

REPUBLIC OF THE PHILIPPINES
PUBLIC-PRIVATE PARTNERSHIP
CENTER

Quality Management System Manual

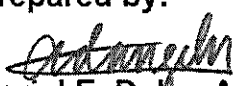

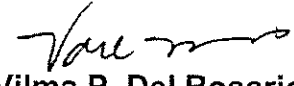
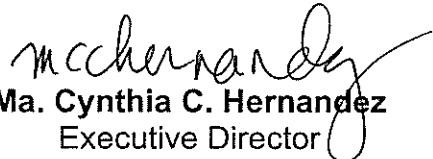


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1. INTRODUCTION

The Public-Private Partnership Center (PPPC) Quality Management System (QMS) Manual, together with the relevant documents attached hereto, aims to:

- 1) describe the basic elements of the QMS of the PPPC;
- 2) serve as reference in PPPC's operation and continual improvement to consistently deliver timely and quality public service to its stakeholders; and
- 3) inform the stakeholders of the PPPC's QMS and enable them to observe the QMS being maintained at the Center.

Consistent with the goal of continual improvement, this manual is subject to regular review and amendment. The online controlled copy of this manual is maintained in the PPPC Knowledge Hub (<https://projectdatabank.ppp.gov.ph/documentcenter/>) and managed by the ISO Steering Committee Secretariat. Controlled hard copy is maintained by the Records Officer of the General Services Division (GSD).

2. DEFINITION OF TERMS AND ACRONYMS

<u>Terms</u>	<u>Definitions</u>
Amended BOT Law	Republic Act 6957 amended by Republic Act 7718.
Executive Order No. 8 series of 2010	Signed on September 9, 2010, it reorganized and renamed the BOT Center into the PPPC of the Philippines. Under EO 8, the PPPC is now an attached agency of the National Economic and Development Authority (NEDA).
Executive Order No. 136, series of 2013	Signed on May 28, 2013, it amended certain sections of EO 8 and created the PPP Governing Board (PPP GB). The Board was created to act as the overall policy-making body for all PPP related matters, including the Project Development and Monitoring Facility (PDMF). The PPPC reports directly to the PPP GB and acts as its secretariat.

Terms

NEDA Board

Definitions

It is the country's premier social and economic development planning and policy coordinating body.



The Board is composed of the President as chairman, the Secretary of Socio-Economic Planning and NEDA Director-General as vice-chairman, and the following as members: the Executive Secretary and the Secretaries of Finance, Trade and Industry, Agriculture, Environment and Natural Resources, Public Works and Highways, Budget and Management, Labor and Employment, and Interior and Local Government.

Public-Private Partnership

Public-Private Partnership (PPP) can be broadly defined as a contractual agreement between a Government implementing agency (IA) and a private firm targeted towards financing, designing, implementing and operating infrastructure facilities and services. It aims for optimal risk allocation between the parties, minimizing life cycle cost, while realizing project objectives.

PPPC - Strategic Performance Management System (SPMS)

It is the Civil Service Commission (CSC) approach to output-based performance evaluation being implemented by the PPPC, in line with Civil Service Commission Memorandum Circular No. 6, s. 2012.

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<u>Acronym</u>	<u>Full Text</u>
ADB	Asian Development Bank
BOT	Build-Operate-Transfer
CSC	Civil Service Commission
FS	Feasibility Study
IA	Implementing agency
ICC	Investment Coordination Committee
ICT	Information and Communications Technology
IRR	Implementing Rules and Regulations
JV	Joint Venture
KM	Knowledge Management
KPI	Key Performance Indicator
LGU	Local Government Unit
MANCOM	Management Committee
NEDA	National Economic and Development Authority
PDF	Project Development Facility
PDMF	Project Development and Monitoring Facility
PPP GB	Public-Private Partnership Governing Board
PPPC	Public-Private Partnership Center
PREXC	Program Expenditure Classification
QMS	Quality Management System
RAM	Risk Assessment Matrix
RFP	Request for Proposal
SPMS	Strategic Performance Management System
TAA	Technical Assistance Agreement
TOR	Terms of Reference

3. PPPC PROFILE



3.1 Creation of the PPPC

The Build-Operate-Transfer (BOT) Center, by virtue of the Executive Order (EO) No. 8, series of 2010, was renamed the Public-Private Partnership Center of the Philippines, and was transferred as an attached agency of the Department of Trade and Industry (DTI) to the National Economic and Development Authority (NEDA).

3.2 Mandates of the PPPC

Pursuant to EO 8, series of 2010, and EO 136, series of 2013, the PPPC is mandated to:

- a. conduct project facilitation and assistance to the national implementing agencies (IAs), including government corporations, and local government units (LGUs) in addressing impediments or bottlenecks in the implementation of PPP programs and projects;
- b. provide advisory services, technical assistance, trainings and capacity development to agencies/LGUs in PPP project preparation and development;
- c. recommend plans, policies, and implementation guidelines related to PPP in consultation with appropriate oversight committees, IAs, LGUs and the private sectors;
- d. manage and administer a revolving fund to be known as the PDMF, formerly known as the Project Development Facility (PDF), established as a revolving fund under EO No.44, series of 2002, for the preparation of business case, pre-feasibility and feasibility studies (FS), and tender documents of PPP programs and projects;
- e. monitor and facilitate the implementation of the priority PPP programs and projects of the agencies/LGUs which shall be formulated by respective agencies/LGUs in coordination with the NEDA Secretariat;
- f. establish and manage a central database system of PPP programs and projects;
- g. recommend improvements to timelines in processing PPP programs and project proposals, and monitor compliance of all agencies/LGUs;
- h. prepare reports on the implementation of the PPP programs and projects of the government for submission to the President at the end of each year; and,
- i. perform such other functions which may be critical in expediting and implementing effectively the PPP programs and projects of the government.

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3.3 PPPC's Vision

"The Center shall serve as the champion of public-private partnerships for the country's inclusive growth and sustainable development."

3.4 PPPC's Mission

"The Center shall facilitate and optimize public-private partnerships in the country for the delivery of public infrastructure and other development services."

3.5 PPPC's Core Values

1. **Professionalism.** We commit to provide fast, reliable, efficient, competent and effective services that adhere to the principles of good governance and genuine public service.
2. **Passion for Excellence.** We are dedicated to consistently deliver timely and the best quality of public service and to ensure efficient and effective implementation of PPPs in the country.
3. **Pro-activeness.** As prime movers in PPPs in the country, we strive to achieve positive results through dynamic processes that are anchored on the principles of transparency and accountability.
4. **Client-Orientation.** We intend to foster long-term partnerships that will enable clients to meet their PPP targets. We will continuously innovate on our processes to maintain an investment climate where our partners could operate on a level-playing field.

3.6 PPPC's Strategy

The PPPC's Strategic Objective is "Maging sulit na sulit ang PPP para sa Pilipinas." It is linked to the Center's Vision and Mission and it drives the key result areas of the PPPC as well as the quality objectives of the Center (also known as the PREXC Indicators and Targets) and of the concerned Services (also known as work and financial plans). The external change drivers, which can affect the Center's strategy, shall be assessed as part of the strategic planning. These strategy elements are tied together and shown in the following PPPC Strategy House.

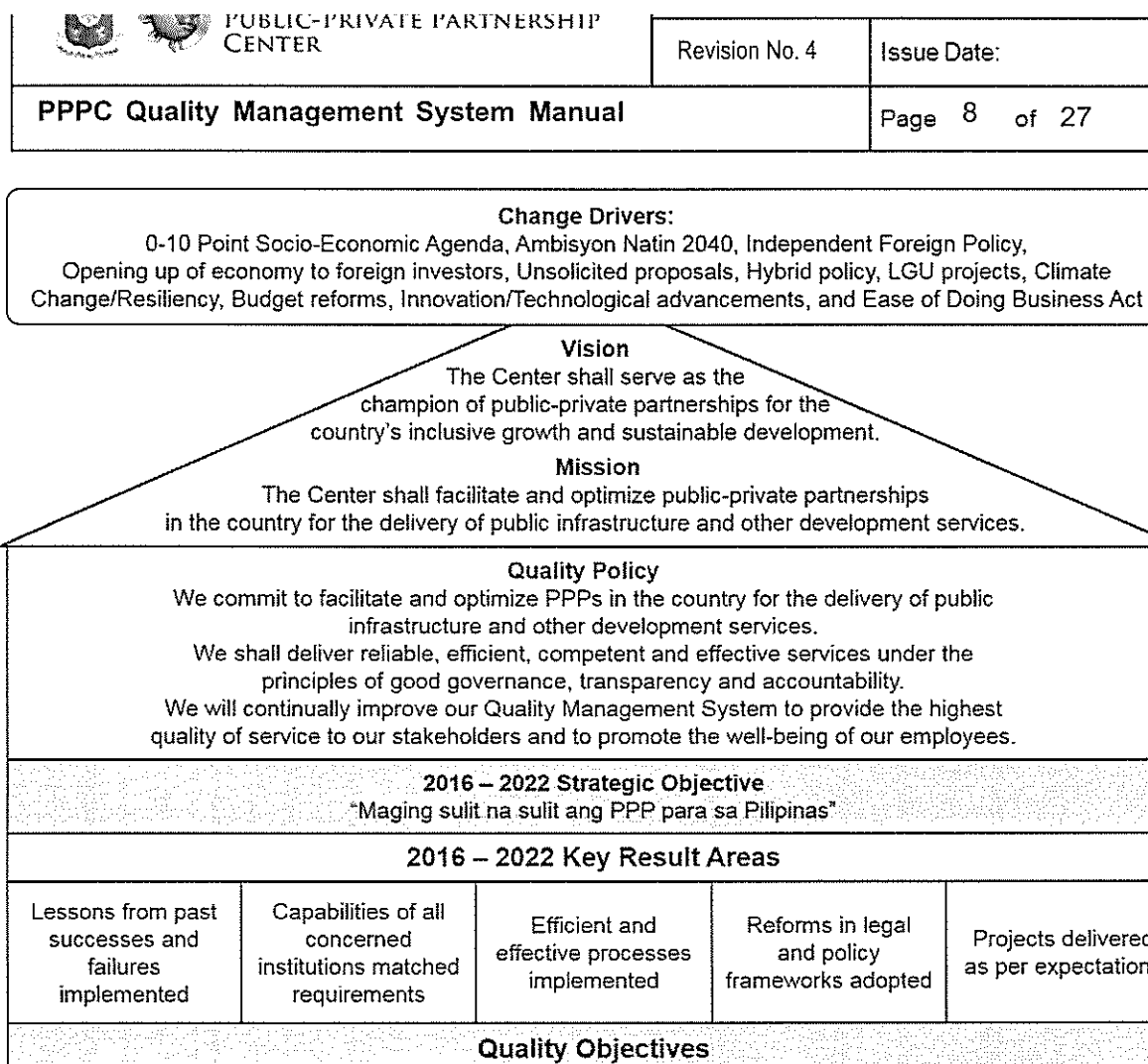




Figure 1. Strategy House

3.7 Annual planning

The PPPC shall conduct planning on an annual basis. In doing so, the Center shall identify internal and external factors that may affect its strategy, assess the accomplishment of the current year's quality objectives, review the risk assessment matrix, and plan for the next set of quality objectives.

It shall be the role of the PPPC's Management Committee (MANCOM) supported by the Corporate Planning and Development Division (CPDD) to ensure the implementation of the Center's annual plans. The MANCOM consists of the Executive Director, Deputy Executive Directors (DED) and the Service Directors.

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3.8 Key Stakeholders

STAKEHOLDERS	REQUIRED FROM PPPC
Approving bodies <ul style="list-style-type: none"> - NEDA Board - Investment Coordination Committee (ICC) Technical Board and Cabinet Cluster - Regional Development Council (RDC) 	<ul style="list-style-type: none"> - inputs on projects that require approval
Consultants	<ul style="list-style-type: none"> - fair and timely feedback on required outputs - timely payment of the services provided
General public	<ul style="list-style-type: none"> - satisfactory public service by ensuring smooth delivery of PPP projects and by providing up-to-date information on PPPs - proper public consultation on the acceptability of PPP projects
IAs <ul style="list-style-type: none"> - National Government Agencies (NGAs) - Government-owned-and-controlled corporations (GOCCs) - Government financial institutions (GFIs) - State Universities and Colleges (SUCs) - LGUs 	<ul style="list-style-type: none"> - technical assistance in developing and implementing critical infrastructure and other development projects - up-to-date information on PPP projects and policies
Local capacity building institutions	<ul style="list-style-type: none"> - provision of training and assistance in updating expertise and support in marketing training services
Media	<ul style="list-style-type: none"> - up-to-date information on PPP projects via press releases, press conferences, etc.
Oversight agencies, regulators, development partners, and foreign embassies	<ul style="list-style-type: none"> - compliance to statutory and regulatory requirements - timely and accurate information on the status and progress of PPP projects - assistance in addressing PPP projects' issues and concerns
PDMF Committee	<ul style="list-style-type: none"> - administrative and technical support on the evaluation of PDMF applications - properly evaluated PDMF applications
Policymakers <ul style="list-style-type: none"> - House of Representatives - Senate 	<ul style="list-style-type: none"> - timely and accurate information on the details, issues, and status of PPP projects
PPP Governing Board (GR)	policy formulation on PPP matters

STAKEHOLDERS	REQUIRED FROM PPPC
PPPC employees	<ul style="list-style-type: none"> - employees welfare - delivery of PPPC's strategy and key performance indicators (KPIs) - reputation of the PPPC
Private sector	<ul style="list-style-type: none"> - information on the Philippine PPP program efficient and fair procurement process
Suppliers	<ul style="list-style-type: none"> - timely release of payment upon acceptance of deliverables

3.9 PPPC Quality Policy

The PPPC commits to provide quality service to the public and all of its stakeholders. Such commitment shall be continuously upheld and continuously improved.



The Center's quality policy was approved on October 20, 2017:

"We at the Public-Private Partnership Center commit to facilitate and optimize PPPs in the country for the delivery of public infrastructure and other development services.

We are dedicated to consistently deliver reliable, efficient, competent and effective services that adhere to the principles of good governance, transparency and accountability.

We commit to continually improve our Quality Management System to provide the highest quality of service to our stakeholders and to promote the well-being of our employees."

To cultivate awareness and understanding among PPPC officials and employees, the Center's Vision, Mission, Quality Policy and Scope Statements are displayed in conspicuous areas within the Center. These are also being recited during the flag raising ceremony which is held every first Monday of the month.

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3.10 Organizational Structure

The PPPC comprises of six (6) Services organized as follows:

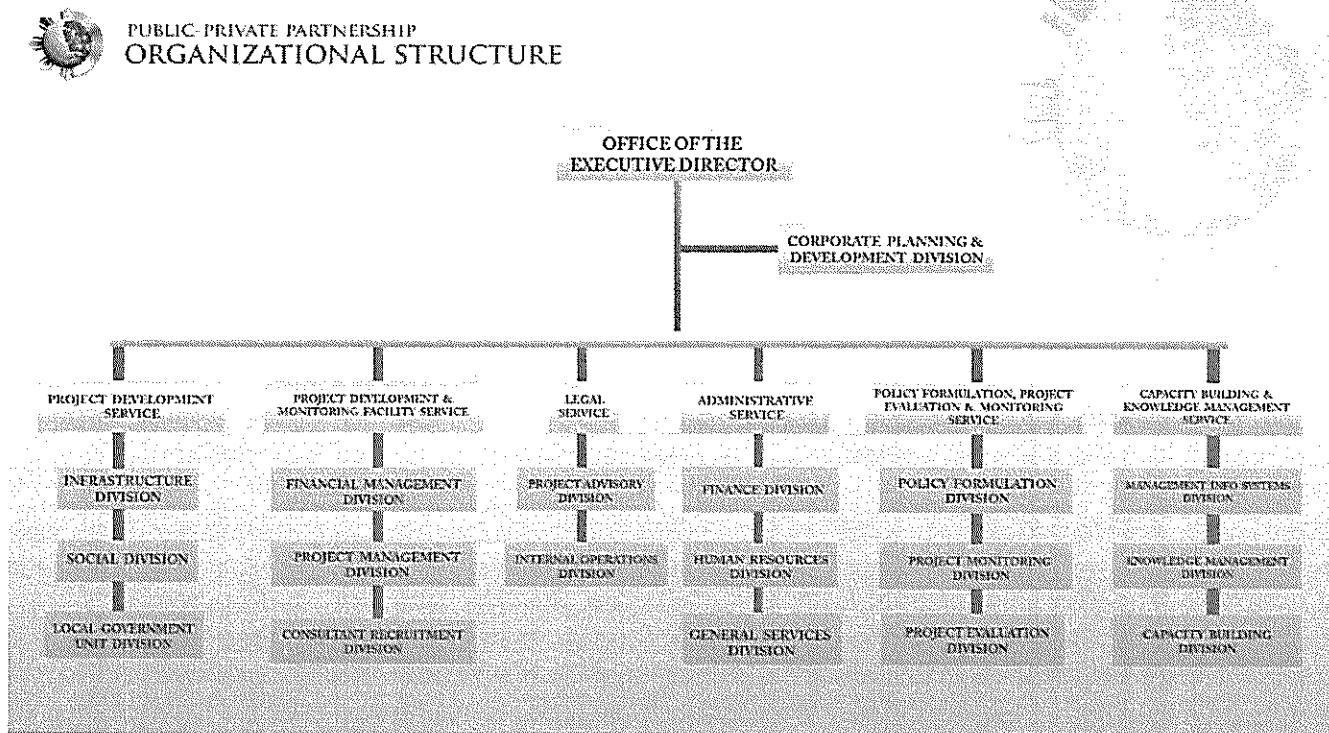



Figure 2. PPP Center Organizational Structure

For purposes of enhancing efficiency in managing the Services, Office Circular (OC) No. 002 series of 2021, as amended by OC No. 001, series of 2022, was issued to delegate administrative and financial authority to PPPC officials. Following this issuance, the Office of the Executive Director (OED) shall focus on policies and high-level responsibilities. As such, direct supervision of the Services shall be assigned to the following:

- a. Deputy Executive Director 1
 - Administrative Service (ADS)
 - Legal Service (LS)
 - Corporate Planning and Development Division (CPDD)
 - Project Development Service (PDS)
 - Project Development and Monitoring Facility Service (PDMFS)
- b. Deputy Executive Director 2
 - Capacity Building and Knowledge Management Service (CBKMS)
 - Policy Formulation, Project Evaluation, and Monitoring Service (PFPEMS)

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Apart from being attached to the NEDA, the PPPC reports to the PPP GB, the policy making body for PPP matters. As per EO 136, series of 2013, the PPP GB comprises of the following, with PPPC as its Secretariat:

Chairperson:	Secretary of Socioeconomic Planning
Vice-Chairperson:	Secretary of Finance
Members:	Secretary of Budget and Management
	Secretary of Justice
	Secretary of Trade and Industry
	Executive Secretary

3.11 Functions of PPPC Services

3.11.1 OED

Takes the lead role in overseeing and ensuring the effective implementation of the Center's mandates and strategies, supported by two DEDs and the CPDD.



3.11.2 CPDD

The CPDD assists in setting the PPPC's strategic direction and implementing effective performance management. It is also the division responsible for organizing and facilitating the annual mid-year and year-end assessment of the Center's performance. Moreover, it serves as technical secretariat to the Management Committee and Performance Management Team.

3.11.3 PDS

The PDS extends facilitation, advisory, and technical assistance to various IAs and LGUs in the development cycle (from project conceptualization, and approval, to procurement and award) of projects implemented under the BOT Law, including JV arrangements implemented under relevant guidelines. This is to ensure that infrastructure and development projects go through the proper selection, preparation, and bidding process. The PDS offers the following services:

- 3.11.3.1. preliminary assessment of the project's viability for PPP implementation, including potential for PDMF support;
- 3.11.3.2. review of project concepts and proposals to be presented and discussed with the concerned IAs/LGUs;
- 3.11.3.3. assistance in the actual conduct of bidding (i.e. pre-qualification processes, evaluation of bids, contract review, etc.) or over-all management of the bidding process;

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- 3.11.3.4. identification and provision of solutions for or management of various technical, financial, legal and contractual issues and challenges related to project development, approvals and implementation; and
- 3.11.3.5. review and finalization of draft contracts and other bidding documents (e.g. RFP instructions to Bidders, etc.)

PDS also assists:

- 3.11.3.6. PDMF in reviewing PDMF-supported project documents (e.g. PDMF Application Forms, Technical Assistance Agreements (TAAs), Terms of Reference (TOR) of consultants, FS, interim report, etc.);
- 3.11.3.7. PFPEMS in reviewing policy-related documents, project approval documents directly submitted to the ICC, and in project monitoring activities;
- 3.11.3.8. CBKMS as a resource person during capacity building activities, and;
- 3.11.3.9. other internal and external clients, as the needs arises.

3.11.4 PDMFS


The PDMFS manages and administers the PDMF, a funding mechanism available to implementing agencies, for developing well-structured and bankable PPP projects and ensuring effective monitoring of project implementation.

Furthermore, the PDMFS screens, evaluates and processes applications for PDMF support. They are in charge of consultant selection and thereafter, management of consultants and consulting service contracts, and monitoring the availability and efficient utilization of the Fund. The PDMFS also acts as the Secretariat of the PDMF Committee.

3.11.5 LS

The LS plays a significant role in the lifecycle of projects in the PPP pipeline and in the internal operations of the PPPC. LS provides legal advice and assistance to ensure that all transactions, project documents, and processes, are legally sound and compliant. The LS also assesses potential litigation arising from contracts, letters, and other documents, and capacitates the PPPC to deal with such legal matters.

In conducting legal research and studies, the LS monitors various laws, administrative issuances, court decisions, and other legal issuances relative to PPP. Further, the LS renders legal advice in the formulation, review, and improvement of PPP policies and IRRs, as well as other related policy concerns.

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3.11.6 ADS

The ADS is tasked to ensure efficient and judicious utilization of human, physical, and financial resources of the PPPC. They shall:



- 3.11.6.1. formulate, implement, and update on a continuing basis, a comprehensive and integrated human, financial, and physical resources management program;
- 3.11.6.2. provide services in the areas of recruitment, personnel movement, awards and incentives, employee relations, welfare and benefits, career development, personnel discipline, and health and safety;
- 3.11.6.3. provide general support services in the areas of records and communication, property, supply and equipment maintenance, utilization and disposal, transport services, general utility and housekeeping, building and office facilities maintenance, procurement services, and security services;
- 3.11.6.4. provide financial services including financial planning and budget preparation, budget execution, financial control, and technical assistance on financial management; and
- 3.11.6.5. provide accounting services including recording of accounts, bookkeeping, analysis, reconciliation of accounts, and preparation of financial reports.

3.11.7 PFPEMS

With the end goal of strengthening the PPP policy environment, the PFPEMS shall take steps in identifying, formulating, recommending, and advocating policy procedures and guidelines, reviews, studies and researches, and reforms on the numerous policy issues and bottlenecks for the development, appraisal, implementation, and monitoring and evaluation of PPP projects and contracts in consultation with appropriate oversight committees, implementing agencies, and the private sector.

The PFPEMS also reviews and evaluates the proposed PPP projects which are submitted to the ICC for approval, and subsequently to the NEDA Board for confirmation, as necessary.

In contract monitoring of PPP projects for implementation, the PFPEMS renders its technical, financial, and legal advisory assistance and intervention to various issues and concerns in coordination among the implementing agencies, winning concessionaire and its contractors, and the independent consultant to ensure that contractual milestones and obligations are observed by all parties.

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3.11.8 CBKMS

Working hand in hand with national government agencies and departments, government-owned-and controlled corporations, and LGUs, the CBKMS provides capacity building activities to IAs, focusing on project identification and selection, development, preparation, procurement, and implementation, to ensure a sustainable pipeline of properly-prepared PPP projects.

As a knowledge center on PPPs, the Service provides timely, reliable, and accurate information and promotes the agenda of the PPP Program through various media. CBKMS also establishes networks and institutional linkages with various organizations involved in PPPs.


With its ICT infrastructure, the CBKMS manages and maintains a knowledge management (KM) portal and its components as a strategic KM tool for an accurate and comprehensive IT implementation strategy.

4. OPERATIONAL CONTROL AND SUPERVISION

4.1 PPPC Top Management

The Top Management consists of the Executive Director and the DEDs, who shall have the following roles and responsibilities:

- a. assigns responsibilities and authority for all activities related to the QMS;
- b. ensures QMS performance;
- c. ensures that reporting on the QMS performance is conducted, such as:
 - i. customer satisfaction and feedback from stakeholders;
 - ii. extent to which quality objectives have been met;
 - iii. audit results;
 - iv. nonconformities and corrective actions;
 - v. monitoring and measurement results;
 - vi. report on Change Management, as applicable; and
 - vii. performance of external providers
- d. ensure that the Center's vision and mission and quality policy remain to be relevant
- e. determines the strategic objective(s) and cascades them to the entire organization
- f. approves the annual quality objectives (PREXC Indicators and Targets of the Center and the work and financial plans of the Services)
- g. approves the composition of the Internal Audit Team

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4.2 PPPC MANCOM

The MANCOM consists of the Top Management and the Service Directors.

The following are the roles and responsibilities of the MANCOM:

- a. convene monthly for team meetings to discuss pressing concerns and issues that need to be resolved
- b. conduct regular Management Review
- c. conduct special meetings as needed

In the case of team meetings, the attendees may not be limited to MANCOM members. Division Chiefs and other relevant personnel who are not MANCOM members may also participate in the meeting.

4.3 Supervisory and Operational Controls

4.3.1 PPPC ISO Steering Committee



The ISO Steering Committee is composed of the Executive Director, the two DEDs, and the Chief of CPDD, with the following functions:

- a. define the Center's policies and guidelines, as appropriate, on the formulation, approval, implementation, and monitoring of policies relative to the Center's QMS and ISO certification initiatives;
- b. evaluate and approve the outputs of external consultants and experts relative to all required works in establishing the Center's QMS and securing and maintaining the relevant ISO certification for the organization;
- c. monitor and address, as appropriate, implementation issues of the Center's ISO Certification initiative and QMS;
- d. identify and create sub-committees and working groups as may be required; and
- e. develop its internal rules, procedures and policies to govern the proper discharge of its functions.

4.3.2 PPPC Quality Manager

The Head of the CPDD acts as the Quality Manager, with the following responsibilities:

- a. monitor the quality objectives that have been established by each Service Unit;
- b. report achievement or non-achievement of the quality objectives to ISO Steering Committee;

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- c. communicate with customers (both internal and external) on quality matters/issues;
- d. maintain a record of all quality issues raised;
- e. select the members of the Internal Audit Team and recommend the same to top management;
- f. plan the schedules of Internal Audits;
- g. provide overall direction to the Internal Audit Team;
- h. determine the non-conformity and corrective action processes that should be undertaken; and
- i. ensure that the proper Corrective Actions are made.

4.3.3 PPPC ISO Core Team

The ISO Core Team, headed by the Quality Manager, serves as the working group enabling the Services and the Center to complete the requirements in developing and implementing an ISO-Certifiable QMS.


The ISO Core Team members have the following roles and responsibilities:

- a. identify interested parties of the QMS and determine their requirements;
- b. prepare process flow charts or process maps for all the processes identified;
- c. maintain the process integration flow of the QMS in their respective Services;
- d. assist in the Service Director in determining the risks and opportunities that can affect service conformance;
- e. prepare the Risk Assessment Matrix (RAM);
- f. monitor and evaluate the RAM periodically;
- g. ensure that the services performed meets customer requirements, through inspection or by any other means; and
- h. submit reports and results of RAM evaluation, and inspection to the Quality Manager.

4.3.4 Internal Audit Team

The Internal Audit Team is tasked to do the following:

- a. prepare, coordinate, and implement the audit plan which shall be reviewed by the ISO Steering Committee;
- b. identify the necessary resources for managing audit plan;
- c. provide inputs during management review regarding audit finding; and
- d. monitor and maintain records of implementation of corrective and preventive actions for non-conformance found during audits.

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5. PPPC QMS Scope and Process Model

5.1 PPPC QMS Scope

The scope of the PPPC's QMS includes provision of technical assistance and advisory services during development, structuring, evaluation, and monitoring of projects; policy formulation; capacity building; and knowledge management; with the assistance of the various support services of the Center.

Exclusions:

Clause 7.1.5.2 Measure traceability

This clause is not included since there's no measuring equipment being utilized by the Center to monitor or measure a process

5.1.1 Project development

Project development pertains to the process of arriving at a technically feasible, economically viable, and bankable project that meets the objectives set by an IA. The technical assistance of the PPPC includes the following:



- i. preparation of the Project Concept Note
- ii. conduct of pre-feasibility studies
- iii. provision of consultants and advisors for the conduct of FS through the PDMF
- iv. review of FS
- v. Assistance to IAs in reviewing unsolicited proposals
- vi. preparation of Project Evaluation Forms required by the approving body

5.1.2 Project structuring

Project structuring is a subset of project development. It is the process of determining the most suitable combination of:

- a. scope of private sector participation
- b. financing structure
- c. contractual arrangement
- d. risk allocation
- e. government undertakings

that would make a project bankable yet acceptable to the approving body.

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5.1.3 Project evaluation

Project evaluation is the process of assessing the technical, economic, and financial viability, the bankability of a PPP project, and the compliance of the proposed project structure and project terms with existing laws and policies.

The PPPC conducts the above process as part of its role as a member of the technical board of the ICC.

5.1.4 Project monitoring

Project monitoring takes place during the implementation phase of a project, specifically, after the awarding of the PPP contract. The progress of the contracting parties' compliance with contractual obligations and the delivery of their respective outputs are being monitored and reported to relevant stakeholders. The issues affecting the progress of the project and the actions to be taken to address those issues are likewise being reported.

The PPPC assists IAs in setting up a Project Monitoring System using the Project Monitoring Framework and Protocols issued by the PPP GB.

5.1.5 Policy formulation

Policy formulation starts with the identification of issues in implementing PPPs that can be addressed through the promulgation of appropriate policies. Issues are identified by reviewing past PPP projects and by obtaining feedback from IAs and other stakeholders.


5.1.6 Capacity building

The PPPC institutionalized a capacity building program that would promote an environment conducive to the promotion of PPP as a viable option for projects.

Capacity building includes trainings, internships, and briefings that build the competencies of IAs in project development, structuring, evaluation, and monitoring.

5.1.7 Knowledge management

The PPPC provides knowledge products to assist PPP practitioners and to capture best practices and lessons learned from past PPP projects. These knowledge products include case studies, articles, and reference materials.

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5.1.8 Support services

5.1.8.1 Planning and performance management support

The planning and performance management support being provided to the core processes of the PPPC through the CPDD include:

- i. provision of assistance in developing quality objectives (also called work and financial plans) that are aligned to the organizational objectives and goals; and
- ii. monitoring of the first semester and annual accomplishments, and of the quarterly physical report of operation of the Center and of the different Services.

5.1.8.2 Administrative support



The administrative support services being provided to the core processes of the PPPC, through the ADS, include:

- i. services in the areas of recruitment, personnel movement, awards and incentives, employee relations, welfare and benefits, career development, personnel discipline, and health and safety;
- ii. general support services in the areas of records and communication, property, supply and equipment maintenance, utilization and disposal, transport and services, general utility and housekeeping, building and office facilities maintenance, procurement services, and security services;
- iii. financial services including financial planning and budgeting preparation, budget execution, financial control and technical assistance on financial management; and
- iv. accounting services including recording of accounts, bookkeeping, analysis, reconciliation of accounts, and preparation of financial reports.

5.1.8.3 Legal support

The legal support services being provided to the core processes of the PPPC, through the LS, include:

- i. legal advice and assistance to ensure that all transactions, project documents and processes are legally sound and compliant with legal requirements;

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- ii. assessment of potential litigation arising from contract, letters, and other documents and capacitates the Center to deal with legal matters;
- iii. monitoring of various laws, administrative issuances, court decisions, and other legal issuances relative to PPP; and
- iv. legal advice in the formulation, review and improvement of PPP policies, IRR, as well as other related policy concerns.



5.1.8.4 Information and communications technology support

The Information and Communications Technology (ICT) Support being provided to the core processes of the PPPC through the Management Information System Division (MISD) include, among others, the managing and maintenance of a KM portal and its components. The KM portal is being used as a strategic KM tool for an accurate and comprehensive IT implementation strategy.

5.2 PPPC Process Model

The PPPC's Process Model (Figure 3) adopts the plan, do, check, act framework. The PPPC achieves continuous quality improvement in its operations by: 1) planning of quality objectives; 2) execution of work plans and objectives; 3) regularly monitoring of performance against plans and targets; and 4) gathering feedback from its stakeholders.

The results of the feedback from stakeholders are considered by the concerned Services as input in improving their operations. It is also discussed during the Management Review.

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5.3 Planning process and determination of quality objectives

The quality objectives are expressed in terms of the following:

1. **PREXC Indicators and Targets.** PREXC stands for Program Expenditure Classification. It reflects the link between strategies, budgets, and results and facilitates the monitoring and evaluation of performance of a government agency.
2. **Work and financial plans.** The Services are responsible in defining the work and financial plans that support the PREXC indicators and targets. Work and financial plans are incorporated in the personnel commitment forms as prescribed in the SPMS. Services should ensure alignment with quality objectives in the preparation of work and financial plans.

Quality objectives and the degree to which these are achieved shall be regularly monitored and reported to the Center's Management and ISO Steering Committee through the CPDD.

Consistent with the Center's SPMS and ISO Steering Committee policy, unit heads and their corresponding overseeing Top Management (i.e. DED) are responsible in monitoring performance of all units and personnel under their supervision.


5.4 QMS planning process and documents

As primary input to the Center's establishment of its QMS, all relevant inputs are gathered to ensure the success of the system.

As part of PPPC's planning framework, the following activities are being conducted through annual assessment and planning activities:

- a. participation to the NEDA-wide assessment and planning activities;
- b. environmental scanning to include, among others, top-level directives, recent policy issuances, formal correspondences and requests, meetings and discussions with concerned individuals and organizations; and
- c. gathering of available information from partner institutions and organizations e.g. academe, other government organizations and the private sector

Following the PPPC SPMS and this manual, the PPPC conducts its annual planning and assessment activities. From top-level alignment of its vision and mission, to formulation of strategic and annual plan and the translation or identification of detailed Services' plans, the PPPC adheres to the principles of an effective QMS.

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Regular monitoring and validation shall be implemented to ensure costumer requirements are fulfilled and needed changes are implemented for continuous improvement of the system.

5.5 Monitoring of services, divisions and individual performance through the SPMS

The SPMS is a standard performance management system prescribed by CSC and described in the handbook, PPPC SPMS. The PPPC adopts a bi-annual rating period. However, if there is a need for shorter or longer period, the minimum appraisal period shall be at least ninety (90) days or three (3) months, while the maximum shall not be longer than one (1) year.

6. Types and control for external service providers

To assist the PPPC in achieving its commitments to all of its stakeholders, PPPC engages the services of consultants and numerous suppliers of office supplies, and other related equipment and materials.

Control and management for these –from identification of the needed consultancy services and engagement, to procurement and management to ensure delivery of quality service and goods—follow established procedures as shown below.

6.1 Consultancy



The PPPC engages consultants to assist in completing projects and activities requiring expertise not present in its roster of personnel. For engagements funded by the PPPC, procedures outlined in the RA 9184 and CSC rules and regulations are being followed. For engagements funded by the Asian Development Bank (ADB) Capacity Development Technical Assistance (CDTA), the ADB procurement guidelines are being followed (<https://www.adb.org/sites/default/files/institutional-document/33431/pai-204.pdf>).

The Terms of Reference outlining the deliverables and key milestone activities form part of the consultancy contract, which is regularly monitored by identified personnel or the concerned group in the PPPC. To further ensure quality in the outputs of consultants, milestone payments is also practiced.

6.2 Goods

Supply of goods for the PPPC follows the procedures outlined in the RA 9184 and the ADS internal procedures, while ADB procurement guidelines is used for those funded by said development partner. These procedures include detailed steps in ensuring quality through inspection prior to final acceptance.

Goods, as defined in RA 9184, refer to all items, supplies, materials, and general support services, including non-personal or contractual services, such as security or janitorial services. This excludes consulting services and infrastructure projects.

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7. Annexes

7.1 Forms, templates, guidelines or procedures for the following processes:

7.1.1 Control of Non-Conforming Outputs and Corrective Action

The PPPC has defined the procedure for identifying, documenting, and analyzing non-conformities pertaining to the Center's outputs as prescribed under the QMS processes. This is also utilized in mitigating the impact of identified non-conformities by implementing appropriate corrective actions.

The PPPC, in maintaining its QMS, will be able to eliminate actual and potential deficiencies by proactively investigating its non-conformities and implementing actions to prevent or manage future occurrence.

The Control of Non-conformity and Corrective Action procedure of the PPPC is detailed in the Procedures Manual.

7.1.2 Internal Audit

The Internal Audit determines the PPPC's degree of continued conformance to ISO 9001:2015 standards and serves as a tool in ensuring that the organization's QMS is effectively implemented and maintained.

The audit is done according to a procedure and is based on Internal Audit plans that evaluate the effectiveness and efficiency of the PPPC's management and operations. The Internal Audit shall be done at least once a year.



The procedures for Internal Audit of the PPPC is detailed in the Procedures Manual.

7.1.3 Management review

The PPPC has defined the procedure for management review, which requires the Top Management to determine and evaluate the implementation of its QMS, the need for change for the system's improvement, as well as the alignment of the policies and objectives with the strategic direction of the PPPC. The management review of the PPPC shall be done once a year or as appropriate. The procedures for Management Review of the PPPC is detailed in the Procedures Manual.

7.1.4 Risk assessment

The PPPC has defined the procedure for the conduct of risk. The risk assessment provides understanding of the PPPC's risks, their root causes, consequences (impact) and probabilities (likelihood).

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The risk-based approach ensures that quality objectives, plans and targets of the PPPC are achieved.

The Risk Assessment procedure of the PPPC is detailed in the Procedures Manual.

7.1.5 Control of documented information

7.1.5.1. Control of documents

The PPPC has a procedure on the control of documented information relating to the Center's QMS. This includes the creation, review, approval, revision, registration, and distribution of documents.

The procedure on Control of Documents is detailed in the PPPC Procedures Manual.

7.1.5.2. Control of records



The PPPC has established a Recordkeeping Policies and Procedures handbook, which serves as a definitive source of instructions and guidance on the basic principles of sound records and information management applicable to the types and nature of records and the functions of the Records and Archives Unit of the PPPC.

The handbook provides guidelines on how to: (a) designate authority for the implementation of a centralized files plan for all recordkeeping activities and phases of the records management program; (b) clarify the responsibilities and functions of records management in the PPPC; (c) establish office-wide uniform applications and practices, in the creation, processing, maintenance, retention, destruction, and preservation of records; (d) guide designated records custodians responsible for the custody and safekeeping of documents and records, with the end in view of bringing about efficiency, effectiveness, promptness, accuracy and economy in the delivery of records management services.

The Recordkeeping Policies and Procedures Handbook of the PPPC is detailed in the Physical Resources Management and General Services Operations Manual.

7.1.6 Feedback and Complaints Mechanism

The PPPC provides mechanisms on the solicitation of customer feedbacks and complaints in a number of ways (i.e. drop box, PPPC website, e-mail and phone call) to ensure that quality services are provided at a timely manner. The Feedback and Complaint Mechanism procedure is detailed in the PPPC Procedures Manual.

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The Services also solicit feedback from their respective clients with corresponding tools and evaluation process which is discussed in the respective Operations Manuals of the Services.

7.2 Service Operations Manual

The Service Operations Manual lays out the guidelines in effectively performing and completing the core processes/area of operations of each of the Services.

