

FOR: **ATTY. MARIJOY D. SEGUI, CESO III**
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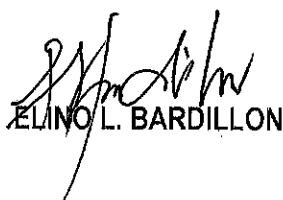
SUBJECT: **CWC Quality Management System Manual**

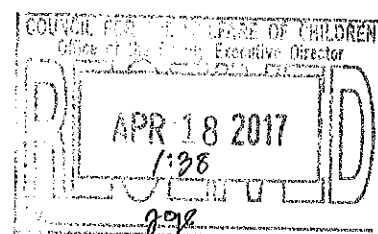
DATE: April 12, 2017

Respectfully submitting the revised CWC Quality Management System Manual based on the inputs from the Business Mapping Process and other relevant documents. The QMSM as a work on progress document is in compliance ~~with~~ of the requirements for the grant of 2016 PBB for posting at the CWC website and submission to the AO 25 Secretariat in lieu of the ISO certification.

As discussed, the CWC Board functions on the approval of the Work and Financial Plan was deleted in consistent with the functions stipulated in PD 603 and Executive Order 233.

For your approval.


ELINOR L. BARDILLON





COUNCIL FOR THE WELFARE OF CHILDREN

QUALITY MANAGEMENT SYSTEM MANUAL

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Introduction

Purpose of the Quality Management System Manual

Chapter I ORGANIZATIONAL PROFILE

History and Mandate:

The Council for the Welfare of Children was created through the enactment of Presidential Degree (P.D.) No. 603, otherwise known as the Child and Youth Welfare Code, December 1974. It provided for the guarantee of the promotion and protection of the rights of children by the family, the community and the state. It also provided for the creation of the Council for the Welfare of Children (CWC) which mandated to be primarily responsible for the implementation of the provisions of the said law. The same law also established CWC under the Office of the President (OP).

Executive Order (E. O.) No. 708, series of 1981, attached CWC to the Department of Social Welfare and Development (DSWD) upon the reorganization of the Office of the President.

In 1987, EO 233, series of 1987 was issued which redefined the role and the organizational structure of CWC. It increased the composition of the council members and created the TMC which is composed of Bureau and Service Heads of each government and NGO as appropriate.

In 2000, CWC was again placed under OP through the enactment of RA 8980 otherwise known as Early Childhood Care and Development (ECCD) Bill. It provides for the institutionalization of a national system for early childhood care and development for conception to age six. It mandates the CWC to function as a national ECCD coordinating council (NECCDCC) which is the prime agency to implement the provisions of said law.

Executive Order No. 806 signed in 2009, Amended EO No. 778 and affirmed that CWC shall continue to function and exercise the same powers pursuant to the provisions of PD 603 and EO 233 and attached to the Department of Social Welfare and Development.

Powers and Functions:

The Council has the following powers and responsibilities:

1. Coordinate the implementation and enforcement of all laws relative to the promotion of child and youth welfare;
2. Formulate an integrated national policy and long-range programs, monitor and evaluate the implementation of this policy and all programs and services relative to the development of the general welfare and protection of the best interests of children and youth;



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3. Advocate and recommend to the President and other appropriate agencies for implementation on a nation-wide scale when appropriate, new innovative, pilot programs and services for the general welfare of children;
4. Mobilize resource assistance and call upon and utilize any department, bureau, office, agency, or instrumentalities, public, private or voluntary, for such assistance as it may require in the performance of its functions;
5. Submit annually to the President a comprehensive report on its activities and accomplishments;
6. Performs such other functions as provided by laws.

Functions of the Secretariat:

The Council for the Welfare of Children has a Secretariat headed by an Executive Director and a *Deputy Executive Director* duly appointed by the President. The Secretariat is the executive arm of the Council and its tasks and functions are as follows:

1. Implement all directives and resolutions of the Council.
2. Coordinate and monitor the implementation of policies, programs and projects.
3. Facilitate the conduct of researches, human resources development and project development that the children and youth serving agencies may need.
4. Provide administrative, secretariat, communications, documentations and liaison services to the Council and its committees, sectorial panels and other organizational structure under the Council.
5. Prepare necessary reports as required.
6. Perform other tasks and functions as directed by the Council pursuant to the goals and objectives of PD 603 and EO 233 and other pertinent decrees, executive orders, proclamations and regulations for the welfare of children and youth.

Definition of Child

As stipulated under Presidential Decree No. 603 s. 1974 as amended by Republic Act No. 6809 (lowering the age of majority from 21 to 18), the child is a person below the age of 18 years. The term "child" is used interchangeably with the "youth". Ensuing policies such as Republic Act No. 7610 s. 1992 adopts the same definition anchored on the UN Convention on the Rights of the Child.

Related Laws

1987 Constitution - Article XV

Section 3 imposes upon the State the obligation to defend the right of children to assistance, including proper care and nutrition, and special protection from all forms of neglect, abuse, cruelty, exploitation and other conditions prejudicial to their development.

E.O. 209 (Family Code of the Philippines of 1987) deals with the family as an institution and contains provisions which aim to promote the best interests of the child.



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RA 8043 (Inter-Country Adoption Act of 1995) establishing the rules to govern inter-country adoption of Filipino children, and for other purposes.

RA 8369 (Family Courts Act of 1997) provides for the creation of family courts that are vested with exclusive jurisdiction over child and family cases.

RA 8371 (Indigenous Peoples Rights Act of 1997) provides for the non-recruitment of children of indigenous cultural communities/indigenous peoples into the armed forces.

RA 9208 (The Anti Trafficking in Persons Act of 2003) providing for penalties on the recruitment, transportation or abduction of children to engage in armed activities.

RA 9231 (The Act Prohibiting Employment of Children in Hazardous Areas of 2003) recruitment of children for use in armed conflict" is considered one of the "worst forms of child labor".

RA 9262 (The Anti-Violence Against Women and their Children Act of 2004) providing protective measures for women & children victims and prescribing penalties thereof.

RA 9344 (The Juvenile Justice & Welfare Act of 2006) provides protection rights for children at risk and children in conflict with the law from prevention to rehabilitation & reintegration.

RA 9858 (Legitimation of Children Born to Parents Below Marrying Age of 2009) provides for the legitimation of children born to parents below marrying age, amending for the purpose the Family Code of the Philippines, as amended.

RA 9775 (Anti-Child Pornography Act of 2009) defines the crime of child pornography, prescribing penalties therefor and for other purposes.

RA 9995 (Anti-Photo and Video Voyeurism Act of 2009) defines and penalizes the crime of photo and video voyeurism, prescribing penalties therefor, and for other purposes.

RA 10165 (Foster Care Act of 2012) strengthens and propagate foster care and to provide funds therefor

RA 10364 (Expanded Anti-Trafficking in Person Act of 2012) expands RA9208 to institute policies to eliminate trafficking in persons especially women and children, establishing the necessary institutional mechanisms for the protection and support of trafficked persons, providing penalties for its violations and for other purposes.

EO 138 (Adopting the Comprehensive Program Framework for Children in Armed Conflict, Strengthening the Council for the Welfare of Children (CWC) and for other purposes.

Organizational Outcome and Major Final Output

CWC sets its organizational Outcome as "Coordinated government action for the fulfilment of the rights of the child" while its Major Final Output is "Child Welfare Policy Services".



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Vision, Mission and Core Values

Vision: The Focal Government Inter-Agency Body Providing Dynamic Leadership In Ensuring A Child-Friendly And Child-Sensitive Society Where Every Child Fully Enjoys Hi/Her Rights.

Mission:

CWC shall undertake its coordinative role for children through:

- a. Coordination of implementation and enforcement of all laws relative to the promotion of children's welfare;
- b. Formulation and advocacy for the implementation of policies, programs and projects;
- c. Monitoring and evaluation of policies, programs and measures for children;
- d. Advocacy for child rights and mobilization of resources;
- e. Building strong networks, partnerships and coordination mechanisms; and
- f. Institution building of partners and stakeholders.

Core Values: The Council for the Welfare of Children is guided by the following core values at all times: see Mench Diokno's outputs:

- a. **Respect for the rights of the child** is given premium.
- b. **Strive for Excellence** in all its undertakings with highest standards.
- c. **Non-discrimination** of children regardless of age, sex, color, religion, ethnicity, race, etc;
- d. **Accountability** - We shall act with transparency, liability, and answerability. We shall acknowledge and assume responsibility for actions, decisions and policies including the administration, governance and implementation of programs and services. We shall accept the consequences of choices and learning from our mistakes.

Scope of the Quality Management System

The scope CWC's Quality Management System are enumerated and explained in Section 2.3.

The Organization and Its Context

CWC continues to encounter various challenges, issues and concerns that affects its ability to provide and deliver its mandated functions as the apex agency on children. These challenges and issues are influenced by various factors which can be internal and external to the organization. Internal issues refer to context within the organization such as values, culture, knowledge and performance of the organization. External issues refer to context outside of CWC that arise from legal, technological, cultural,



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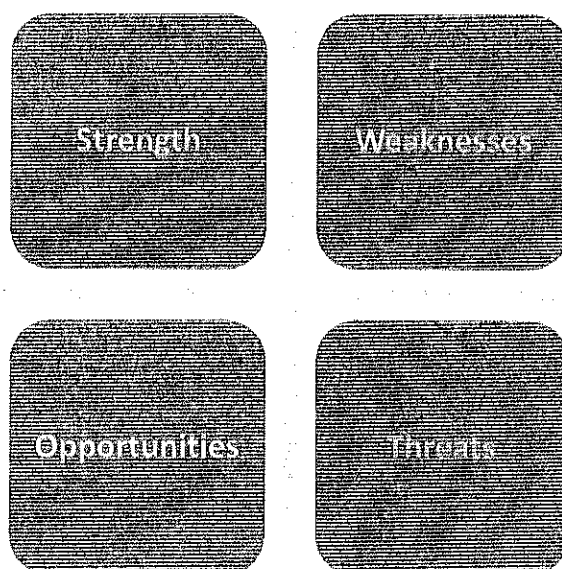
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social, political and economic environments. In order to have a better perspective and awareness of factors that affects the organization and to have a better understanding of internal factors within the organizations, CWC shall prepare a SWOT Analysis based on the framework illustrated in Figure A.

Figure A: CWC's SWOT Analysis

Strength and weaknesses are internal issues such as values, culture, knowledge and performance of CWC.



Opportunities and threats are external issues that arise from the social, cultural, legal, technological, milieu.

Strengths	Weaknesses
• Legal mandate • Commitment of staff • Skills/competence of personnel • Competence of the CWC Board members and other structures • Supportive partners, allies • Culture of initiative and improvement of staff	• Limited plantilla personnel and budget • CWC's advocacy effort is weak • Confined at the national level only



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Opportunities	Threats
- Increased networks, partners from the social media, faith-based, civic, transport groups, private business establishments among others - Legislative allies - Support from partners in terms of expertise, funds, and other resources - RSCWC technical staff in all regions	- Child's best interest may not be aligned with existing government policy (e.g. who will give consent to HIV testing on children without parents) - Advocacy against lowering of age of criminal responsibility has not gained wide support - Children not a priority agenda especially among the local government units - Presence of different inter-agency councils and committees on children

The above SWOT information is documented and surfaced in many gatherings. They form part of CWC's annual monitoring and used as inputs to the strategic planning. The SWOT analysis shall be reviewed and updated during management reviews. These information will be important inputs in CWC's assessment and strategic planning such that the strengths will be used as protection against threats; the threat will be used to uncover its weaknesses; the weaknesses to enrich further the opportunities; and the opportunities to become CWC's strengths.

Needs and Expectations of Different Interested Parties

The approach used to develop, implement and maintain our quality management system is influenced by various factors. We have determined the needs and expectations of our customers, interested parties, suppliers, our community, and our employees and have established a quality policy and objectives for our organization. These needs and expectations may stem from various means of interactions such as focus group discussion, program implementation review, meeting, forum, consultative workshops/meetings and other means.

We have identified our processes and responsibilities necessary to achieve our quality objectives. These processes have documented procedures that define the process owner(s) and related responsibilities. The process owners are responsible for ensuring supporting process instructions are properly documented, coordinated, and maintained.

Figure B. Interested Parties' Needs and Expectations

Interested Parties	Needs and Expectations
A. Government Sector - Government agencies - Local government Units - Legislative body – House and Senate	- Plans and laws on children - Data on children and other information on the situation of children - Technical assistance



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	• Reports on the situation of children such as: annual report, accomplishment, State of the Filipino Children's Report (SOFCR), National Plan of Action for Children (NPAC), CHILD 21, Philippines Plan of Action to End Violence Against Children (PPA eVAC) • Advocacy materials on children – researches, brochures, flyers, others • Representation/involvement of CWC in activities/events as resource speaker, participant, others
B. Private Sector • Non-government agencies • Faith/church-based group • Civic group • Children's organizations • International agencies	• Plans and laws on children • Data on children and other information on the situation of children • Technical assistance • Reports on the situation of children such as: annual report, accomplishment, State of the Filipino Children's Report (SOFCR), Philippines Plan of Action to End Violence Against Children (PPA eVAC) • Advocacy materials on children – researches, brochures, flyers, others • Representation/involvement of CWC in activities/events as resource speaker, participant, others • Resource augmentation

The needs and expectations of each interest group as listed above are specific as possible for use by CWC in the planning process; these are rendered by the different Divisions and Units based on their functions and are reviewed regularly during the Mid and Year-End Assessment and Planning or as the need arise.



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Chapter II Quality Management System of the Council for the Welfare of Children

Purpose of the CWC QMS

The development of the Quality Management System is in keeping with the principle of organizational excellence. This shall serve as a strategic management tool and a framework to improve CWC's overall performance as the apex agency on children's rights and to provide a sound basis for continual improvement of its operation. Likewise, the CWC's QMS aims to demonstrate its ability to consistently provide coordinated action to address children's issues and concerns, especially emerging situations besetting the situation of the Filipino children.

The Quality Manual

This Quality Manual has been prepared to define the Quality Management System requirements for CWC described herein. It is presented in narrative and graphical description of the processes designed to provide the personnel, as well as our partners and stakeholders from government and non-government agencies, with an overview and insight into our quality policies and procedures which govern the delivery of our products and services.

Process Map

The process map of CWC provides a clear illustration of the interaction between QMS processes and likewise shows how clients/interested parties are satisfied with the services delivered by CWC. It consists of four (4) services: Management Service, core service, support service and performance review and improvement service.



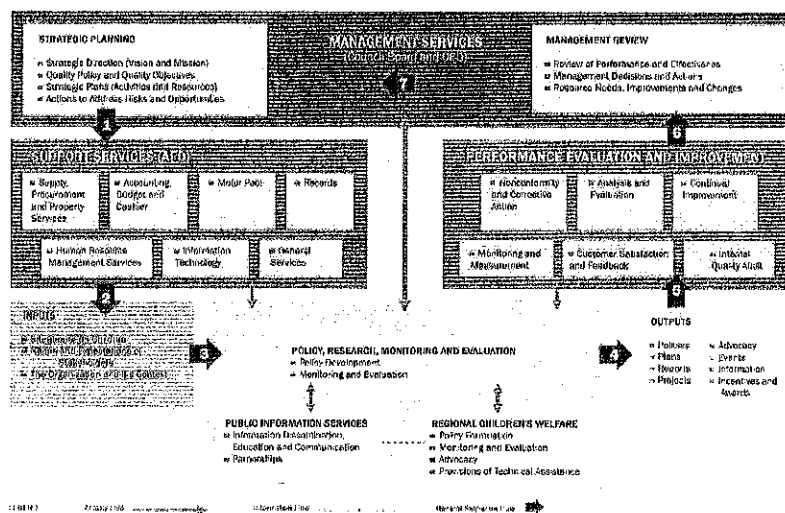
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Figure C: CWC Process Map

CWC PROCESS MAP



The process map sets the boundaries of the processes involved in the quality management system of the agency. The **Management Services** is represented by the Council Board and the Executive Director. As a collegial body, they are the top management that directs and controls the organization in relation to the established quality management system. There are two (2) Management processes involved here: the strategic planning and the management review/evaluation.

The **Core Services** refers to the processes that produce the major deliverables of the CWC and deals directly with the external clients/interested parties and stakeholders. There are three (3) offices that fall under this Service: the Policy and Planning Division (PPD); Localization and Institutionalization Division (LID)/Monitoring & Evaluation Division (MED); and the Public Affairs and Information Office (PAIO). Major projects/programs under these offices include the following:

Formulation/development of:

- National Plan of Action for Children (NPAC) and companion plans
- Legislative Agenda on Children
- Research Agenda

Implementation of:

- Activities towards Strengthening of the Regional Committee/Sub-Committee for the Welfare of Children (RC/SCWC)
- Harmonization of the Subbaybay Bata Monitoring System (SBMS) and the Results-Based Monitoring and Evaluation System (RBME)
- Establish a functional Knowledge Management System (KMS) for the Child Friendly Local Governance Audit (CFLGA)
- Development of information, education, and communication materials
- Continuing advocacy for child rights promotion and protection



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Key processes in all the above projects/programs include review/assessment; plan /policy formulation, technical assistance, networking, capability building, and information dissemination. This Core processes generally interacts with each other in terms of sequential flow. The output of policy development will serve as input to program development and later to monitoring and evaluation. Research development will input to policy and program development.

Equally important is the **Support Services** which contribute largely in facilitating the implementation of approved project/activities identified by the Divisions/Units under the Core Services. These relate to the activities or functions that support the day-to-day operations of the agency, such as human resource, finance and admin support, records and communication management. The Support Services afford the necessary support functions to the core and management services to guarantee the effective delivery of services that meet the client/interested parties' requirements. These processes are generally in compliance with regulatory and statutory requirements. Support Services are further defined in Chapter VI: Support Services of this Quality Manual.

Performance Evaluation and Improvement services involve the processes needed for the continual improvement of the Quality Management System. These are generally incorporated in the different Divisions/Units of CWC. Client/interested parties' feedback and assessment provides information on how the agency is seen in terms of meeting their needs and requirements. Monitoring measurement, analysis and evaluation provides evidences on the performance of the system in realizing the intended results of process and what improvement needs to be made. Internal Quality Audit is a value adding process that evaluates conformity and effectiveness of the organization with standards and meeting organizational requirements. Processes under performance evaluation would generally lead to continual improvement of the over-all performance of the agency and results to a more effective and efficient delivery of services and increased client satisfaction. Performance and Improvement Services are defined in Chapter VII of the Quality Management System.

Quality Objectives and Plans (QOPs) established at different function and levels within the organization shall serve as the benchmarks and methods needed to ensure that processes are effective. Once objectives are achieved, the process is considered as effective. The QOPs includes identification of processes, activities, strategies and resources necessary in order to achieve the objectives. Processes shall be monitored, measured and analyzed using the Process Performance Monitoring Tool. As a result of the monitoring, the organization shall implement improvement actions as applicable.

Documentation Requirement

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

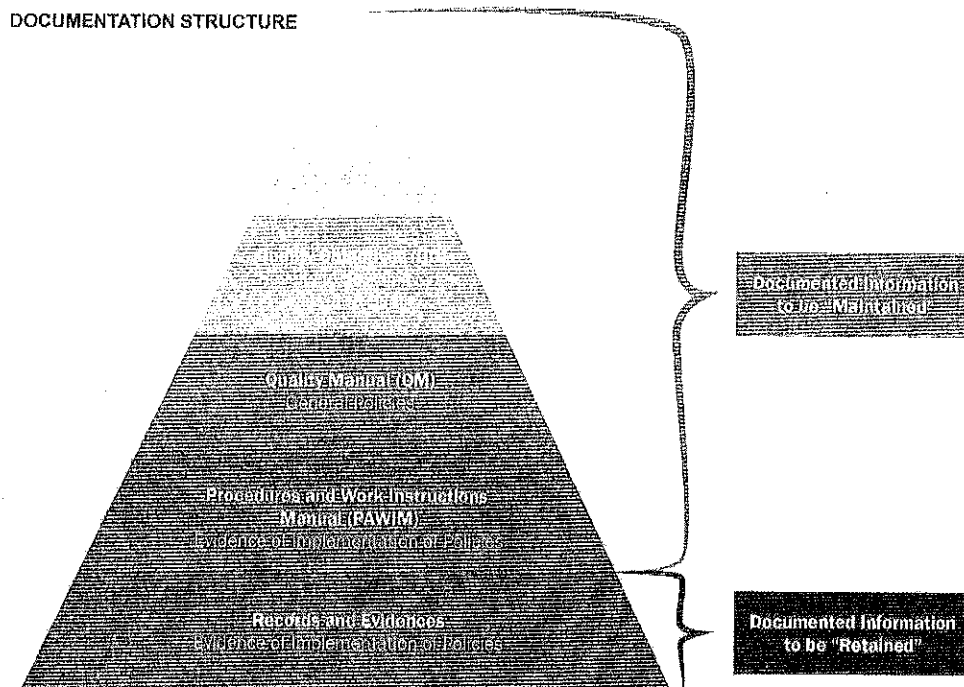


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Figure D: CWC's Documentation System



This documentation system is structured in a pyramid with five (5) levels (or tiers) of documentation. It indicates the hierarchy and level of documentation according to importance. The documentation pyramid represents the operational flow of information (i.e. day to day processes carried out by the use of dynamic and current documentation) and emphasizes the impact of the quality manual on the entire documentation structure of the agency. The 5 tiered pyramid, being an operational tool to manage the quality system. This goes to show that the Quality Manual is only a small portion of the overall documentation, yet is very important as all other documentation must adhere with the principles stipulated in the Manual. On the other hand the bulk of any documentation system is the records and evidences that are compiled over the years of service.

Quality Policy

Quality Policy is the overall intent and direction of the CWC anchored on its vision and mission. It expresses the organization's intent in adhering to global standards, implementing and evaluating the programs and services towards enhancing client satisfaction and commitment to continual improvement of the quality management system. The Quality Policy is the basis for creating CWC's organizational Quality Objectives and each area creates goals relevant in support to these objectives. The Quality Policy is communicated and understood throughout the organization and is reviewed for continuing suitability during management review and all Division/Unit Heads are responsible for communicating how the Quality Policy applies to each employee's specific function.



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Quality Objectives

This is based on the documented information resulting from the planning processes where goals and objectives needed to meet the requirements of the agency is established. These include, but are not limited to, performance objectives that are communicated as criteria and measured throughout the organization processes and functions. The Quality Objectives are consistent with the Quality Policy and are measurable to ensure effectiveness and efficiency of CWC's products and services.

Quality Manual

The Quality Management Systems Manual contains the general policy statements in the performance of CWC's operations. It includes description of the processes designed to provide our employees, as well as our customers/clients, stakeholders, partners and suppliers, with an overview and insight into CWC's quality policies and procedures which govern the delivery of products and services. It is to be used to implement activities affecting quality, sequence and interaction of processes, reference to procedures and general policy statements.

It is CWC's intent and the purpose of this Quality Management Systems Manual to assure the quality and reliability of its products/deliverables and services.

Improvements in this Manual may be sourced from its users which maybe submitted to CWC's personnel for consideration.

Procedures and Work Instruction Manual (PAWIN)

This Manual contains documents needed by the agency to warrant effective planning, operation and control of its processes. It contains the following features: provides the specific guidance and quality control in the conduct of the agency's processes; contains the operational guides on what the agency does and how it achieves stated policies; provides guidance on all procedures and work instructions required to ensure the satisfactory operation and perform various activities as described in CWC's Quality Management System Manual.

Procedures will detail the *who, how, when, where, and why* of a particular function or process undertaken by the organization and have a set structure (purpose, scope, references, definitions, procedure, and documentation). Work instructions are detailed step-by-step instructions that explain how to carry out a particular task. Each of these processes provides or among others:

- a. Policies
- b. Procedures
- c. Work Instructions
- d. Guidelines
- e. Standard Forms



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Records and Evidences

This refers to documented information that provide evidence of service provision and effective operation of the Quality Management System. These include duly filled-up standard forms, supporting documents, and other relevant records generated in the delivery/implementation of projects/activities/programs.

Control of Documented Information

CWC shall observe documentation of its quality management system to ensure effective planning, operation and control of all its processes. Documentation should add value to process and should ensure compliance to statutory and regulatory requirements. The Top Management shall designate a Documentation Control Officer (DCO), tasked to oversee the implementation of documents and records control procedures of CWC's QMS.

Under the guidance of the Quality Management Representative (QMR), the DCO shall: ensure that all documents determined by the organization as necessary for the effectiveness of the QMS is available and suitable for use when and where it is needed; further ensure that documented information are adequately protected from loss of confidentiality, improper use and loss of integrity; and be responsible for the creation and update and control of documented information.

Specific controls applied to Document and Records are defined in the Document Control Procedure and Records Control Procedure.

Chapter III TOP MANAGEMENT

CWC Top Management

The Council Board is composed of a Chairman and eleven (11) members. Pursuant to Section 3 of Executive Order No.233, the following members or their duly appointed/designated representatives composed the Council:.

- | | |
|-------------|--|
| Chairperson | - Department of Social Welfare and Development |
| Members | - Department of Education, Culture and Sports |
| | - Department of Health |
| | - Department of Labor and Employment |
| | - Department of Justice |
| | - Department of Interior and Local Government |
| | - Department of Agriculture |
| | - National Economic and Development Authority |
| | - National Nutrition Council |



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- Three Private Individuals concerned with the welfare of children and youth with no dual role as a government employee and with at least one year of being an active member of a legitimate youth organization

The three private individuals are nominated by the Board and appointed by the President upon the recommendation of the Chairman and serve for two years subject to renewal.

Leadership and Commitment

CWC's Top Management demonstrates its commitment by:

- a. Being the accountable body primarily responsible for the increase effectiveness and efficiency in meeting the organization's Quality Management System, ensuring that requirements are integrated into its operation and ensuring that the quality management system realize its intended result of customer satisfaction and provision of quality products and services;
- b. Establishing an effective and efficient improved communication between levels and functions of the organization;
- c. Developing and improving the capability of the organization and its people to deliver desired results with the required resources, training and authority to act with accountability;
- d. Creating and sustaining shared values, fairness and ethical models for behavior at all levels of the organization
- e. Encouraging an organization-wide commitment to quality processes with the needed resources to ensure its proper implementation;
- f. Inspiring, encouraging and recognizing people's contribution to the effective QMS implementation;
- g. Promoting better coordination of the organization's processes based on QMS requirements.

Customer Focus

The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations. Sustained success is achieved when an organization attracts and retains the confidence of customers and other interested parties. Every aspect of customer interaction provides an opportunity to create more value for the customer. Understanding current and future needs of customers and other interested parties contributes to sustained success of the organization.

The agency recognizes direct and indirect customers as those who receive value from the organization. It is significant to understand customers' current and future needs and expectations as this will ensure the linking of the organization's objectives to customer needs and expectations. Customer needs and expectations must be communicated throughout the organization to integrate these in the quality planning to meet customer requirements. Measures and monitoring tools on customer satisfaction will be designed and developed to determine and take actions on interested parties' needs and expectations. Customer's satisfaction measurement itself is a process, which continually evolves and feeds new customer input into the organization. Customer's satisfaction contributes to the life cycle of the product.



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Quality Policy

Guided with the principles of providing excellent quality services to its customers, partners, stakeholders and the Filipino children, CWC's Quality Policy Statement is:

- The Council for the Welfare of Children (CWC) takes a pro-active stance in protecting the Filipino child from various forms of abuse, exploitation, violence that are harmful, detrimental or prejudicial to the child.
- Together with our partners, CWC is committed to deliver quality services to children to ensure their protection, security, and the best interests of the children.
- CWC shall strive for the attainment of being on the cutting edge of organizational development led by a multi-disciplinary team of experts and competent staff who proactively respond to the demands of international policies and treaties.
- We shall continuously improve our service effectiveness and efficiency with transparency, accountability and integrity.

BRIEF DESCRIPTION OF THE QUALITY POLICY

CWC's Quality Policy specifies the overall intent and direction of the organization and its commitment to quality. Firstly, it expresses the direction of the organization for the Filipino children whose rights are promoted and protected. Secondly, it spells out the intent of providing quality services with collaborative efforts with the agency's partners/stakeholders based on its mandate and mission. Thirdly, the Quality Policy Statement refers to the fulfillment of our commitment to develop, engage, and empower employees and working environment that reflects QUALITY as a way of life. The last statement refers to the commitment of the organization to make continual improvement as its permanent objective and its aim for public service excellence in complying with applicable requirements.

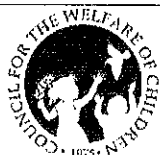
Organizational Role, Responsibilities and Authorities

Organizational Structure

THE COUNCIL BOARD

Functions

- i. Provide directions in the area of promotion and protection of the welfare of children.
- ii. Formulate a 5-year National Program/Plan for Children



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- iii. Approve/Adopt resolutions on specific concerns on children and youth for their integrated and coordinated implementation
- iv. Spearhead the conduct of the Five – Year National Study on the Situation of Children & Youth

Composition*

i. Department of Social Welfare & Development	-	Chairman
ii. Department of Education	-	Member
iii. Department of Health	-	Member
iv. Department of Labor and Employment	-	Member
v. Department of Justice	-	Member
vi. Department of Interior & Local Government	-	Member
vii. Department of Agriculture	-	Member
viii. National Economic and Development Authority	-	Member
ix. National Nutrition Council	-	Member
x. Council for the Welfare of Children	-	Member
xi. Three (3) Private Individuals	-	Member

*(Same composition as indicated in page 16 in the earlier discussion under CWC top management)

As stipulated in P.D. 603 and E.O.233, the President, upon the recommendation of the Chairman, shall appoint three (3) private individuals with at least one (1) being an active member of a legitimate youth organization.

Criteria in the selection of the private individuals:

1. He or she must be a Filipino citizen:
2. Who is the head of the agency or someone who is holding a position of influence for at least a year in a private child and/or youth serving organization recognized or licensed by the Department member agency of the Council;
3. Belongs to an agency/organization with a wide sphere of influence with the clientele-operating in at least three (3) regions preferably on a national level;
4. Does not hold any government position;
5. Has professional/core competence/expertise on children and youth concerns.
6. For youth representative, he/she must be at most eighteen (18) years of age upon nomination.



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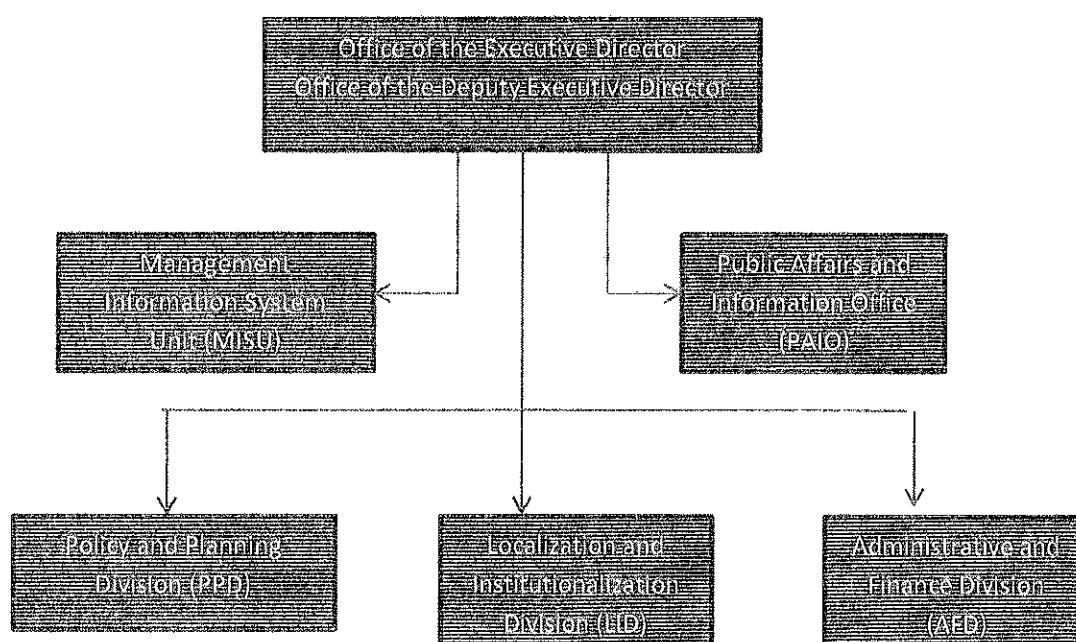
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Definition of Authority and Responsibility

Secretariat

The CWC acts as the secretariat to the Council Board and all other structures created.



Responsibilities of each position, as depicted in the organizational chart, are defined in the Position Description Form (PDS). In addition, the Executive Director can issue office orders to assign, Re-assign, designate, create roles, responsibilities and authorizes within the agency in accordance with existing statutory and regulatory requirements.

The Executive Quality Management Director/Representative

By virtue of the P.D. 603 as amended by Executive Order 233 s. 1986, the Executive Director, under the general direction of the Board, conducts the affairs of CWC and enforces the resolutions, instruction and orders approved by the Board, and other relevant laws. The Executive Director continually reviews the agency's resources to ensure that adequate staff, equipment and materials are available to meet its requirements in the delivery/implementation of project/activities/programs.



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All staff is allocated with authority to perform their allocated responsibilities. The following provides a summary of the principal responsibilities of each job role, and these are clarified in greater detail within the Operating Procedures.

All staff shares the authority and responsibility of identifying non-compliances or possible improvements, and recording these instances such that corrective action can be taken, both to rectify the immediate situation and to prevent recurrence.

The Chairperson shall designate a Quality Management Representative (QMR) through an order. The QMR defines and communicates the responsibilities and authorities necessary to implement, maintain and improve the effectiveness of the quality management system. Organization charts indicate interrelations of the corporate functions; this quality policy manual shows management responsibilities and related procedures identify corresponding authorities within the quality management system. Top Management has appointed an QMR with complete organizational freedom to resolve all matters pertaining to quality. Irrespective of other responsibilities, this QMR has the responsibility and authority for reporting to top management on the performance of the quality management system including ensuring required system processes are established, implemented and maintained and any need for improvements while promoting the awareness of customer requirements throughout the organization. Quality Management System Policy Manual defined various channels of communication within the organization regarding the effectiveness of the quality management system. The role of the QMR includes being a liaison with the external parties.

Communication Policy

Internal communication processes is carried out to disseminate the effective processes of QMS, policies and feedback system through:

- a. Memorandum
- b. Office/Administrative Orders
- c. Regular Meetings
- d. Routine Slips
- e. One-on-one discussion with the concerned units or personnel.
- f. Bulletin Boards
- g. Feedback Reports
- h. Phone calls

The use of internet and Short Message Services (SMS) have largely contributed in facilitating internal communication.

Management Review

Composition, Frequency and Records Management Review. The Management Committee (ManCom) spearheads the Management Review through the conduct of meeting scheduled twice a month, every 1st and 3rd Mondays. It is composed of the following:



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Executive Director
Deputy Executive Director
Division Head, Policy and Planning Division (PPD)
Division Head, Monitoring and Evaluation Division (MED)
Division Head, Administrative and Finance Division (AFD)
Unit Head, Public Affairs and Information Office (PAIO)
Representative, Management Information System Unit

The Executive Assistant (EA) of the Office of the Executive Director acts as the secretariat to the ManCom meetings.

Agenda of the Management Review (Inputs). The agenda of the ManCom is prepared a week prior to the scheduled meeting by the Secretariat as per the recommendation by its members which include the following:

- a. Status of Actions from previous Management Reviews
- b. Customer feedback
- c. Process performance and product conformity,
- d. Status of preventive and corrective actions,
- e. Changes that could affect the quality management system, and
- g. Recommendations for improvement

It is the responsibility of the Members to provide information/updates for each of the agenda item based on the Terms of Reference of the ManCom. The presentations shall form part of the Management Review Record for future reference.

Results of the Review (Outputs). The outputs of the Management Review are decisions and actions translated into policies that will redound to the continual improvement of the quality management system.

Resource Management

CWC Top management ensures that resources necessary for the effective implementation of our agency strategy and the achievement of its quality objectives are identified and made available. It identifies resources needed to implement, maintain, and improve the effectiveness of the processes within the quality management system and to enhance the ability to meet customer requirements. Identified resource needs are submitted to Executive Director or Head of Agency for their review and approval.

CWC shall determine and provide in timely manner the resources needed to implement and improve the processes of the quality management system and address customer satisfaction. The agency shall identify the resource requirements of current plans, objectives, including QMS objectives and take steps to ensure that all plans and objectives have adequate resources for implementation and maintenance. It shall provide the necessary resources to ensure that the applicable standards are met to perform its regulatory functions.



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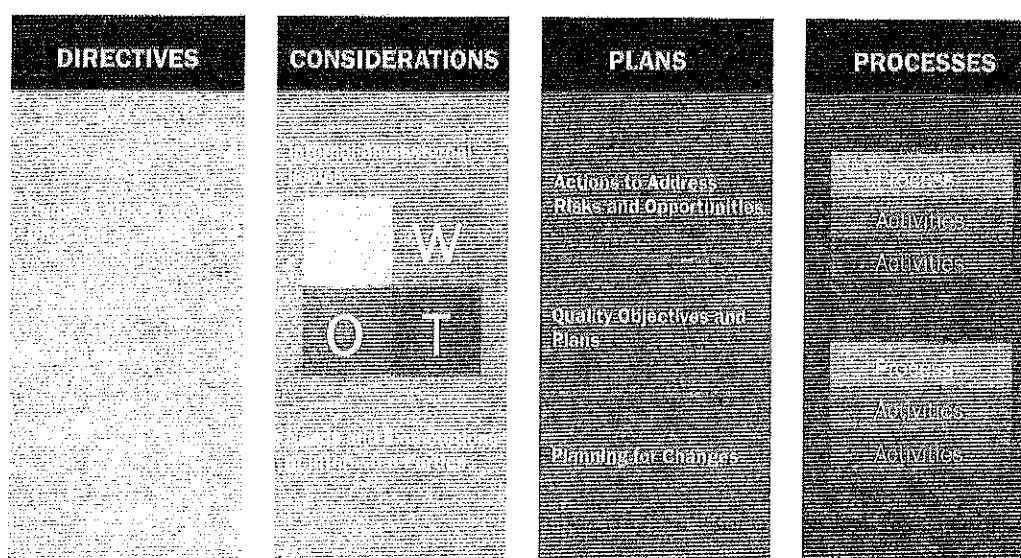
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Chapter V PLANNING

CWC's Quality Management System Management

COUNCIL FOR THE WELFARE OF CHILDREN QMS PLANNING FRAMEWORK



Planning for the Quality Management System shall be based on the framework illustrated above. The vision declares CWC's its strategic directions while its mission states its purpose. Vision and mission are specified in Section 1.2 of the QMS Manual. The Quality Policy serves as the intent and direction of the organization with regard to its aim to integrate quality in every aspect of the operation. The Quality Policy also serves its aspirations to exceed customer expectations and continually improve its services. The ICAB Quality Policy was spelled in Section 3.4 of the Quality Manual. The Vision, Mission and Quality Policy of CWC acts as the directives that emanates from the Top Management.

In realizing its vision and mission and achieving its Quality Policy, CWC shall give due consideration to the organizational SWOT Analysis established in Section 1.4 of this Manual to ascertain the internal and external issues affecting the organization. Is shall also consider the relevant interested parties and their needs and expectations as specified in Section 1.5 of this Manual. Process owners shall use the information in the SWOT Analysis and the needs and expectations of the interested parties during its planning.

Top Management shall establish Organizational Quality Objectives to identify what CWC aims to achieve as an organization. As an Attached Agency of the Department of Social Welfare and Development and

the Philippine government mandated agency on child rights promotion and protection.

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As part of the planning process, process owners shall determine actions to address risks and opportunities to provide assurance that intended results shall be achieved, enhance opportunities, eliminate or prevent risks and for continual improvement. Process owners shall consider the threats (negative external issues) and the weakness (negative internal issues) as identified in the SWOT Analysis when identifying actions to address risks. In the same manner, when identifying measures to deal with opportunities, process owners shall bear in mind the opportunities (positive external issues) and strengths (internal positive issues) in the SWOT Analysis.

CWC's Major Final Output (MFO) translated into a Work and Financial Plan (WFP) and the Office Performance Contract and Review (OPCR) shall be the results of annual planning and the conduct of program review and evaluation. This is the venue where the strategic thrusts shall be defined, commitments are obtained and resource requirements are determined.

Action to Address Risk and Opportunities

Planning of product realization is consistent with the requirements of other processes in the quality management system. In planning the product realization processes, consideration is given to associated support processes, process inputs and outputs, key actions, configuration management, process measures, linked processes, and required resources. As deemed appropriate for quality management system processes of CWC, product realization is planned and managed in a structured and controlled manner taking into account risk, resources and identified constraints.

To be ready to cope with most difficult situations, a system of risk management is used. This approach involves identifying events that may occur and classifying them according to the possibility they may occur and their impact. When implementing a quality management system, the most likely risks are objections coming from top management (lack of support, increase of costs) and from the staff (too much documentation, no improvement of the quality level, conflicting rules, etc...).

'Good reasons' (CERCO SWGA, 1999) have identified the main risks as : • short-term increase in production costs during training and implementation of the QMS; • dissatisfaction of staff because of new methodology – e.g. resistance to change and perceived risk of 'exposure'; • another set of rules and papers without actual results – e.g. documents that reflect what management think is happening, not what is happening; • no improvement of the quality level in the final product – additional bureaucratic effort with no gain. The risks of implementing and maintaining a QMS cannot necessarily be eliminated but they can be managed, and their impact reduced.

CWC's QMS shall establish, implement and maintain appropriate processes for managing risk in achieving compliance to product requirements. Risk management responsibilities and corresponding criteria are identified, defined, assessed and communicated throughout product realization. Actions taken to mitigate risks that exceed defined risk acceptance criteria are identified and implemented; including acceptance of risks remaining after implementation of mitigating actions.



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In identifying actions to address the risks and opportunities, process owners shall also consider establishing Control Point in the documented procedures to integrate action on how to address the risks and opportunities in the QMS. Risk registers will be the primary document to be used in documenting risks and opportunities and actions needed to address them.

RISK/OPPORTUNITY REGISTER

No.	Risk & Opportunities	Probability	Impact	Actions to Address risk & opportunities	Person responsible	Frequency /Deadline	QMS Document	Effectiveness indicator	Effective Y/N

Filling-out of Forms shall be based on the following:

- No.** – code the risk and/or opportunities identified (e.g. Risk – R01/Opportunities – Os -01)
- Critical Process** – identify agency critical process e.g. entrustment services
- Risks and Opportunities** – determine the risks and opportunities identified within the process. Risks refers to the effect of uncertainty whether positive or negative. Positive risks are considered as opportunities. Risk is about what could happen and what the effect of this happening can be.
- Risk/Opportunity Description** - provide a brief description/explanation of the risk and opportunity
- Probability** – indicate the likelihood of risks and opportunity from occurring.

- 5 – Almost Certain
- 4 – Likely Often
- 3 - Possible Sometimes
- 2 – Unlikely/Occasionally
- 1 – Very Unexpected/Rare

f. **Impact** - the severity of the consequence of the risk or the positive effect of the opportunity

H : High Impact – consequence can have an adverse impact to the organizations bottom lines or likely to result to customer complaints. Loss of reputation of the organization for a long time.

M : Medium Impact – consequences can have a moderate impact to organization's bottom lines or may result to customer complaints. Loss of reputation of the organization for a short period.

L: Low Impact - Consequences can have a minor impact on the organization's bottom lines and may not result to customer complaints. No loss of reputation to the organization.

g. **Actions to Address Risks and Opportunities** - identify specific actions to address the risks and opportunities.

h. **Responsible Person/s** - for each action, indicate the person primarily responsible.

i. **Deadline or Frequency** - establish the frequency of the actions to be taken if it is a recurring activity or specify deadline if action identified is specific or single action only.

j. **QMS Document** - indicate reference document/s evidence actions taken were integrated into the QMS of the organization.

k. **Effectiveness Indicator** - specify the indicators to be used to monitor if actions to address are effective or not e.g. number of complaints received; Number of accidents, etc.

l. **Effective** - based on effectiveness indicator, answer whether the action to address the risk and opportunities was or is effective. Y = Yes; N = No



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Organizational Quality Objectives and Plans

The organization shall conduct strategic planning annually preferable on the third week of November of the current year to ensure that the organization is moving towards the attainment of its directives and goals. The strategic plans shall be the basis for establishing the Quality Objectives and Plans. Organizational Quality Objectives shall be based on the Accomplishment Reports submitted to the Department of Social Welfare and Development and other regulatory agencies. Objectives and targets shall be set at appropriate levels of the CWC down to its employees based on the thrusts and priorities of the agency's Major Final Outputs (MFOs), Work and Financial Plan (WFP), Performance Accomplishments, among others. During the regular staff meetings, these shall be reviewed, discussed and amended as necessary to suit the agency's quality operational requirements. The agency shall establish targets and objectives taking into consideration the following: (1) current and future trends of the agency, customer and other stakeholders, (2) relevant findings from the management review, (3) current service and performance, (4) levels of satisfaction of stakeholders, (5) resources needed. The Quality Commitments which are reflected in the Office Performance Contract (OPC) shall be communicated at all levels. Quality Commitments set for QMS shall be established and translated into specific targets through the Performance Contract. These Quality Objectives and Plans are measurable, tracked, and reviewed during the management review activities. Quality Plans refers to the activities or strategies to be applied to achieve the objectives. This include resources necessary such as human resources, financial resources and equipment needed.

The Quality Objectives and Plans shall be prepared during the start of the year duly approved by the Executive Director. In the same manner, that the Quality Objectives and Plans shall be reviewed annually

by the respective unit heads before the year ends and will be approved by the Executive Director.

 Council for the Welfare of Children QUALITY OBJECTIVES AND PLANS CY 2017		Document Code: Revision No:	
Department/ Section/ Unit: Key Processes of the Department:		Date Effective:	
A. QUALITY OBJECTIVES			
Quality Objective Statements	Quality Target	Frequency of Objectives Monitoring	Measurements
1. Objective	A	B	C
2. Objective	D	E	F
3. Objective	G	H	I
B. PLANS HOW TO ACHIEVE THE OBJECTIVE			
Strategies/ Project/ Activities	Time frame/ Frequency	Resources Needed	
		Persons Responsible	Budget
		Machinery/ Equipment	Applicable Procedures, Work Instructions and Guidelines (Reference to Documents)
1. Strategy			
1.1. Activity			
1.2. Activity			
1.3. Activity			
2. Strategy	J	K	L
2.1. Activity			
2.2. Activity			
2.3. Activity			
3. Strategy			
3.1. Activity			
3.2. Activity			
3.3. Activity			
Reviewed by: Division Chief/ Section Head		Approved by: Head Office	

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Planning for Changes

When there are re-organization, promotion, hiring and change of personnel, CWC shall make it in a planned manner. Duties and responsibilities shall be appropriately defined when there are changes. There shall be a transition period when there are changes such as orientation of the newly hired personnel, on-the job training of persons assuming new positions and proper turn-over of documents and records such as procedures, work instructions, guidelines, and case inventory.



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Chapter V CORE SERVICES

Policy Formulation and Planning

- a. Review legislation and policy instruments pertinent to children.
- b. Review/enrich existing programs/projects/services based on vision, mission and goals.
- c. evaluation.
- d. Draft guiding principles for policies and program interventions/strategies.
- e. Conduct regular inventory and analysis of policies and plans on the basis of which a policy framework and policy agenda shall be formulated/updated.
- f. Identify areas for research and studies on children's issues and concerns.
- g. Conduct research studies leading to policy and program development/formulation.
- h. Formulate and submit recommendations based on research analysis.

Monitoring and Evaluation

Monitors the implementation of the National Plan of Action for children including policies and programs on children.

Develops and maintains statistical data management system for policy formulation, basis for agency directions and development and implementation of programs and services for children.

Ensures availability of updated data on children based on the approved list of indicators under the Harmonized Monitoring and Evaluation system.

Ensures the functionality of the Regional Sub/Committee for the Welfare of Children (RS/CWC).

Advocacy and Communication

- a. Conduct intensified efforts to inform the public about child rights, policies, programs and activities, issues and concern through publicity, production of advocacy materials and lobbying.
- b. Conduct of capacity building packages to strengthen and build the capabilities of partners to ensure the facilitation of the child's placement with a permanent family.
- c. Develop, produce and disseminate IEC/advocacy materials, brochures, newsletters, and related documents on child rights.
- d. Maintain the CWC website with updates on child rights information, programs/activities; and other pertinent information on CWC.



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List of Processes with Inputs and Outputs

Division	Process	Inputs	Outputs
Policy and Planning Division	Policy & Plan Development	Reports Agency updates Consultative meetings, Workshops Focus Group discussions Assessment/evaluation	Plans Policies Position papers
Localization & Institutionalization Division/Monitoring & Evaluation Division	Monitoring & Evaluation	Reports Consultative meetings Workshops Assessment /evaluation sessions	Monitoring reports Status updates
	Provision of Technical assistance	Monitoring and evaluation report Technical Assistance and (TARA)	
Advocacy & Communication	Information dissemination, education and communication	Advocacy Plan News and features Advocacy materials Meetings Consultations Workshops	Findings and recommendations IEC/advocacy materials
	Program Management	Special events Plans	Updated Advocacy plan Children's events and other advocacy activities

Operational Planning and Control

Process	Requirements	Criteria for Effectiveness
Policy and Plan Development	Timely and responsive National Plan of Action for Children	Relevance and responsiveness of policies to the needs of the Filipino children



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Monitoring & Evaluation	Accuracy of data obtained /generated Approved tools Timely submission of data	Timeliness of submission of Monitoring & Evaluation Reports Relevance and usefulness of information obtained/generated
Provision of Technical Assistance	Contained in the approved workplan Conducted based on an approved design Timely implementation Responds to the needs and requirements of targeted audience	Achieved the objectives of the TA Timely provision
Information dissemination, Education and Communication	Wide coverage reached IEC materials matched with the targeted audiences	Increased involvement to children's events and to CWC-led activities IEC materials are read and utilized by stakeholders

Specific criteria for processes are specified in the quality Objectives and Plans (QOPs) and specified requirements for products and services are indicated in the different procedures. Works instructions or guidelines.

Resources needed to implement the processes are specified in Section D. quality Plan of Quality Objectives and Plans (QOPs). Other documented information used to provide evidence of determination of resources needed include the WFP, PPMP and APP.

Determining Requirement Related to Services

CWC abides with its Service Charter. As mandated, customer-related processes are determined during the conduct of consultative meetings and result of feedback reports. These are defined in proposals, agreements, terms of reference, letter of requests, letter of intent, among others.

Services offered by CWC communicated through its Service Charter. It provides information as to the requirements needed and the process flow of service to be provided.

The different Divisions/units shall determine requirements for products and services to be offered to the customers. During planning, the organization shall determine the different customer requirements.



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Customer Communication

Design and Development of Programs and Services

Design and development for CWC operation pertains to set of processes that transforms requirements for a service, program, project or process into more detailed requirement. These processes typically happen during the conceptualization of a particular service, program, project or process. Design and development activities and its evidences may apply to the following:

Design and Development Activity	Outputs/Records and Evidences
Research development	Research agenda/proposal
Policy Development	Policy agenda, position papers, policy research
Plan Development	Project proposal, concept papers, program design
Children's events	Project Proposal, program design, list of attendees/participants

During the design planning process, design reviews are identified for appropriate stages in the process. These reviews are conducted to evaluate the ability of the design to meet all requirements, to identify any concerns associated with meeting the requirements, to provide the necessary action to eliminate the problems and to authorize progression to the next design stage. Representatives of appropriate functions concerned with the design and development of the product include the customer, suppliers and internal functions. Records of design reviews and resulting actions are maintained. When design and/or development is completed, evidence that the final definition of the product meets specification requirements is documented through pertinent data including reports, test results and calculations. Procedures describe method of operation, test performance and recording of results. Documented output from verification and validation testing provides proof of correct product configuration standard tested, observation of test plan and procedure requirements, and satisfaction of all acceptance criteria.

Design and development activities are generally incorporated in the different manuals, procedures, work instructions and guidelines of CWC. These also include planning, verification, validation, resource identification, allocation of responsibilities and authorities, requirements and retaining documented information necessary.

Control of Services Provision

The CWC service provision is planned and carried out under controlled conditions for consistent delivery of quality outputs. The following shall be applied to the different processes as applicable:

5.8.1. The availability of documented information that defines the services to be provided and activities to be accomplished in the form of Procedures, Work Instructions, Board Resolutions, Guidelines and



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other external documents.

5.8.2. The implementation of monitoring and measurement of process when necessary.

5.8.3. Implementation of delivery of service activities.

5.8.4. The use of suitable infrastructure such as equipment, hardware and software, IT systems, skills training and transport services.

5.8.5. The provision of suitable environment for the operation of the process like venue for training, seminars, and conference, and office space.

5.8.6. Authorized staff/personnel shall ensure that all suitable equipment necessary to the provision of services where necessary shall be maintained at all times.

5.8.7. Institutionalize hiring of competent personnel that meets the required qualification to perform the process or activity.

5.8.8. The implementation of release, delivery and post-delivery activities e.g communication of training requirements prior to the conduct of the activities.

5.8.10. The conduct of validation for special processes where the resulting output cannot be verified by monitoring and measurement activities/devises such as validation if a particular policy is responsive on implementation.

Identification and Traceability

Identification and traceability of services of CWC shall include a method of identifying outputs in different phases such as policy issuance number, studies and research number, document identification, final review and final output.

Customer Property

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

Customer property that needs to be safeguarded from unauthorized access and use include personal data obtained from different clients. For example data on cases of sexual abuse of children and other situations in need of special protection shall be handled with utmost confidentiality.

Preservation of Service

CWC maintains the integrity of its services, documents and records through effective records management. It shall ensure that strict confidentiality is to be observed when handling information pertaining to its clientele.

5.9. Release of Products and Service

Release of products and services to the clients shall not proceed until all requirements have been satisfactorily completed as specified in Section 5.2. of this section. The Process Owners shall ensure that records and evidences needed to demonstrate that requirements have been met shall be retained appropriately which includes the name and signature of the person authorizing the release of product



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(information) and services to the clients. E.g. prior to the release of Board Resolution for issuance, evidence that it has been reviewed and approved must be evident.

5.10. Control of Non-Conforming Outputs

It shall be the general policy and commitment of the agency that there will be no non-conforming products and services shall reach its clients. Hence, appropriate monitoring and measurement activities shall be carried out at different stages to ensure that non-conforming product or service are detected and handled promptly and properly, for example error of information in the prepared reports.

Control provides for identification, evaluation, segregation (when practical), disposition and notification of areas affected

Once non-conforming items have been noticed they are identified by location, associated documents, or specific markings to prevent their inadvertent use. All non-conforming items and customer complaints are subject to review and rectification by nominated personnel. The type and extent of non-conformity is documented in order to establish trends and identify possible areas for improvement. The corrective action required to prevent recurrence is evaluated, documented, and its effective implementation is monitored. All rectification is subsequently re-inspected to ensure complete customer satisfaction.

Specific actions on how to deal with non-conforming outputs shall be detailed in the Control of Non-conforming Products and Services.



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Chapter VI SUPPORT SERVICES

The support services consist of various processes under the Administrative and Finance Division (AFD) which aims to provide strong and highly reliable support to the performance of its core services. The AFD undertakes the following:

- Provide support services in personnel administration, records, management, supply and property management and maintenance, and such other administrative needs of the Council.
- Develop and maintain/improve budgetary and accounting methods and procedures within the prescribed government accounting rules and regulations.
- Provide the Council Board, management and secretariat staff, member agencies, funding agencies with the necessary information on the financial status and operation of CWC through quarterly and annual reports.
- Formulate policies and guidelines on personnel matters such as selection, recruitment, promotion and placement, transfer, recognition and retirement.
- Establish and coordinate a responsive human resources development program for CWC personnel based on a periodic training needs assessment of staff.
- Provide technical support for the proposed computerized management information system and the use of audio-visual institutional development and networking needs.

It is composed of the following Units, such as the Accounting Unit, HR unit, Cash Unit and Procurement Unit, each functioning uniquely but in coordination with the other Units.

Requirement of Products and Services

In general, administrative services requirements are specified by statutory and regulatory bodies such as the Civil Service Commission (CSC), Commission on Audit (COA) and the Department of Budget and Management (DBM). Internal and external client requirements are defined in the requests or other standard forms as required by different government regulatory bodies such as the Requisition and Issuance Slips (RIS), Disbursement Vouchers (DVs), Purchase Orders (POs) and others. In addition, CWC shall establish its own documents such as requests slips, job order forms to determine client specific requirements.

Fast and efficient support administrative services are the implied requirements or those not stated by the customers but necessary for provision of quality services.

The Administrative Officer shall review client requirements if the organization has the ability to meet requirements in accordance with statutory and regulatory requirements.

Client communication includes posting of the Service Charter for every frontline service of the Administrative Support services.



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Operational Planning and Control

The Administrative Service personnel shall ensure consistently and quality support services to its internal and external clients. Operational controls established for the Administrative Services Process are as follows:

1. The use of Procedures, Work Instructions and Guidelines that provides specific policies, procedures and guidelines for each process.
2. The use of suitable equipment, tools and machineries.
3. The implementation of monitoring and measurement activities for each service process to ensure quality support services.

In addition, Government Manuals or Statutory and Regulatory requirements serve as the external document providing the necessary controls for processes under the Administrative services. These are listed in the Masterlist of Guidelines and Policies.

Specific criteria for processes are specified in the Quality Objectives and Plans (QOPs) and specific requirements for products and services are indicated in the different Products, Works Instructions or Guidelines.

Resources needed to implement the processes are specified in Section D. Quality Plan of Quality Objectives and Plans (QOPs). Other documented information used to provide evidence of determination of resources needed include in the Work and Financial Plan (WFP), PPMP and APP.

Process owners shall retain records to provide evidence that activities are carried out as planned based and provide information that these services meet requirements.

Externally Provided Process, Products and Services

Supply, Property and Procurement Section of the Administrative Unit and the Bids and Awards Committee (BAC) shall ensure that externally provided process, products and services conform to specific product and service requirements of the organization. Selection of suppliers shall be carried out in accordance with Republic Act 9184 or otherwise known as the Government Procurement and Reform Act. Guidelines on Procurement shall be established which sets the criteria for selection other than eligibility requirements set forth under RA 9184 to ensure that externally provided processes, products and services meet requirements.

In addition, suppliers shall be evaluated on a semi-annual basis to assess their capability to supply product and services in accordance with organization's requirement. Supplier evaluation form shall indicate the criteria established for evaluating suppliers. In cases where supplier performance is unsatisfactory, they shall be given a warning or shall be notified accordingly. After the appropriate warnings and notifications, suppliers that did not improve their performance based on the evaluation shall be delisted or other actions may be taken in accordance with RA 9184.



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Human Resources

The employees are provided with the opportunity to improve their competence, training, and awareness by offering in-house training seminars, off-site participation in training seminars, educational symposia. On-the-job training is provided to newly hired, part-time, and temporary employees during the initial period of their employment. Training is provided to ensure employees are competent in performing their assigned tasks, general orientation, and applicable procedures and documents within the quality management system. Training related to products and safety is provided, as appropriate, to employee assignments. Specific training is documented. However, much of what an employee learns is by exposure to the job and activity in which they are involved.

CWC ensures that training needs are identified and training provided to all personnel performing activities effecting quality. Personnel are qualified based upon appropriate education, skills, training, and/or experience. Necessary competence is determined and individual training is developed. Education and training to achieve the required level of performance is conducted. The results of the training are evaluated to determine effectiveness. Employees are made aware of the relevance and importance of their assigned responsibilities and how they support the quality objectives and contribute to the success of the organization. Records of employee training, education, experience and skills are maintained.

Competency assessment shall be conducted every year to assess personnel competencies. As a result of the assessments, competency gaps shall be addressed with interventions or learning events such as training, coaching, mentoring and other methods deemed sufficient by the supervisors. A training and development plan shall be regularly updated or enhanced to address the organization's competency requirements. These learning events shall be evaluated as to its effectiveness in terms of enhancing personnel competencies.

Infrastructure Maintenance

The Administrative and Finance division (AFD) is primarily responsible in providing infrastructure maintenance including building, workspaces, communication gadgets, transportation and information system to provide quality services to its customers and other stakeholders. The basic physical infrastructure and equipment are necessary to process the transactions of the stakeholders and are meeting set standards. It is responsible in ensuring the provision of infrastructure and properly maintained in accordance to requirements. Preventive maintenance activities shall be carried out and recorded accordingly in order to ensure that the machineries, transport vehicles and equipment are readily available, road worthy, safe and functional when needed.

The Management Information System Unit (MISU) shall be the one responsible for the maintenance of the Information Technology (IT) equipment including software and hardware. Preventive maintenance plans and preventive maintenance activities shall also be carried out as planned.

Annual inventory of assets and facilities shall be conducted by the Supply and Property Unit to ensure conformity to standards. Non-conforming assets or facilities shall be documented. They shall either undergo maintenance and repairs or disposal. Internal Committees such as the Disposal Committee,



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Inventory Committee, Inspection Committee works have been set up to facilitate infrastructure maintenance in collaboration with the internal auditors.

Process Environment

It is the Administrative and Finance Division (AFD) that is responsible in the maintenance of a safe and comfortable work environment, its surroundings, landscaping and various facilities such as office areas, conference room, reading area, walk-way and receiving area for all employees, where every possible and reasonable accommodation is made for every individual's accessibility and needs. This work environment includes physical and environmental factors like weather, lighting, sounds and temperature.

It ensures the cleanliness, illumination, hygiene and ventilation of the surroundings. It shall regularly conduct cleaning and sanitation activities with the entire premises. Workstations are arranged to support personal comfort and productivity. Work areas are organized according to space required for the assigned task. Work environment is appropriate to the needs of the employees to ensure that service requirements of customers are being met.

In cases where activities such as training and events are conducted outside the office, process owners shall ensure that these are suitable to meet the client needs and organization standards. The HR unit shall have programs to make work environment stress reducing, burn-out prevention and emotionally protective both for the CWC personnel and on its clients, leading towards quality work-life for the employees in order to work more effectively and efficiently.

Organizational Knowledge

Recognizing the importance of information as one of the most crucial resources it needs to manage for the agency to be effective and efficient. Organizational knowledge shall be managed in a manner that it will be made available and accessible to those needing it to the extent necessary.

Organizational knowledge refers to knowledge acquired from the regular operation of the agency that are essential to the delivery of products and services. This is generally gained by experience in the different programs and services it extends to its clientele/partners. The Records Unit shall ensure that knowledge necessary shall be determined and maintained for each division and units.

The Management Information System Unit (MISU) shall maintain these knowledge in the server to make it available to the CWC personnel and its client, through:

1. Website – to include updates and other topics related to various programs and services, policies and guidelines, reportorial requirements, data on children.
2. Facebook - shall maintain a social media account on Facebook, which is one of the means for press
3. Communication Management – correspondence within the agency and with the stakeholders shall be maintained.



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Chapter VII PERFORMANCE REVIEW AND IMPROVEMENT

Performance Review and Improvement

This refers to the continual improvement that CWC will undertake for the continual improvement of its Quality Management System. These processes are focused in providing confidence that quality requirements will be fulfilled and focused on increasing ability of the organization to meet the requirements.

CWC will regularly review and improve its processes through the following:

1. Customer satisfaction survey and analysis
2. Internal Audit
3. Control Nonconforming Product and Service
4. Nonconformity and Corrective Action
5. Continual Improvement,

Client Satisfaction

The following methods will be employed to ensure client satisfaction

1. Survey on Satisfaction rating on services rendered
2. Review of positive and negative customer feedback reports
3. Action on Negative Feedback

Customer satisfaction measurement allows the organization to understand the issues, or key drivers, that cause satisfaction or dissatisfaction with a service experience. When the organization is able to understand how satisfied its customers are, and why, it can focus its time and resources more effectively. Customer satisfaction measurement enables the organization to understand the extent to which satisfaction with a service is influenced by factors outside of its control (such as the media) and to differentiate between what people say influences how satisfied they are, and what is really driving their satisfaction during a service experience. Customer satisfaction measurement can help the organization understand what it can and cannot control. Most importantly, customer satisfaction measurement helps the organization focus on its customers, and should galvanize service owners, customer-facing staff, policy, strategy and research staff, as well as senior management, around the aim of improving the customer experience.

The Customer Satisfaction Survey will be collected, summarized and analyzed. The analysis include areas for improvement. The result of the survey shall be discussed in the Management Review for proper improvement action. The same form will be used in getting feedback from clients. Feedback that can be considered as complaints and represent client dissatisfaction shall be considered as a nonconformity and such shall undergo the Control of Nonconformity and Corrective Action process.



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Internal Audit

As a management tool, internal quality audit is established to assess the effectiveness of the implementation of the CWC QMS. The conduct of audits by qualified auditors shall ensure the objectivity of the audit process. This type of audit shall be performed at least annually or as needed to ensure that the current practices are being carried out as defined in QMS documented procedures. Preparation of the audit plan, audit program, conduction of the actual audit, preparation of audit report and reviewing audit activities shall be carried out in accordance with internal Audit procedure.

Audit Engagement Planning

Audit engagement planning involves the listing down of the audit objective, audit criteria and scope, the detailed audit procedures to accomplish the audit objective, the auditor to perform the procedures and the specified time frame. The audit plan should be based on a sound understanding of the internal control system, operating and support systems and processes. In planning and scoping audits, audit effort and resources are directed to the key issues that matter most and to complete the audit in the least time necessary, without compromising its quality. It is the most important part of the audit as the success of an audit depends on how well it has been planned.

Audit Execution

Execution of the audit is initiated with an entry conference to discuss the focus, requirements and timeliness of the audit. It involves performing the audit techniques and procedures enumerated in the work program to gather data and pieces of evidence, to achieve the stated audit objective/s. Compliance Audit is the first approach in the audit execution either in Management or Operations Audit, to determine the effectiveness of control and whether the government operations are in accordance with the organization's mandate and objectives. Highlights of the audit findings are discuss in the exit conference with the auditee and/or the responsible official who has sufficient knowledge about the audit area to provide an opportunity to get the auditee's comments and insights about the significant audit issues.

Audit Reporting

Audit reporting represents the culmination of the audit execution and the associated analysis and considerations made during the audit. The audit findings should align with the audit objectives and should be rational and based on specific standards and criteria. The recommendations provide courses of action as the basis for improving internal controls. Audit recommendations are management/legal remedies to avoid occurrence (preventive action) or avoid recurrence (corrective action) of control weaknesses and incidences.

Audit Follow-up

Follow-up is a monitoring and feedback activity undertaken to ensure the extent and adequacy of preventive/corrective actions taken by the Management to address the inadequacies identified during the audit.



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Monitoring and Measurement

This is established to ensure continuing suitability of CWC processes to meet customer and stakeholder's requirements. The CWC applies appropriate methods for the measurement and monitoring of QMS processes. This is to ensure that processes are geared towards achieving the desired result satisfactorily. Processes are regularly monitored and measured by comparing the actual accomplishments with planned targets as delivered in the OPCR. When these targets are not achieved, corrective measures shall be applied as necessary to ensure that the agency's deliverables are completed. The monitoring and measuring of quality services shall be done through monthly, quarterly, semestral and annual reports, and PC checkpoint. Handling of nonconformity during monitoring of process shall be consistently implemented in accordance with corrective and preventive action procedures.

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

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

Results of monitoring and measurements shall be analyzed and evaluated to determine if improvements can be made.

It is the responsibility of all CWC personnel to identify, document and communicate all non-conformities to their respective unit heads. Likewise, it is the responsibility of the section heads to decide within their limits of authority, to implement the improvement action identified.

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

Analysis and Evaluation

Analysis of data shall be an integral part of processes within the quality management system of CWC. It shall be integrated in different processes. Data analyses provide opportunities for improvement. In case where result of data analysis is indicative of a potential nonconformity, improvement action shall be undertaken as appropriate.



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The analysis of data provides information relating to:

1. Conformity of products and services to specified requirements as specified in documented information such as policies, procedures, work instructions and guidelines.
2. Degree of customer satisfaction through the analysis of the data on all Customer Satisfaction Survey.
3. Performance of supplier through the supplier evaluation
4. Effectiveness of actions to address risks and opportunities through the Risk Register;
5. Effectiveness of planning;
6. Performance and effectiveness of the Quality Management System through the internal Audit Reports and Management Reviews
7. The need for improvement in the Quality Management System.

Control of Nonconforming Service and Corrective Action

A framework addressing nonconformities within the QMS shall be adopted by CWC. Mindset of process owners including the top management is aimed towards eliminating or non-recurrence of nonconformities. The effectiveness of corrective action shall be verified through the recurrence and non-recurrence of nonconformities, if the nonconformities do not recur, the correction action shall be deemed effective.

Figure G. Corrective Action Framework

Corrective Action Framework



While management commits to achieve quality services, it recognizes possible limitations such as nonconformity to certain standards or requirements. The deviation may adversely affect service quality and client satisfaction and must therefore be responded to immediately with appropriate concrete measures and interventions.

Sources of nonconforming product and service may include but not limited to the following:

1. Customer Complaint – arising out of a complaint by a client who is not satisfied with the services provided as indicated in the Customer Satisfaction Survey. This shall both be written and verbal complaints. Verbal complaints shall be recorded in the logbook.
2. Internal Audit – refers to non-fulfillment to a specified audit criteria such as standards, procedures, work instructions, guidelines and other internal policies specified.
3. System Incidents – refers to incident deviations from policies, standards, procedures, statutory and regulatory requirements which could not be considered as Customer Compliant, Internal Audit or Unmet Targets.

Records such as list of the nature of nonconformities and any subsequent actions taken are maintained.



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Continual Improvement

CWC commits to pursue continual improvement in all its services to meet clients' evolving needs and ensure client satisfaction. Continual improvement shall be enhanced by regularly revisiting and checking compliance with QMS policies, objectives and standards. Also, by monitoring the implementation of the recommendations during quality audit, correcting conformities until their closure after thorough data analysis to determine root causes and addressing risk and opportunities including having an efficient, effective and responsive management system.



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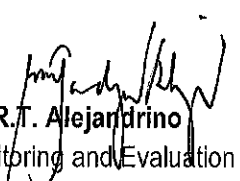
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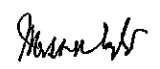
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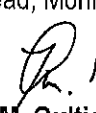
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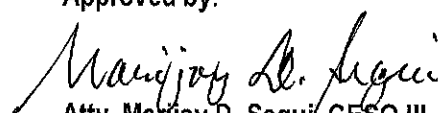
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Chapter VIII APPROVAL

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