment (Facilities Based) – General Services Department/ Buildings and Grounds in coordination with concerned departments

Providing and maintaining a work environment ensures safety and welfare of the employees.

- Signages on safety
- PWD and GAD compliant work environment, employees with special needs or disabilities can safely enter and exit
- Waste management
- Team-building
- Clean and tidy workplace to minimize injuries resulting from slips and trips. This includes providing sufficient space for storage.
- Conduct of drills (i.e. Fire, earthquake and other calamities driven activities)

6.5 Legal Support Management

The NHA provides legal management support with the end in view of safeguarding and fostering the interest of the organization and its stakeholders (beneficiaries, LGUs, NGAs, etc.).
6.6 Procurement, Supplies and Property Management

Ensures availability of services and materials through the implementation of the materials management and warehouse operations systems.

6.7 Finance Management

Guarantee the regular and adequate availability of funds for the entire operation of the Authority which are sourced from the GAA, corporate and other receipts (sales and collection). It oversees that the funds are properly utilized efficiently and effectively managed. The following financial process are complied to implement and maintain the quality management system and achieve the Authority’s goals and objectives:

1. Planning—effectively determines how the economic resources of NHA shall be used to achieve goals and objectives
2. Budgeting—assigning financial resources to specific programs, projects, activities, and initiatives based on approved financial plan.
3. Control—ensuring compliance to standards, policies, rules and regulations issued by DBM, COA, GCG, DOF and CSC.

Performance Measurement—measuring NHA’s financial performance and results of operations thru indicators, financial ratios and targets established during financial planning against budget objectives and/or financial management standards.

6.8 Information Technology Management

Management shall pursue information technology (IT) resource management, through development IT systems for ready application of end users and ensure efficient information storage and network operations.

Information Technology Management considers six (6) major areas of operations, which are:
1. Pre-Systems Development requires the conduct of needs analysis, documentation of existing systems, writing the narrative procedures and general design of the systems to be computerized.

2. Systems Development and Maintenance requires the coding of computer programs, testing and debugging, and soft launching or pilot testing. After the systems are implemented, there might be needs for modification of existing programs or coding of new ones.

3. Systems Implementation is the process of operationalizing the system. This requires the training of system users, data build-up, running of computer programs, generation of reports, and file back-ups.

4. Hardware Support refers to the provision of IT equipment needed to operationalize the systems, such as desktops, laptops, printers and scanners. This also involves the repair and maintenance of defective equipment.

5. Networking involves the provision of internet services in the NHA Main Office and the Project Offices for communication and data transfer.

Web Posting requires the posting of information, developments, and financial and operational data being required by other agencies and for general public consumption in the NHA Website.

### 6.9 Transport Services

To achieve constant and reliable transport services in NHA, the General Services Department ensures:

- Transport system on maintenance, replacement, selection criteria as to suitability is in place
- Vehicles being dispatched are used for their intended purpose
- Provision of adequate vehicles for use of office personnel and clients in performing their assigned tasks
- Ensure adherence to standard operating procedures
- Consider the formation of a vehicle pool system
- Consider alternatives such as third-party and private-sector contracts

In cases where management outsource transport services from private companies that specializes in such operations, transport contractors are carefully monitored and contract terms are clearly drawn up and enforced.
SECTION VII
PRODUCT REALIZATION

7.1 Planning of Product Realization

In the core process of project development under the Pre-implementation Phase, planning is integrated in the activities to ensure that housing services are delivered to its customers.

The NHA plans for the implementation of its core processes in accordance with its commitment for a resilient and sustainable communities and in conformity with policies and related issuances and other applicable laws, policies and standards.

Housing development consists of ensuring that there is available suitable land for socialized housing, planning and implementing the housing project to include procurement of contracting services as well as provision of technical assistance to the LGUs to enhance their capabilities in housing their constituents.

The following work activities/plans are adopted to ensure that planning for housing development is realized:

<table>
<thead>
<tr>
<th>Level</th>
<th>Planning Activity/tools</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate –wide with all operating units and staff departments</td>
<td>Annual Work Program and Budget</td>
<td>Projects (list and budget) are identified by operating units based on planning guidelines issued by CPO, and approved by the NHA board. Work Program of the staff units are discussed and aligned to support the operating units (eg. TA to LGUs,)</td>
</tr>
</tbody>
</table>
A separate plan for land acquisition is prepared at the operating level and consolidated.

**Quarterly Assessment**
- Conducted to monitor performance – this activity is also done at the department /project level.; the issues and concerns are consolidated and raised in the corporate wide quarterly assessment and subsequent action plans to address concerns are developed and monitored.

**Annual Procurement Plan**
- Plan for procurement by NHA for a given year and which is based on the approved WP And Budget.

**Project level**
- Project implementation plan with monthly targets and work schedule
- Pert-CPM (Project Review Technique-Critical Path Method) Methods for predicting the cost and completion time of project.

### Relocation and Resettlement

Relocation and resettlement involves the preparation of the affected communities prior to their transfer from their place of origin to the resettlement sites. This necessitates effective planning to ensure humane and peaceful manner of...
relocation and resettlement operations which should be in accordance with applicable laws and regulations.

In planning for service realization, RDSD ensures that its annual work program is aligned with providing technical assistance and is responsive to the targets of operating units and aligned with the NHA’s thrusts and directives as well as its vision and mission.

It also adopts the following activities/tools in planning:

a. Regular assessment of the strengths and weaknesses of the Existing relocation/resettlement programs and services, policies and guidelines, systems and procedures;
b. Determination of areas of improvement and required resources (manpower, logistics, financial) as basis for the preparation of annual manpower and procurement plan;
c. Development of monthly targets/action plans as basis for daily/weekly/monthly accomplishment reports;
d. Monitoring of staff performance thru semestral assessment and survey to sustain satisfaction level of stakeholders/clients/customers; and
e. Accomplishment of Office/Division/Individual Performance and Commitment and Review (O/D/IPCR) as tools for performance evaluation.

SOCIAL PREPARATION/COMMUNITY DEVELOPMENT/COMMUNITY MANAGEMENT:

To ensure product realization, the following guiding principles are used as inputs to the design from social preparation up to community management stage:

1. Policy to adopt the participatory approach. The proponent of change (government) must declare its commitment to the participatory approach in pursuing development objectives. Be it a clearing operation for infrastructure or a comprehensive poverty alleviation program. Its intention to engage all stakeholders, particularly the beneficiaries and those
affected by change must be explicit and confirmed by a formal pronouncement.

2. The convergence of all possible players must be planned for not only to maximize resource to ensure that the development tasks are acceptable and truly address the needs, issues and concerns at hand. Closer coordination among the players in every critical stage must be ensured as it will not only guarantee achievement of objectives but sustain the planned change.

3. The community is determinant of its future. This must be recognized and continue to be sustained in unfolding the desired changes. The capacities of the community group to be able to participate in all phases of the project development cycle must be developed and honed, not only by the proponent but with collaboration of the partners.

4. Periodic evaluation and monitoring of the planned activities must be done to determine the progress and identify innovative interventions adopted to facilitate the process. It can also indicate real or possible risks that can undermine or make the project and its participants vulnerable.

In carrying out these principles, the following planning tools and activities adopted by both CRIOD and LDD:

a. Development of their annual work program based on the corporate thrusts and directives and aligned to support the operating units

b. Conduct of regular assessment and development of action plans to address identified needs, issues and concerns. Action plans would include specific measures and strategies as well as development of appropriate capability building programs and comprehensive livelihood development and affordability enhancement programs.

c. Development of a livelihood framework plan considering the socio economic profile of the relocates, availability of community/livelihood facilities and the characteristics of the resettlement site ensuring convergence and synergy of all stakeholders towards providing increased access to economic resources and sustainable livelihood opportunities
thereby transforming them into productive and self-reliant community in the NHA resettlement sites.

**Asset Management**

This process is an efficient inventory system that records acquired assets as to its status from the time of acquisition to disposition in different stages: for development, on-going development, for award and disposition and turnover and disengagement. Specifically, for awards and disposition, this involves the documentation of the award, acceptance of the housing units by the beneficiary, billing and collection services, issuance of titles and turnover of completed development to appropriate entities.

In conformance with existing legal issuances and regulations, the planning for asset management involves the following:

1. Setting up and continuing update and review of existing policies on acquisition, development, Award documentation, issuance and safekeeping of titles and turnover of facilities

2. Review of existing systems such as the LIS, BCS and development of other systems necessary to improve services.

**7.2 Customer-Related Processes**

The following are used as reference by the NHA for determining the needs and requirements of clients/customer:

**7.2.1 Determination of Requirements Related to the Product**

The NHA determines the client and service-related requirements that are needed to meet the needs and expectations of its customers, through the following, as applicable:

- Community/consultation meetings and review of information/data gathered to determine the following needs and desires of the customer/client/beneficiaries provided it is in accordance with existing regulatory laws. Results of the meetings and information validation
will serve as inputs in the formulation of MOA, TOR, financial and recovery arrangements.

- Socio-eco survey and pre-feasibility study of the project to validate client’s requirements vis-à-vis client’s social and livelihood needs as well as their affordability.
- Environmental scanning to determine the availability of social and economic facilities which may cater to the clients

**Relocation and Resettlement**

- MOAs with community association representative and LGU and other stakeholders that indicate agreements and responsibilities on the implementation of relocation and resettlement operation.

- Philippine Constitution, Laws, RA 7279 and IRR, and other issuances related to the relocation of informal settlers and low-income formal settlers occupying danger areas and those affected by infra-structure projects and calamities.

- International covenants which the government is signatory to….

- Civil Service’s Code of Ethical Conduct of Government Employees (proper, respectful behavior of agency personnel, etc.).

- Republic Act No. 9485 which states that response/action shall not be longer than 5 working days in the case of simple transactions and 10 working days in the case of complex transactions from the date of the request or application was received.

- Notices or “Pahayag” which provides clear and precise information and/or instructions to target beneficiaries (i.e., documentary requirements from beneficiaries).
- Census/Survey results (housing assistance preference, customer satisfaction survey, occupancy verification and affordability assessment survey) as inputs to planning and policy directions.

SOCIAL PREPARATION

- Results of community profiling and scanning of socio-economic and political environment that indicates the current condition of the place of origin to place of destination and identifies the socio-economic and political condition of the site that may play a key role in the acceptance of the intended housing project and in planning developmental programs and community organizing.

- Community/consultation meetings as inputs to planning and policy direction.

- RA No. 7279 and other laws and legal issuances pertaining to people’s participation, capability development of LGUs, and livelihood development.

COMMUNITY DEVELOPMENT

- RA No. 7279 and other laws and legal issuances pertaining to people’s participation, capability development of LGUs, and livelihood development.

- RA No. 9904 providing a magna carta for homeowners and homeowners associations

- Citizen’s charter for a clear and precise information and/or instructions to target beneficiaries

- Survey results (customer satisfaction survey, occupancy verification and affordability assessment survey) as inputs to planning.

- Results of community profiling that indicates the current condition of the community which may play a key role in sustaining and establishing their residency in the resettlement site.

- Livelihood Framework Plan

- MOA/MOU with the community and other stakeholders that indicate agreements and responsibilities on programs and services delivery for the community.
COMMUNITY MANAGEMENT

- RA No. 7279 and other laws and legal issuances pertaining to people’s participation, capability development of LGUs, and livelihood development.
- RA No. 9904 providing a magna carta for homeowners and homeowners associations
- Citizen’s charter for a clear and precise information and/or instructions to target beneficiaries
- MOA/MOU with the community and other stakeholders that indicate agreements and responsibilities on programs and services delivery for the community.
- Customer satisfaction survey results and needs assessment as inputs to the sustenance of the housing, livelihood and community development plan, training programs, and establishment of linkages and partnership with LGUs, government agencies and non-government agencies/organizations.

Asset Management

- MOAs with LGUs (on turnover) for agreements and terms of reference, responsibilities.
- Citizen’s charter to include pro forma forms, documentary requirements from beneficiaries and proper, respectful behavior of agency personnel), for lead/processing time, clear and precise information and/or instructions to target beneficiaries.

7.2.2 Review of Requirements Related to the Product

The NHA reviews customer and service-related requirements before binding itself to provide said services. The review procedures are done to
determine documents that may be required specifically for the project which maybe different or additional to the standard documents/requirements (i.e. right-of-way agreement with owner of adjacent lot in case of access/ROW).

The following documents are the basis for the review:

- MOAs entered into by NHA either with Community Associations, LGUs, developers or all of the said stakeholders which indicate the agreements and responsibilities of the parties involved.
- Philippine Constitution, Building Code, Fire Code, BP 220, RA 7279 and IRR, RA 9184 (procurement law), local ordinances unique to an LGU or common among LGUs, TORs, and other issuances
- Citizen’s Charter (to include pro forma forms, documentary requirements from beneficiaries and proper, respectful behavior of agency personnel) for lead/processing time, clear and precise information and/or instructions to target beneficiaries
- MCs issued and laws/regulations passed to address and respond to calamities/emergencies and disaster-related concerns.

The review will determine if the requirements are addressed or met and if the work is within NHA’s ability or capability to deliver. This will also create the opportunity to introduce the necessary changes in the drafting of succeeding documents.

Relocation and Resettlement

- Review of MOAs, as necessary
- Pre-testing of household listing/interview/survey forms
- Community/Socio-economic profiling
- Posting of draft Census Masterlist of Households for validation by the affected households
- Pre-qualification of censused families to verify against NHA’s database of previous housing award or assistance
• Creation of Beneficiary Selection, Arbitration and Awards Committee (BSAAC) as sub-committee of the Local/Project Inter-Agency Committee (L/PIAC)
• ID and validation of relocatees at the place of origin prior to issuance of Entry Pass
• ID of relocatees upon surrendering of Entry Pass at the resettlement site

PRE-IMPLEMENTATION

SOCIAL PREPARATION

- Mid-year and Year-end Assessments
- Strategic Plan
- Applicable laws and other legal issuances
- Masterlists of Qualified & Disqualified Households
- Community and other stakeholders consultations
- Socio-economic programs and services of National Government Agencies (NGAs), Non-government Organizations (NGOs) and International Organization for accessing resources

IMPLEMENTATION

COMMUNITY DEVELOPMENT

- Mid-year and Year-end Assessments
- Strategic Plan
- Applicable laws and other legal issuances
- Community and other stakeholders consultations
- Memorandum of Agreements and/or Memorandum of Understanding with organized groups and community associations (Homeowners Associations and Cooperatives) and other agencies and organizations providing social, livelihood and affordability enhancement services.
- Minutes of meetings with concerned NHA departments and operating units
- Community profiling and needs assessment analyses
- Documentation of livelihood activities in NHA resettlement sites and literature review of effective livelihood programs and projects of
other agencies as basis for making a comprehensive livelihood development plan

**POST IMPLEMENTATION**

**COMMUNITY MANAGEMENT**

- Mid-year and Year-end Assessments
- Strategic Plan
- Applicable laws and other legal issuances
- Community and other stakeholders consultations
- Memorandum of Agreements and/or Memorandum of Understanding with organized groups and community associations (Homeowners Associations and Cooperatives) and other agencies and organizations providing social, livelihood and affordability enhancement services.
- Minutes of meetings with concerned NHA departments and operating units
- Stakeholders (customer and partners) satisfaction survey

**Asset Management**

- Regular Review of Citizen’s Charter
- Coordination meetings with LGUs (for turnover)

**7.2.3 Customer Communication**

The following methods and avenues are being employed by NHA to communicate with its customers to promote its services, ensure prompt and courteous response and handling of complaints or concerns:

- Conduct of community/consultation meetings/community assemblies
- Conduct of FGDs/small group discussions
- Conduct of LIAC (provincial or city or municipal ) meetings
- IEC materials
- NHA newsletter “Pahayag”
- Public Assistance Desk (PAD),
- Media releases
- NHA website
- Telephone/text messaging

Relocation and Resettlement
- Conduct of community and other stakeholders’ consultation meetings and general assemblies
- Conduct of FGDs/small group discussions
- Conduct of LIAC (provincial/or city or municipal ) meetings
- Letter-replies/invitation
- NHA newsletter
- Notice or “Pahayag”
- Public Assistance Desk (PAD)
- Media releases
- NHA website
- Telephone/Mobile phone (text messaging)

SOCIAL PREPARATION
- Conduct of community consultation meetings/community assemblies
- Conduct of LIAC (provincial/or city or municipal ) meetings
- Use of IEC materials
- Use of NHA newsletter,”Pahayag”
- Media releases
- Forum/convergence of stakeholders

COMMUNITY DEVELOPMENT
- Conduct of community consultation meetings/community assemblies/focused group discussions
- Conduct of LIAC and/or PIAC meetings
- Use of IEC materials
- Use of NHA newsletter,“Pahayag” and other advocacy posters
- Media releases
- Forum/convergence of stakeholders
• Promote use of NHA website/ LinKOD on-line community newspaper
• Telephone/text blast
• Social media (FB page)
• Residents Handbook
• Books on success stories and best practices
• Manualization of lessons and learning for dissemination to customer and other stakeholders
• Program assessment planning with community groups/cluster leaders/ LIAC sub-committee on livelihood

COMMUNITY MANAGEMENT

• Conduct of community consultation meetings/community assemblies/focused group discussions
• Conduct of LIAC and/or PIAC meetings
• Use of IEC materials
• Use of NHA newsletter, “Pahayag” and other advocacy posters
• Media releases
• Forum/convergence of stakeholders
• Promote use of NHA website/ LinKOD on-line community newspaper
• Telephone/text blast
• Social media (FB page)
• Residents Handbook
• Program assessment planning with community groups/cluster leaders/ LIAC sub-committee on livelihood
• Books on Success Stories/ Best Practices
• Advertisements/audio visual presentations

Asset Management

• Citizen’s charter billboards/tarpaulins, handouts
• NHA website
• Active house to house visits for collection
7.3 Design and Development

Design and development is the process of transforming the client’s needs and expectations and regulatory and legal requirements into the characteristics of the product or service to be provided.

For housing design and development, the Area Management Offices (AMOs) in NHA are guided with directives from Management on housing needs/requirements on specific areas. From these, the AMOs start the planning and control of the design and development of the houses, lots, facilities, and amenities that it provides.

It uses the following inputs, gathered from customers/clients, departments within NHA, past projects with similar design, other agencies and key players in the construction and housing sectors, to determine the functional and regulatory requirements of the houses as well as the legal requirements of the site:

- Building Code, BP 220, City Council Resolution
- NHA standards and Memo Circulars- from HTDO, AMOs,
- The continuous development of housing typologies/ models and land development standard designs to ensure disaster resilient, green, accessible and gender sensitive housing and support community facilities such as Multi-Purpose Center, Health Center, Market, Material Recovery Facility and Multi-Purpose Court is the task of the Housing Technology and Development Office (HTDO). The establishment and management of the NHA construction materials price indices based on the Department of Public Works and Highways (DPWH) Construction Material Price Data and the quarterly updating of labor rates per Region as benchmark for the NHA operating units in the preparation of Agency Cost Estimates is also delegated to HTDO
- DPWH and NEDA standards
- Census and tagging surveys including socio-eco survey- from RDSD, ComRel, LDD
• Socio Economic survey
• TCTs, Tax Clearances
• Presidential Proclamations
• Appraisals
• Pre-Feasibility Study
• Others

From these inputs the following outputs are made: Housing Plans and specifications (arch. and eng’g.), estimates and initial pricing, construction and turnover schedule and Cost Recovery Schemes.

These outputs also establish and provide the appropriate information on the outsourcing/purchasing of major and support services and internal logistics needed. It also shows the possible changes in the initial plans to meet its client’s needs and things that NHA may require from its clients or beneficiaries.

The design and development outputs shall allow review, verification, and validation at appropriate stages as planned to allow design and development changes that further improve the housing package in terms of cost and quality.

The HTDO is also the technical evaluator and secretariat of the Accreditation of Innovative Technologies for Housing (AITECH) in the accreditation of new housing materials and building systems. The review of housing designs submitted by housing developers using conventional method of construction and AITECH accredited technologies and systems are done by HTDO prior to submission to DPWH for approval. The HTDO aims to encourage the use of innovative housing materials, technologies and building systems as an alternative to the traditional housing construction system.

The NHA shall manage the interfaces between different units or groups involved in design and development to ensure effective communication and clear assignment of responsibility. Coordination with other housing agencies in the conduct of the annual Housing Fair is also assigned to HTDO. It coordinates with other government agencies to enhance NHA capacity to carry out its mandate for housing.
Relocation and Resettlement

In coming-up with programs and services, RDSD considers the accomplishment and assessment reports at every phase of the relocation and resettlement process. Likewise, inputs gathered from the review of existing processes and policies and guidelines including systems and procedures and other related laws and legal issuances are considered. Preliminary activities are as follows:

1) Upon receipt of the request from the AMO/Operating Units for the conduct of socio-economic survey, RDSD conducts ocular inspection or environmental scanning of the area to assess the physical boundaries, type/number/clustering of structures, condition of the surroundings and estimate of families.

2) Based on the assessment results, planning and development of appropriate data gathering methodology follows thru the preparation of Project Proposal (project background, work plan and cost estimates). This is transmitted to AMO/Operating Units for endorsement to the Management.

3) Upon approval of the Project Proposal/Funding by the Management, the AMO/Operating Units forwards the documents to RDSD for implementation.

4) Prior to the implementation, RDSD recommends for the formation/activation of Local/Project Inter-Agency Committee (L/PIAC) as the tagging and census operation is a multi-agency undertaking.

5) Community/Leaders’ meetings per barangay is conducted thru the Operating Unit’s community relations staff to inform the affected families.

6) RDSD organizes and trains data gathering composite teams, after which, actual tagging and census operation (TCO) starts.

7) After data encoding/consolidation/analysis of the TCO results, RDSD prepares and disseminate reports for planning purposes (Census Master List of Households, Structural Maps, Socio-Economic Profiles).

8) Final TCO results are presented to stakeholders by RDSD. Formation/Convening of the Beneficiary Selection, Arbitration & Awards Committee (BSAAC) is recommended to the Operating Unit. Policy Guidelines on Beneficiary Selection and provision of technical support to BSAAC activities are also recommended.
9) After pre-qualification of censused families by EMD, list of qualified families is prepared and recommended for approval of the Management.

In coming-up with programs and projects, policies and guidelines including systems and procedures, RDSD considers the accomplishments and assessment reports in every phase of the relocation and resettlement. Inputs gathered from the review of existing processes (laws and legal issuances are also considered in the program and services development. Once the Management approves the proposed revisions or development, RDSD monitors the implementation/adherence by the Operating Units and other stakeholders on such.

**Pre-Implementation**

**Social Preparation**

Social Preparation ensures that the following are achieved:

- Understanding and acceptance of stakeholders on the project through consultation meetings and info sharing
- Organization of community representation in decision making bodies by determining leadership profile, political influences, and community structure credible to members
- Facilitation of project activities requiring community support
- Facilitation of stakeholders’ membership in the LIAC and/or PIAC
- Generation of community inputs to plans

These are sustained until the community management stage to ensure the attainment of empowered communities.

To carry-out these objectives, the following activities are undertaken to ensure delivery of expected results:

- **Community Integration and Pulsing thru Information Sharing and Consensus Building:**
  - Coordination with Community Leaders
  - Preparation of a Community Information Plan
  - Organization and Implementation of the Info Plan cum consultation with the Barangay / Community Leaders and Residents
  - Feedback Gathering / Issue Identification
- Clarification / Resolution of Issues / Concerns
- Consensus Building

○ **Survey/Community Profiling, Scanning the Socio-Political Environment and Data Validation**
  - Census Survey and Tagging
  - Leadership Profiling
  - Political Influences / Affiliations
  - Needs Assessment
  - Data Validation
  - Environmental Scanning
  - Inventory of Skills and Livelihood Opportunities
  - Social Services Requirements
  - Inventory of Community Facilities

○ **Community Priming and Commitment Setting for Site Selection / Matching and Acceptance**
  - Orientation on the proposed Resettlement Sites
  - Distribution of Information Materials
  - People’s Consultations, Assessment and Acceptance of the Resettlement Site
  - Facilitate matching / allocation of block and lot thru raffle or consensus
  - Basic Orientation on Relocation and Resettlement Plan
  - Action Planning in Support to Relocation
  - Submission of Documents / Eligibility Requirements
  - Distribution of First Notice for Relocation

○ **Community Organizing-Formation Phase**
  - Organization of Core Group of Leaders / Working Groups
  - Mobilization of Volunteer Groups
  - Vision Setting
  - Pre-Relocation Orientation on the:
- Relocation and Resettlement Procedures
- Occupancy Rules and Regulations
- House and Lot Contract

- Establishment and analysis of livelihood baseline data which includes data profiling and environmental scanning
- Assessment of livelihood facilities requirements
- Development of livelihood framework plan
- Formation of LIAC sub-committee on livelihood
- Livelihood strategic planning session
- Organizational financial and managerial arrangements or MOAs with livelihood funding and technical organizations and agencies at the national level

**Implementation**

**Community Development**

Community Development is the heart of community empowerment. It is where the following strengthening activities are undertaken:

- **Preparatory Activities Before Actual Relocation**
  - Orientation on the relocation and resettlement process
  - Briefing on the resettlement project – utilities, house/lot contract, and community facilities
  - Organization of site trips for familiarization
  - Monitoring of the house construction
  - Signing of the House/Lot Application Documents
  - Conduct of organizing activities e.g. volunteers / committees during relocation
  - Distribution of second notice for Relocation

- **Provision of Community Relations Assistance in the Actual Relocation and Resettlement Operations**
  - Preparation of information materials e.g. poster and flyers on the:
    - Procedures in the sending and receiving Resettlement Action Centers (RACs)
    - Requirements and Procedures in the power and water application
• Community Facilities within / near the Project
  • Individual discussion / provision of information materials after the required RAC processing
    - Mobilization of the community volunteers / welcome groups
    - Feedback Gathering
    - Provision of required assistance to the Project / Receiving Team

  • Communication Planning as Venue for Info-Sharing and Feedback Gathering
    - General Assemblies, Block Meetings and Individual Discussions
    - Formal Orientation-Sessions on the Project (series of half-day orientation sessions)

  • Community Organizing
    - Election of Block / Cluster Leaders
    - Organization of Community Volunteer – Green Patrol, COPE Team
    - Organization of Core Group or Interim HOA
    - Planning and Implementation of start-up community projects

  • Values Strengthening / Reorientation
    - Gender and Development Activities
    - Values Education
    - Organization for Community Growth

  • Continuing conduct of consultative meetings with LIAC and other livelihood agencies
  • Organization and development of work guide/cooperatives/entrepreneurs
  • Implementation of relevant skills training program/skills upgrading to comply with TESDA requirements for issuance of Certificate of Competency (COC)
  • Conduct of capability building activities and trainings on savings program and financial literacy
  • Implementation of savings program to improve family cash flow management/enhance affordability
  • Management of livelihood facilities
Conduct of assessment planning with NHA operating units and partner agencies

Post Implementation

Community Management
Community Management allows beneficiaries to take control of their lives and the community they live in. It focuses on the following major activities:

- Organization of the Community-Based Structure (CBS)
- Capacity Building
- Continuing Values Strengthening and Reorientation
- Continuing Promotion of Gender Equality
- Community Organizing and Disengagement

- Organization of the Community-Based Structure (CBS)
  - Election of Block / Cluster Leaders (Continuation)
  - Organization of the HOA / any other appropriate CBS
  - Creation of working committees
  - Orientation on RA 9904 and its IRR
  - Registration of the HOA with HLURB
  - Preparation of a Community Development Plan
  - Planning and implementation of short and long-term programs and projects
  - Implementation of the Occupancy Rules and Regulations

CAPACITY BUILDING
- Estate Management Training
- Financial Management Training
- Collection Enhancement
- Disaster Risk Reduction and Management
- Leadership Development
- Team Building / Organizational Development
- Introduction to Community Management
- Communication Planning
- Networking and Resource Syndication

○ Continuing Values Strengthening and Reorientation
  - Conduct of children and adult learning modules in coordination with appropriate entities
  - Improvement / Maintenance of Lot, House and Project
  - Compliance to the Occupancy Rules and House / Lot Contract

○ Continuing Promotion of Gender Equality
  - Conduct of Gender Seminars / Trainings
  - Celebration of Family Week and Women’s Month

○ Community Organizing and Disengagement
  - Periodic Assessment of the Five-Year Plan
  - Development of an Annual Community Development Plan
  - Federating / Networking with resource groups
  - Advance training on leadership and community building
  - Assistance in the turn-over of community facilities and open spaces
  - Strengthening partnership with LGU and agencies
  - Conduct of Post Evaluation

○ Continuing conduct of capability building activities to LIAC and work guilds/cooperatives/entrepreneurs, and IPP Cluster Leaders

○ Preparation of turn-over documents (Deed of Donation and Acceptance)

7.4 Purchasing

7.4.1 Purchasing Process

The NHA strictly adheres to guidelines and procedures as stipulated in the provision of RA 9184 which institutionalized the bidding procedures as follows:
1. Pre-Procurement Conference  
2. Pre-Bid Conference  
3. Receiving and Opening of Bids (technical and financial capacity)  
4. Evaluation  
5. Board Approval  
6. Notice of Awards  
7. Perfection of Contract  
8. Notice to Proceed  
9. Actual start of the project  

7.4.2 Purchasing Procurement Information  

Requests for procurement of civil works and consultancy services are filed with the Bids and Awards Committee (BAC) and includes specifics as to quantity, product details, unit cost, canvass reports for purchase of supplies/materials and hiring of services for specific purposes.

The BAC has procurement personnel who are duly-trained on the procurement process to ensure all purchases are made to the full benefit of the NHA, the requesting party and the end-user, in terms of price and quality.

7.4.3 Post Qualification of Supplies of Products  

Post qualification is the stage where the bidders with the Lowest Calculated Bid, in the case of Infrastructure Projects, or the Highest Rated Bid, in the case of Consulting Services undergoes verification and validation whether he has passed all the requirements and conditions as specified in the Bidding documents.

7.5 Product and Service Provision  

7.5.1 Control of Service Provision  

To ensure that the process will be performed under controlled conditions the following are undertaken:
1. Ensure availability of certification, clearances and permit issued by authorized government agencies to determine the site suitability for housing or introduction of mitigating measures to make the same suitable.;

2. Approval of project proposal, technical plans and specifications, PERT-CPM taking into consideration of the abovementioned documentary requirements;

3. Implementation of the project based on the approved housing program, consistent with the implementing rules and regulations of applicable laws, terms of reference, MOA, technical plans and specifications.

4. Ensure delivery of housing units and developed lots based on approved work schedule (PERT-CPM) through project monitoring of materials, manpower and equipment on site.

5. Conduct of CPES during implementation and project completion to rate the contractor’s performance in the implementation of the project based on the set criteria.

6. Check compliance to the required technical specifications of materials through the conduct of testing in an accredited DPWH testing laboratories

7. Submission of production report to present the current accomplishment/status of the project and inspection reports indicating the observations and findings on the implementation of the project.

8. Use of punchlist/checklist during the inspection routine.

9. Conduct of project completion inspection by the Acceptance Committee.

10. Acceptance of a project a year after completion.

Relocation and Resettlement

- Partnership with concerned GA, NGO and PO. Due to the enormity of the task of sheltering the homeless and providing them with the basic requirements to start off with their new lives, partnerships are forged to provide concerted effort to strengthen and sustain
government’s relocation and resettlement efforts. Inter-agency coordination and participation of various stakeholders, including CSOs in project implementation is encouraged and institutionalized.

- **Socio-Economic Profiles of Censused Households.** These are used for planning purposes and policy directions by the stakeholders. The planners are provided data on the following: number of households for possible accommodated in the resettlement sites and of those not availing of the housing assistance, number of structures to be dismantled, affordability, training requirements of the qualified families, etc.

- **Structure/Tagger’s Maps are used to show the location of the structures tagged; and/or define and update existing maps or make a new one using the mapping symbols.** The structural map is prepared and used to locate the structures and identify the names of the structure owners/households. The map is also used during the relocation operation, where every dismantled structure is crossed-out from the structural map to prevent the possibility of new or disqualified families from claiming residency on cleared lots.

- **Census Master List of Households.** The list serves as the basis for selection of socialized housing beneficiaries as it identifies the affected families subject of relocation and resettlement

- **Approved List of Qualified and Disqualified Families for resettlement** to ensure that only those censused, pre-qualified and approved by the Management are accommodated in the resettlement site

- **Entry Pass / Permit,** the purpose of which is to control entry of disqualified families (with previous housing awards, professional squatters, etc.) in the resettlement site.

- **Monitoring / Feedback Reports**

**Pre-Implementation**

**Social Preparation**

- Conduct of ocular inspection, monthly monitoring and quarterly evaluation. This is to ensure immediate response in cases where
gaps are identified and determine the continuity of actions where success is achieved.

- Bringing of relevant documents and records on-site
- Link-up/partnership with concerned agencies/institutions/organizations for community programs and services build-up
- Use of applicable equipment and materials during trainings
- Use of available operating manuals and/or flow chart/process flow

**Implementation**

**Community Development**

- Conduct of ocular inspection, quarterly monitoring and semestral evaluation.
- Use of common template on the preparation of project proposals, IEC materials, monitoring/progress/status reports
- Use of available references and templates
- Use of common criteria on the evaluation of programs, projects and resource persons
- Review and approval by relevant/defined/designated authorities prior to implementation
- Strengthening of partnership with concerned agencies/institutions/organizations for continuity of programs and services
- Use of applicable equipment during trainings
- Bringing of relevant documents and records on-site
- Monitoring of performance at each stage of the process, as needed
- Use of available operating manuals and flow chart/process flow
- Use of checklist of requirements to access social services
- Active commitment of LIAC – SCL members – conduct of continuing LIAC SCL activities such as action/strategic planning and consultative meetings
- Accommodation of housing beneficiaries with existing business at commercial/economic lot – housing beneficiaries with existing business are given lot assignment/allocation at commercial or economic lots in NHA resettlement sites
- Matching of potential beneficiaries to specific livelihood projects to be implemented in the resettlement sites – the skills possessed of
community’s employable workforce is matched with the specific approved livelihood projects to be implemented

- Implementation of sustainable livelihood and affordability enhancement programs and services such as Impok Pabahay Program, business / entrepreneurship management trainings, skills trainings, access to micro financing, job referral and placement, and cooperative development.
- Implementation of supply to market value chain of livelihood programs and projects; access of ready and willing market for the products and services of housing beneficiaries
- Conduct of proper documentation, case research or studies and distillation of lessons and learning of NHA livelihood interventions
- Use of available operating manuals and flow chart / process flow
- Use of checklist of requirements to access livelihood and affordability enhancement services
- Training of NHA livelihood personnel and its partner organizations
- Impose of necessary control systems or checks and balances that would mitigate the risks and challenges besetting the livelihood program or project

**Post-Implementation**

**Community Management**

- Conduct of quarterly monitoring and year-end evaluation.
- Use of common template on the preparation of project proposals, IEC materials, monitoring/progress/status reports
- Use of available references and templates
- Use of common criteria on the evaluation of programs, projects and resource persons
- Review and approval by relevant/defined/designated authorities prior to implementation
- Sustaining partnership with concerned agencies/institutions/organizations to ensure continuous delivery of support programs and services
- Use of social services manual to access programs and services of concerned agencies/organizations
Livelihood Development and Affordability Enhancement:

Asset Management

- Procedures and policies are reviewed regularly to be responsive to the present times to include but not limited to electronic copies of required documents sent through e-mail.
- Available OMs, flowcharts/process flow...etc
- Use of checklist and inspection activities at the ...
- Use of suitable equipment/tool for...
- Implementation of testing, inspection, monitoring, measurement processes/mechanisms/etc..for...
- Review and approval by relevant/defined/designated authorities prior to ...

7.5.2 Validation of Service Provision

Whenever the resulting output/service cannot be verified by subsequent monitoring and/or measurement, and as a consequence service deficiencies become apparent only after delivery, during its Post Implementation Phase, the NHA performs the following to ensure achievement of planned results:

- Validation is necessary to ensure that the project meets the required minimum requirements. The housing project shall undergo final inspection and acceptance through a defined criteria by deploying highly qualified and trained personnel and a 10 % retention money is withheld by the Authority for the rectification of the deficiencies which may appear after the same has been delivered.

Relocation and Resettlement

- Assess qualification criteria and revise, as necessary, the Guidelines on Beneficiary Selection to prevent disqualified families (absentee house
owners, professional squatters, etc.) from availing of the resettlement program.

- Only qualified and trained personnel to perform the task of attending to relocatees, i.e., issuance of Entry Pass to undertake due diligence that only legitimate socialized housing beneficiaries are permitted entry to the resettlement project.
- Evaluate the processes involved from pre- to post relocation and resettlement to improve the services for the full satisfaction of the relocatees.

**SOCIAL PREPARATION/COMMUNITY DEVELOPMENT/COMMUNITY MANAGEMENT**

Validation is necessary in all the stages to ensure that the program meets the terms of reference/implementing rules and regulations. There are times when a program is piloted in select NHA project sites and validation is conducted to gauge compliance to the TOR/IRR. Deployment of highly qualified and trained personnel is undertaken to review and revalidate activities. Post evaluation of programs and services is undertaken to assess program delivery. If necessary, replanning will be undertaken to enhance program delivery and replication to other project sites.

### 7.5.3 Identification and Traceability

The following are means to identify and ensure traceability in the delivery of the core services:

**Housing Development**

- Project title and duration
- Project location
- Type of housing
- TCT No. and technical description
- Lot No., Block No., Phase, Area and Package
- Name of Beneficiaries, Community Association and LGU
Relocation And Resettlement

- Project Title / Area
- Structure / Tagger’s Maps (indicates tag number per structure)
- Census Master List of Households
- Beneficiary Selection Criteria
- Beneficiary Selection, Awards and Arbitration Committee (BSAAC)
- Approved List of Qualified and Disqualified Families
- Use of Service Number of Issued Entry Pass

SOCIAL PREPARATION/COMMUNITY DEVELOPMENT/COMMUNITY MANAGEMENT

- Project Title/Description
- Location
- Name of Proponent
- Name of Program Beneficiary (in case of individual program beneficiary include relation to Lot /House Awardee)
- Beneficiary Identification Number (BIN) – for individual program beneficiary
- Cooperative’s CDA Registration Number
- Tracking Number

Asset Management

- Notice of awards are acknowledged by signing on the receiving copy or acknowledging through SMS

7.5.4 Customer Property

NHA ensures care of the properties through appropriate methods of identification, verification, protection and safeguarding, such as but not limited to the following:

The NHA shall exercise care with customer property after the turnover of the developer / contractor to NHA. While under its control, the NHA shall provide
security on the housing project to ensure the safety, security and protection of the housing units and its facilities and amenities.

The NHA shall manage the interfaces between different units or groups involved in design and development to ensure effective communication and clear assignment of responsibility. Coordination with other housing agencies in the conduct of the annual Housing Fair is also assigned to the HTDO. It coordinates with other government agencies to enhance NHA capacity to carry out its mandate for housing.

**Relocation and Resettlement**

- Inventory of ISFs properties/personal belongings during relocation
  Safeguarding of personal and confidential information gathered from individuals and census/surveys

**Pre-Implementation**

**SOCIAL PREPARATION**

- Inventory and profile of HOAs and HOA Leaders
- Inventory of resource partners and other stakeholders
- Information gathered from beneficiaries through data based establishment and maintenance

**Implementation**

**COMMUNITY DEVELOPMENT**

- Updated Inventory and profile of HOAs and HOA Leaders
- Inventory of Cooperatives, Cluster Leaders and Worker’s guilds
- Inventory of resource partners and other stakeholders
- Inventory of social, livelihood and affordability enhancement services accessed and provided to communities
- Information gathered from beneficiaries through data-based establishment and maintenance
- Inventory of manuals, books on success stories and best practices, lessons and learnings from socio-economic interventions
Post-Implementation

COMMUNITY MANAGEMENT

- Updated Inventory and profile of HOAs and HOA Leaders
- Updated Inventory of Cooperatives, Cluster Leaders and Worker’s guilds
- Updated Inventory of resource partners and other stakeholders
- Updated Inventory of social, livelihood and affordability enhancement services accessed and provided to communities
- Information gathered from beneficiaries through data-based maintenance
- Inventory of manuals, books on success stories and best practices, lessons and learnings from socio-economic interventions

7.5.5 Preservation

The NHA shall preserve the housing project before and during delivery of the same to intended beneficiaries in order to maintain conformity of requirements

Housing Development

Upon approval of the GM of the project completion inspection report of the acceptance committee the completed housing units and developed lots, the PO should facilitate the award and occupancy to prospective beneficiaries of the housing units.

Likewise, the project office is required to turn over the completed roads, drainage system and waterworks to LGU and other concerned agencies within the year after completion for maintenance and preservation purposes.

Relocation and Resettlement

In preserving the quality of delivering relocation and resettlement services, RDSD considers the following, among others:
- Behavioral norms among the staff to sustain quality performance to meet the needs and expectations of the clients;
- Strict adherence to the rules and regulations related to the delivery of relocation and resettlement programs and services;
- Health condition and work safety of the staff in the implementation of R&R processes; and
- Safety measures enforced in relocating the families from their place of origin to their resettlement sites

**SOCIAL PREPARATION/COMMUNITY DEVELOPMENT/COMMUNITY MANAGEMENT**

In preserving the quality of delivering programs and services to the community, the following are observed and undertaken in all stages:

- Observance of the Ethical Standards for Government Employees
- Adherence to the guidelines provided in the Operations Manual
- Maintenance of data on programs and services, clientele profile (housing beneficiaries), partner agencies and other stakeholders through the data banking system.
- Preservation and strengthening of partnership with resource agencies and stakeholders thru MOA and/or MOU, convergences, conferences, fora, et al

**Asset Management**

The NHA preserves the completed housing units during processing of beneficiary selection/pre-qualification before its delivery in order to maintain conformity to requirements. Preservation shall include packaging of housing units for award, maintenance and securing completed units from pilferage and unauthorized occupancy by non-qualified/processed informal settler families up to turnover of completed projects to appropriate entities.
8.1 General Requirements

The agency implements an appropriate mechanism for monitoring, measurement, analysis and improvement processes needed to:

a.) demonstrate conformity to product and service requirements;
b.) ensure conformity of the quality management system; and

c.) continually improve the effectiveness of the quality management system.

8.2 Monitoring and Measurement

8.2.1 Customer Satisfaction

The NHA shall monitor and evaluate its effectivity and viability as a government-owned and controlled corporation engaged in the provision of socialized housing to the homeless and underprivileged through the various feedback mechanisms that will provide the necessary inputs to evaluate its overall performance through various methods such as those but not limited to the following:

1. Placement of Suggestion Boxes along strategic areas accessible to the public within the NHA and its satellite offices, and ample paper and writing equipment for the use of the customer/client;

2. Conduct of house-to-house surveys among the client/project beneficiaries using pre-designed survey instruments to determine adequacy of services and products provided;

3. Conduct of random interviews with the beneficiaries, Homeowner’s Associations (HOAs), Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholder groups;
4. Conduct of focus group discussions (FGDs) among select clients, interviews with to determine specific areas subject for evaluation; and

5. Feedback from various media sources such as newspapers, television, radio and other telecommunication facilities.

All data and results gathered from the various evaluation instruments shall be consolidated and evaluated by the concerned Area Management Units, who shall in turn recommend courses of action regarding said evaluation and submit corresponding recommendations for consolidation by the Corporate Planning Office (CPO), for submission to the General Manager for approval and notation.

All complaints, whether verbal or in written form, and coursed through the Public Assistance and Complaints Division (PACD) shall be duly received, recorded and transmitted to the concerned Area Management Office (AMO) for appropriate action within one (1) day upon receipt thereof. The concerned AMO shall ensure immediate response to the said complaint and prepare appropriate reply for the signature of the General Manager. The Office of the General Manager (OAGM) shall thereby submit signed reply by the General Manager to the concerned AMO for delivery to complainant, copy furnished to the PACD and other stakeholders deemed necessary by the OAGM. The PACD shall monitor compliance as to the response on the complaint for monitoring purposes and for the information and guidance of the concerned AMOs and other Departments within the NHA.

8.2.2 Internal Audit

The NHA, through the Audit Team shall conduct a yearly audit in the implemented quality management system to determine the following:

a. Its conformity to the planned and developed processes towards the achievement of the defined quality objectives.
b. Its compliance with the requirements of the International Standards and the established NHA quality management system.

c. If the established QMS, is effectively implemented maintained and ensure its continual improvement.

An Audit Program shall be planned, taking into consideration the status, processes and specific areas of the system to be audited, as well as the results of the previous audits, if applicable. The audit criteria shall be identified, scope of the audit shall be determined and the time frame/duration in which the audit shall be undertaken. The methodologies to be used as adapted in the conduct of the actual audit are discussed with the auditee during the engagement process.

The Audit Team shall ensure objectivity and impartiality in the conduct of the audit process. As such, the auditors shall not audit their own work/process.

Records and/or evidences, as well as the Audit Reports/Results shall be maintained in accordance with Section 4.2.4 of this Standard.

Recommendations on detected non-conformities shall be immediately implemented by the Auditee for corrections. Audit follow-up to include verifications of the actions taken and reporting of the verification results shall also be undertaken.

A documented procedure defining the responsibilities and requirements for planning, actual conduct of the audit and establishing records and reporting results shall be established.

**8.2.3 Monitoring and Measurement of Process**

**8.2.3.1 Project Implementation**

Monitoring and measurement of processes and product/services shall be undertaken by Project Operation Support Services Office (POSSO), in coordination with concerned Operation Departments, relative to standard procedures as prescribed by the NHA.
Monitoring activity of the project’s physical accomplishments for a given period shall be undertaken. Regular contract and production reports shall be submitted by concerned Area Management Offices (AMOs) to the POSSO for monitoring, evaluation consolidation and submission to Corporate Planning Office (CPO) and, to Management where appropriate actions may be necessary is undertaken to expedite the implementation and completion of projects.

Measurement of process for bid out projects shall be undertaken by POSSO in coordination with the concerned AMO's, relative to standard procedures in the conduct of Constructor's Performance Evaluation System (CPES), where constructor’s performance is evaluated and rated. This is a step by step conformance evaluation activity of workmanship, materials, time, environment, safety and health, facilities and resources deployment vis-à-vis the prescribed plans and specifications. The result of the evaluation and rating is forwarded to, 1) the concerned Implementing Office (IO) of the AMOs for compliance of the non-conformance findings, if any; 2) Management by way of information and guidance and, 3) the CIAP for consolidation and dissemination to other government offices, agencies and corporations.

8.2.4 Monitoring and Measurement of Services/Product

Monitoring and measurement of services shall be undertaken among the concerned AMOs, in coordination with concerned Staff Departments relative to standard procedures as prescribed by the NHA. A step-by-step compliance monitoring activity vis-à-vis the prescribed plans and approved project implementation schedule shall be undertaken. Regular contract and production reports shall be submitted to the POSSO for consolidation and monitoring, and for appropriate actions as may be necessary to expedite the implementation of the projects, and to ensure quality of service as prescribed for the said service.
8.2.4.1 Project Implementation

To ensure quality service, POSSO is tasked to conduct performance evaluation and rating, a step-by-step conformance evaluation activity vis-à-vis the prescribed plans and approved project implementation schedule. The result of the evaluation is forwarded to the concerned IO's/AMO's for compliance of the non-conformance findings if any, and the CIAP for consolidation and dissemination to other government offices, agencies and corporations.

8.3 Analysis of Data

NHA shall abide by the data as provided by the NEDA, NSO, NDRRMC, HUDCC, and other data related to housing and socio-economic programs as the basis for the targets and programs of the NHA.

NHA shall ensure corporate viability through the use of available corporate data and information and ensure compliance to measuring parameters such as the EBITDA.

NHA shall ensure the unbiased and accurate gathering and analysis of data and information on complaints, consumer feedbacks, through the appropriate Area Management Offices and Staff Departments for submission to Management for appropriate action. NHA shall ensure data based on Key Result Areas such as Production, Sales and Disposition and Collection, shall be analyzed and evaluated accordingly by the CPO, to be utilized as the basis of Work Programming for its future programs and projects.

Include the following data that are regularly analyzed:

- Customers satisfaction/dissatisfaction based on survey results.
- Data on accomplishment vis-à-vis Objectives and targets
- Supplier/outsourced service performance
- Other relevant data deemed necessary by the agency

This process includes comparative analysis of the previous and the current performance to provide basis for continual improvement, planning and decision making. Applicable and practical statistical methods are used whenever necessary to enhance analysis.
8.4 Improvement

The NHA shall ensure improvement of monitoring and analysis of data through advanced data gathering and other duly accepted scientific measures as may be deemed necessary.

8.4.1 Continual Improvement

The QMS is continually improved through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

8.4.2 Corrective Action

The organization shall take action to eliminate the causes of nonconformities in order to prevent recurrence.

Corrective actions shall be appropriate to the effects of nonconformities encountered. Referred to QP5.

8.5.3 Preventive Action

The organization shall determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of the potential problems. Referred to QP5.