




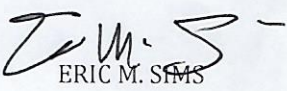


# PHILIPPINE FISHERIES DEVELOPMENT AUTHORITY

## Quality Management System - Project Management

### Revision History Page

Revision No.	Originator	Revision Details	Approval Date	Effectivity Date
0	ISO Core Team	Original Issue	12/17/2018	02/01/2019
1	ISO Core Team c/o Visitacion G. Abrenio	* Exclusion/Deletion of Lease Management as Business Process in the QMS Manual * Updated the Process Model, Business Process,	10/25/2019	10/25/2019
2	ISO Core Team c/o Visitacion G. Abrenio	* Exclusion of Design and Development * Inclusion of the Quality Policy of the Zamboanga Fish Port Complex	12/09/2019	12/09/2019
3	ISO Core Team c/o Elaine Grace R. Gonzalez	* Deletion of the word "PMO" in the abbreviation and in clause 4.4.1 Project Management	11/29/2022	11/29/2022
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\*\*\* Nothing Follows \*\*\*

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# QUALITY MANAGEMENT SYSTEM MANUAL



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## DEFINITION OF TERMS

For the purpose of this Manual, the terms and definitions in ISO 9001 shall apply. In addition, the following terms and definitions are applicable:

1. **Approved Budget for the Contract** - refers to the lump sum amount covering the cost of design and construction works (at the option of the procuring entity) based on conceptual design and performance specifications and in accordance with applicable provisions of the law or Agency guidelines. The ABC shall be calculated based on either the approximate quantities of work of conceptual design, from standardized designs or from cost records of previous projects of similar kinds.
2. **Architectural and Engineering Design** - is the combined application of architectural and engineering principles and technology to building and non-building design and construction.
3. **Budgetary Cost Estimate** - is a detailed approximation of the preliminary/initial engineering design of the project and is used to source funds for the construction/implementation of the proposed project.
4. **Detailed Project Cost Estimate** - is the process of determining the total cost of a project by analyzing the type and quantity of construction materials, price of the materials required by the scope of the project, labor requirement for all the items of work and their costs which is then used to compare with the bids to compete for a contract award.
5. **Detailed Engineering Design/Study** - is the phase where the approved concept design is refined, and plans, specifications and estimates are created. It describes all the main component of the projects, their dimensions, sections, and elevations. The output also includes 2D and 3D models, cost build up estimates, procurement plans, operational flows etc.
6. **Developmental Projects** - refer to the construction, improvement, rehabilitation, demolition, repair, restoration or maintenance of municipal fish ports, ice plant and cold storages and other related construction projects of the Agency.
7. **Documentary Requirements** - are PFDA's mandatory documents that must be complied with or submitted by the proponent needed to facilitate the processing and/or approval of particular undertaking.
8. **Infrastructure Assessment Study (IAS)** - is an activity that assesses the fisheries situation of an area, identify and determine the need for the establishment of fishery post-harvest facilities, such as fish port, ice plant, cold storage, processing facilities, etc. and other infrastructure related to the fishing industry.
9. **Municipal Fish Port** - refers to a smaller fish port equipped with basic fish landing and trading facilities catering to sustenance fisherfolks.




10. **Pre-Feasibility Study**- is the initial design stage that establishes the fishery resource situation of the project area, identifies the types of facilities to be constructed and presents the preliminary site development plan and design with the application of architectural, civil and structural, electrical and mechanical criteria, determines cost estimates, environmental impact analyses, and the economic, financial viability of the project.
11. **Program of Work** - refers to the reference point of the contract for how work will be carried out in a certain way and by certain dates.
12. **Project Management** - is the application of knowledge, skills, tools, and techniques to the rehabilitation/upgrading/construction activities to meet the requirements of a fish port project. It includes developing a project plan, identifying tasks and quantifying the resources needed, and determining budgets and timelines for completion. It also includes managing the implementation of the project plan, and the mechanisms to implement recovery actions where necessary.
13. **Regional Fish Port Complex** - is a port compound equipped with facilities such as breakwater, landing quay, market hall, refrigeration facilities such as ice plants and cold storages, processing facilities, slipway or dry-docking facilities, fishing gear mending area, and related facilities devoted for the landing and distribution/marketing of fish and fishery products.
14. **Specifications of Materials** - refer to a set of documented requirements to be satisfied by materials, design, product, or service.
15. **Tender Documents** - refer to the documents issued by the Agency as the bases for bids, furnishing all information necessary for a prospective bidder to prepare a bid for the Goods, Infrastructure Projects and/or Consulting Services required by the Agency.

## ABBREVIATIONS AND ACRONYMS

1.	ABC	-	Approved Budget for the Contract
2.	ASD	-	Administrative Services Department
3.	BAC	-	Bids and Awards Committee
4.	CPMISD	-	Corporate Planning and Management Information Services Department
5.	CPM	-	Critical Path Method
6.	CoS	-	Contract of Service
7.	CSC	-	Civil Service Commission
8.	CSM	-	Client Satisfaction Measurement
9.	DQMR	-	Deputy Quality Management Representative
10.	FSD	-	Finance Services Department
11.	GHP	-	Good Hygienic Practice
12.	IAD	-	Internal Audit Department
13.	ID	-	Identification Card
14.	IPCR	-	Individual Performance Commitment and Review
15.	ISO	-	International Organization for Standardization
16.	JO	-	Job Order
17.	LD	-	Legal Division
18.	LGU	-	Local Government Unit
19.	L&D	-	Learning and Development
20.	NAP	-	National Archive of the Philippines
21.	NC	-	Non-conformity
22.	OAGM	-	Office of the Assistant General Manager
23.	OGM	-	Office of the General Manager
24.	OFI	-	Opportunity for Improvement
25.	OPCR	-	Office Performance Commitment and Review
26.	OSD	-	Operations Services Department
27.	PACD	-	Public Assistance and Complaints Desk
28.	PID	-	Public Information Division
29.	PFDA	-	Philippine Fisheries Development Authority
30.	PFS	-	Pre-Feasibility Study
31.	QMR	-	Quality Management Representative
32.	QMS	-	Quality Management System
33.	SOI	-	Standard Operating Instructions
34.	SPMS	-	Strategic Performance Management System
35.	SSOP	-	Sanitation Standard Operating Procedures
36.	TSD	-	Public Information Division





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## 1. INTRODUCTION

### 1.1. BACKGROUND

The PFDA Central Office adopts the ISO 9001 Quality Management System (QMS) Requirements as the principle for developing this QMS. The PFDA Top Management fully supports and commits to establish and implement this QMS Manual.

This Manual defines and clarifies policies, systems, processes and procedures adopted to implement and continuously improve the Quality Management System (QMS) of the Philippine Fisheries Development Authority (PFDA).

The Manual aims to:

- 1.1.1 Describe the basic elements of PFDA QMS and serve as a reference in its implementation and continual improvement;
- 1.1.2 Inform the customers and stakeholders of PFDA and enable them to efficiently process applications and requirements under the QMS procedures; and
- 1.1.3 Serve as reference and guide for old and newly hired personnel and make them familiar and appreciate the PFDA's QMS.


The implementation of this QMS illustrates PFDA's ability to employ the Plan-Do-Check-Act (PDCA) Cycle and risk-based thinking in its daily operations.

### 1.2. APPLICATION

The application of PFDA Central Office QMS is limited to the project management process of the Philippine Fisheries Development Authority (PFDA) Central Office located at PCA Annex Building I, Elliptical Road, Diliman, Quezon City, Philippines.

### 1.3. CUSTODIANSHIP

The duly approved and signed copy of the PFDA Quality Management System Manual shall be under the custodianship of the QMS Team Secretariat.

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The QMS Team shall also be responsible for updating the QMS Manual to incorporate all amendments endorsed to the QMR for approval prior to its uploading in the portal.

## 2. PFDA PROFILE

### 2.1 BRIEF HISTORY

The Philippine fishing industry was experiencing an annual production growth rate of 5.5% at the national level prior to the creation of PFDA. This development, however, spawned marketing problems due to inadequate fish marketing infrastructure, poor fish handling practices, chaotic system of distribution, and limited post-harvest processing technology. Immense losses from spoilage, fish quality deterioration, slow rate of fish dispatch, and price instability had been the results of these problems.


In order to address and provide solutions for the fishing industry's post-harvest problems, the Philippine Fish Marketing Authority (PFMA) was created on August 11, 1976 with the issuance of Presidential Decree 977. It aims to promote the development of the fishing industry and improve efficiency in the handling, preserving, marketing and distribution of fish and fishery/aquatic products through the establishment and operation of fish markets and the efficient operation of fishing ports, harbors, and other marketing facilities.

This was later amended by Presidential Executive Order No. 772 issued on February 8, 1982 creating a corporate body to be known as the Philippine Fisheries Development Authority (PFDA) attached to the Ministry of Natural Resources (MNR). On June 30, 1984, Presidential Executive Order 967 was issued enabling the transfer of PFDA from MNR to the Ministry of Agriculture and Food (now known as the Department of Agriculture).

### 2.2 MANDATE

The Philippine Fisheries Development Authority is a government instrumentality with corporate function to strengthen the government's developmental thrusts in fisheries through a program that would balance production ventures with adequate post-harvest support facilities.

The Agency is vested with powers and responsibilities of promoting growth in the fishing industry and improving efficiency in the handling, preserving, marketing, and distribution of fish and fishery products. These objectives are carried out through the establishment and administration of fish ports, fish

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markets, and other infrastructure necessary for the continuing advancement of the fishing industry.

The establishment of PFDA signaled the thrust of the government towards the provision of a modern organizational and marketing framework that will effectively supplement current and future infrastructure development programs in the fishing industry.

Throughout the years that the PFDA has been pursuing developmental projects in the fisheries sector, the Authority has made headways in attaining its objectives and fulfilling its mandate. It continuously responds to the needs of the sector for postharvest facilities and services through the following core programs:

- 2.2.1. Regional Fish Ports Program
- 2.2.2. Municipal Fish Ports Program
- 2.2.3. Ice Plants and Cold Storages Program

## 2.3 VISION


The leader of fishery post-harvest services towards a food secure and resilient Philippines by 2025.

## 2.4 MISSION

- 2.4.1. Establish new, upgrade and maintain existing fishery post-harvest infrastructure and facilities
- 2.4.2. Conduct our operations prudently, providing viability and financial growth to assure continuous improvement of port facilities and delivery of service.
- 2.4.3. Satisfy our stakeholders' business needs with timely and quality service.
- 2.4.4. Work as a team with skill and dedication, in an environment that ensures growth opportunities.

## 2.5 CORE VALUES

The PFDA encourages employee commitment and aligns its various programs along the following core values:

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**Provide Outstanding Service**  
**Foster Culture of Integrity, Accountability and Teamwork**  
**Demonstrate Authentic and Transformational Leadership**  
**Adhere to Excellence in Corporate Governance**


These corporate values serve as the guiding principles in the internal conduct of day to day operation of PFDA in its Head Office and its operated and managed fish ports.

## 2.6 CORE PROGRAMS OF PFDA

### 2.6.1 Services Offered

Being a developmental government Agency, PFDA performs the supportive role of providing the fishery sector with a nationally integrated fisheries infrastructure through its strong institutional linkages. Specifically, the vital services offered by PFDA to the sector are the following:

1. Management, operation, and development of regional fish port complexes located in strategic areas in the Philippines;
2. Establishment of ice plants and cold storages, municipal fish ports, warehouses, buildings, and other structures necessary for the development of the fishery sector;
3. Lease of commercial and industrial areas within the fish port complexes;
4. Conduct of training on Food Safety and Good Hygienic Practices and Waste Management and on the operation and management of municipal fish port;
5. Monitoring, compilation, and dissemination of fishery statistics and information necessary in the conduct of business activities and policy formulation; and
6. Expansion of client base and enhancement of customer service satisfaction

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## 2.6.2. Core Programs

PFDA continuously responds to the need of the sector for post-harvest facilities and services through its core programs, namely:

### 1. Regional Fish Ports Program


The Regional Fish Port Program involves the provision and operation of fish ports in strategic fish landing centers nationwide. These fish ports are equipped with facilities such as breakwater, landing quay, market halls, refrigeration and processing facilities, slipway, and related facilities. In particular, the program addresses the needs of the commercial fishing boat operators, municipal fisherfolks, and fish processors/exporters, among others.

A total of nine (9) fish ports are being managed by PFDA under this Program. However, two (2) of which were downgraded from its original status as complexes to basic ports by the virtue of approved Rationalization Plan. These fish ports are the following: Navotas Fish Port Complex (NFPC); Lucena Fish Port Complex (LFPC); Iloilo Fish Port Complex (IFPC); 4) Davao Fish Port Complex (DFPC); Zamboanga Fish Port Complex (ZFPC); General Santos Fish Port Complex (GSFPC), Sual Fish Port (SFP), and Camaligan Fish Port (CFP). Meanwhile, the Bulan Fish Port Complex (BFPC) is the newest addition to the regional fish ports under the management of PFDA.

### 2. Municipal Fish Ports Program

The Municipal Fish Ports Program caters to the post-harvest requirements of sustenance fisherfolks. It entails the provision of smaller fish landings and market facilities in selected fishing communities nationwide. Some of these municipal fish ports act as satellite ports for the regional fish ports. The PFDA provides the needed training on port operations and maintenance for the eventual turnover of the ports' management to the Local Government Units (LGUs).

The Municipal Fish Port in Tacloban City, Province of Leyte is one of the Fish Ports being co-managed by PFDA and Local Government of Tacloban.

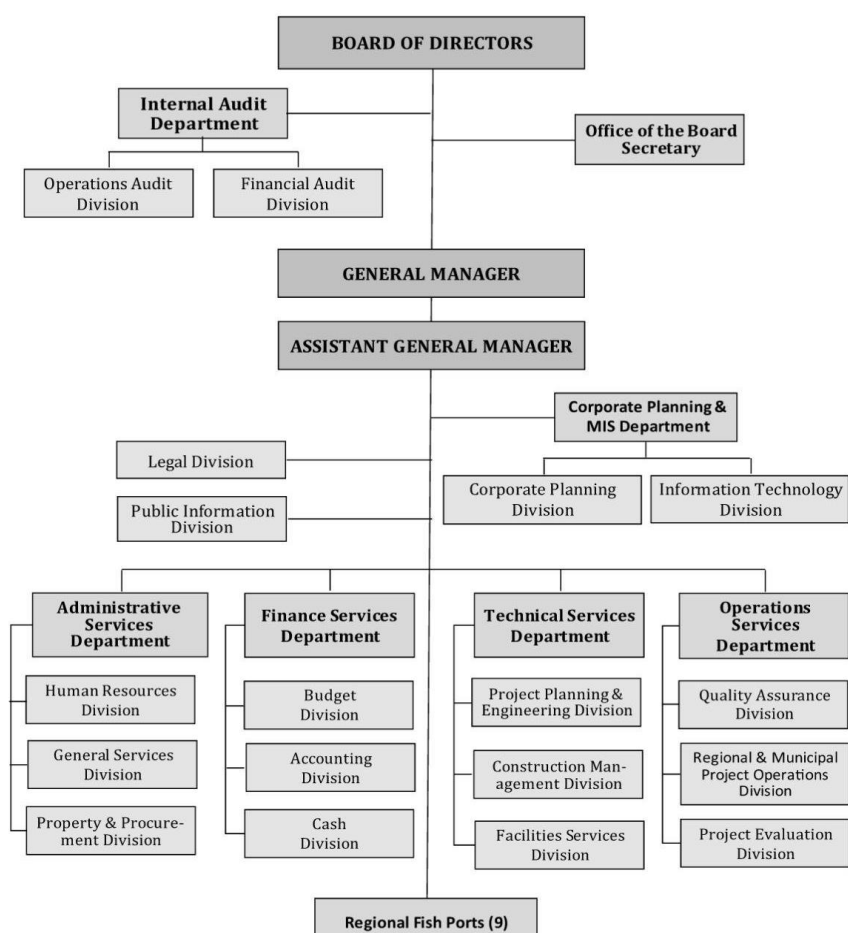
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### 3. Ice Plants and Cold Storage Program

To help satisfy the ice requirements of the fishing industry, PFDA embarked on the Ice Plants and Cold Storage Program. It involves the provision of ice making and cold storages facilities of varying capacities and magnitudes.


#### 2.7 Organizational Structure

PFDA Management shall ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood throughout the organization.



**Figure 1. PFDA-Central Office Organizational Chart**



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### 3. KEY RESPONSIBILITIES AND AUTHORITIES

#### 3.1. GENERAL MANAGEMENT AND RELATED FUNCTIONS


##### 3.1.1. Board of Directors

The corporate powers of the Authority are vested in and exercised by the Board of Directors composed of the following:

1. Chairman - Secretary, Department of Agriculture
2. Member - Secretary, Department of Public Works & Highways
3. Member - Secretary, National Food Authority
4. Member - Secretary, Department of Environment and Natural Resource
5. Member - Secretary, Department of Trade and Industry
6. Member - two representatives, private sector

The Board shall have the following powers and duties as stipulated in P.D. 977 Sec. 7:

1. Adopt and amend its by-laws;
2. Promulgate policies and prescribe such rules and regulations as may be necessary to implement the intent and provisions of the Decree and loan agreement with banks and such other agreements/memoranda that may be entered into by the Board;
3. Approve the annual budget and such supplement budgets of the Authority which may be submitted by the General Manager;
4. Assess and fix charges, tolls and fees, including rentals for lease, use or occupancy of lands, buildings, structures, facilities and other property owned and administered by the Authority;
5. Upon recommendation of the General Manager, organize, reorganize and determine the Authority's staffing pattern, including the officials and employees of the fish markets and other fishery facilities under its jurisdiction; fix their salaries and emoluments and define their powers and duties; appoint the General Manager and Assistant General Manager;

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6. Approve contracts or agreements as may be necessary for the proper, efficient and stable administration and operation of the Authority and the fish markets;
7. Submit to the President of the Philippines periodic reports and such special reports as may from time to time be necessary; and
8. Exercise all the powers necessary or incidental to attain the purposes of Presidential Decree No. 977 as amended by Executive Order No. 772.


### 3.1.2. Internal Audit Department

1. Determine the adequacy and effectiveness of the Agency's internal control system and the quality of unit performance in carrying out assigned responsibilities in the conduct of operations and special programs/ projects and delivery of services;
2. Inform and advise the Audit Committee/Board regarding internal audit matters, and render technical assistance to the organic units on internal audit-related concerns and requirements;
3. Formulate and recommend financial, administrative, operations and special program audit policies, guidelines, systems and procedures in accordance with existing government rules and regulations.

### 3.1.3. Office of the Board Secretary

The Office of the Board Secretary provides administrative and technical support to the Board. Its functions include:

1. Serve as an adviser to the Board Members on their responsibilities and obligations;
2. Keep the minutes of meetings of the shareholders, the Board, the Executive Committee, and all other committees in a book or books kept for that purpose, and furnish copies thereof to the Chairman, the CEO and other members of the Board as appropriate;
3. Keep in safe custody the seal of the GOCC and affix it to any instrument requiring the same;
4. For stock GOCCs, have charge of the stock certificate book and such other books and papers as the Board may direct;

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5. Attend to the giving and serving of notices of Board and shareholder meetings, if applicable;
6. Be fully informed and be part of the scheduling process of other activities of the Board;
7. Receive instructions from the Chairman on the preparation of an annual schedule, the calling of Board meetings, the preparation of regular agenda for meetings, and notifying the Board of such agenda at every meeting;
8. Oversee the adequate flow of information to the Board prior to meetings; and
9. Ensure fulfillment of disclosure requirements to regulatory bodies. The Corporate Secretary shall have such other responsibilities as the Board may impose upon him. The Board shall have separate and independent access to the Corporate Secretary”


#### **3.1.4. Office of the General Manager**

The management of PFDA is vested in the General Manager who is appointed by the Board. The General Manager shall have the following powers, functions and duties:

1. Responsible for the overall management of the Corporation;
2. Implements and enforces the policies, programs, guidelines, standards, decisions, rules and regulation prescribed by the BOD;
3. Submits to the BOD policies, plans and programs as may be deemed necessary to carry out the agency’s mandate;
4. Appoints and dismisses, promotes and transfer personnel below the rank of the Assistant General Manager; and
5. Submits to the Board the periodic and special reports.

#### **3.1.5. Office of the Assistant General Manager**


1. Assist the General Manager in the implementation and enforcement of policies, programs, rules/regulations and directives prescribed by the Board of Directors;

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2. Assist in managing the day-to-day affairs of the Agency, specifically in the monitoring of port operations; and
3. Provide general direction in the evaluation of employee performance and other personnel-related actions as well as in major procurement and infrastructure-related activities.

### 3.1.6. Corporate Planning and Management Information Services Department

1. Formulate and recommend the Agency's Strategic Plan and Master Plan;
2. Coordinate the preparation of annual unit work plans to ensure synchronized plans of action toward the attainment of corporate goals;
3. Monitor and evaluate corporate performance and results of operations vis-à-vis planned targets and prepares corresponding performance evaluation reports;
4. Inform and advise top management regarding the strategic directions and corporate planning concerns;
5. Render technical assistance to the organic units on work plan requirements and related matters;
6. Undertake economic and market-related studies and researches necessary to enhance Agency operations and services;
7. Prepare project proposals and related documents for fund sourcing purposes;
8. Undertake overall planning, implementation and supervision of all IT-related activities under the Agency's Integrated Information Systems Development Plan;
9. Provide and recommend applicable and necessary computer operating systems to ensure timely and accurate collection, compilation, and storage of information and pertinent data; and
10. Develop and maintain the Agency's network for the internet and intranet connection among all units.


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### 3.1.7. Legal Division

1. Cause the preparation of lease contracts, contracts for construction, service contracts, Memorandum of Agreements and the like. It also includes all the activities relative thereto such as the review and amendments of provisions in order to ensure that the rights and interests of PFDA is well protected and safeguarded;
2. Conduct investigations in Administrative Cases filed against erring PFDA personnel and recommend the imposition of proper penalties to the top management in accordance with the Rules on Administrative Cases in the Civil Service and other laws governing the offenses within GOCC's;
3. Represent the Agency thru the authority given by the top management in civil cases wherein the same is the plaintiff or defendant. In relation thereto, this division strictly coordinates the matters involving the entire office directly to the Office of the Government Corporate Counsel (OGCC) which serves as the Statutory Counsel of PFDA;
4. Provide legal opinions on the issues pertaining to wage increase, validity of the executed contracts wherein PFDA is a party, revision or amendment of any office orders and the like; and
5. Issue demand letters to delinquent clients and other parties which are obliged to settle financial obligations due in favor of PFDA.

### 3.1.8. Public Information Division

1. Provide Information Services to all stakeholders of PFDA covering the following functional areas:
  - a. Corporate Communications (Agency Annual Report, Freedom of Information, Updating/uploading at PFDA Website);
  - b. Market Information and Promotions (Trade Fairs and Exhibit, Updating of Suppliers Directory and PFDA Clients); and
  - c. Other Activities that Support Operations and Corporate Goals (Citizen's Charter, PACD – Frontline Services, Events Management, FOI Reports, Data Privacy Quarterly Report, Monthly Accomplishment Reports)


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### 3.1.9. Technical Services Department

1. Formulate and recommend policies, systems and techniques for the effective implementation of developmental projects and the repair, rehabilitation and improvement of existing facilities and utilities;
2. Prepare preliminary appraisal, infrastructure assessment and feasibility studies regarding proposals on infrastructure projects proposed for implementation;
3. Prepare, review and validate engineering, architectural and technical plans for proposed infrastructure projects;
4. Supervise, monitor and evaluate the construction, rehabilitation, and repair activities undertaken by private contractors or by internal engineering units (by administration) relative to approved capital outlay projects;
5. Render technical assistance to operating units on matters involving technical plan preparation and related concerns; and
6. Prepare the annual work plans in coordination with other units for inclusion in the over-all expenditure programs of the Corporation.

### 3.1.10. Operations Services Department

1. Develop standard operating systems and procedures for the efficient and effective operation of regional and municipal projects;
2. Provide technical assistance to local government units in the pre-operational requirements and activities for newly-constructed fish port projects and other fishery post-harvest facilities;
3. Spearhead the institutionalization of the principles of Good Hygiene Practice and Sanitation Standard Operating Procedures (GHP/SSOP) in the ports and project operations through the formulation and implementation of pertinent internal policies and implementing guidelines;
4. Conduct and evaluate studies to determine the effectiveness of project implementation and identify necessary measures to enhance Agency operations; and

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- Acts as a central coordinating unit with other government agencies, private sector entities, and international institutions on concerns pertaining to fish port operating systems/procedures and GHP/SSOP compliance in fish ports, fish landings and other fishery post-harvest projects under the administrative jurisdiction of PFDA.

## 3.2. SUPPORT OPERATIONS GROUP


### 3.2.1. Administrative Services Department

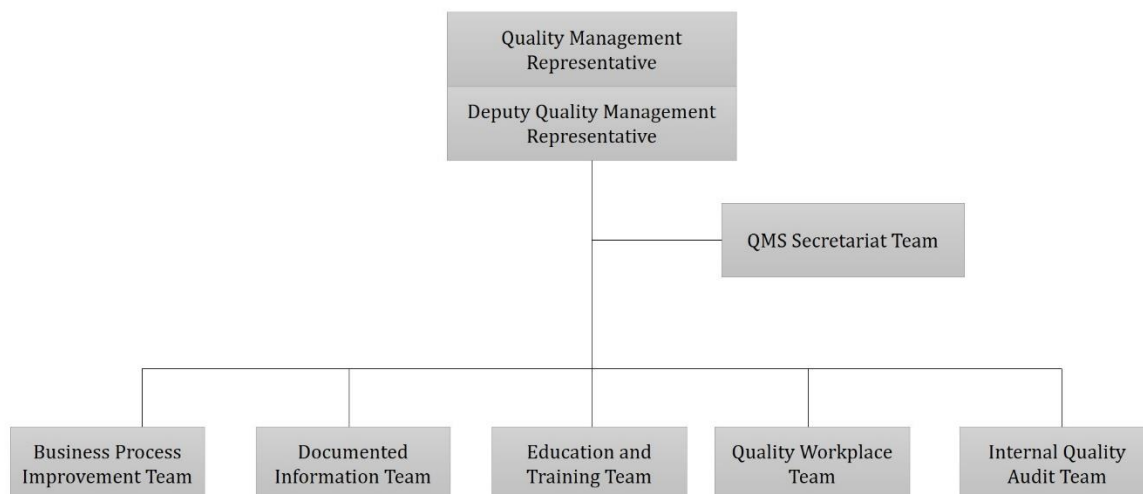
- Develops and administers efficient operating systems on human resources development and management, records management, general services, procurement, and property management;
- Recommends policies, guidelines, procedures and methodologies on general administrative matters and informs and advises top management on administrative concerns; and
- Renders technical assistance to the organic units on matters involving general administrative requirements.

### 3.2.2. Finance Services Department

- Undertakes financial management and control activities covering the areas of financial planning/forecasting, corporate accounting, treasury and general custodianship of corporate financial assets;
- Formulates, recommends and implements financial management programs, policies and systems;
- Ensures the sound management of corporate funds/resources through proper and systematic planning and control, accurate accounting, and fair and timely presentation of corporate results of operations and financial conditions;
- Informs and advises top management and renders technical assistance to the organic units regarding financial concerns; and
- Oversees the implementation of the annual corporate operating budget and analyzes financial performance based on prescribed policies and guidelines.



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**Figure 2. PFDA-Central Office Quality Management System (QMS) Team Structure**


### **3.3. PFDA-CENTRAL OFFICE QUALITY MANAGEMENT SYSTEM (QMS) TEAM**

#### **3.3.1. Quality Management Representative**

1. Determines the quality policy of PFDA-Central Office and ensures that the said policy is observed;
2. Establishes quality objectives for relevant functions within the organization; and
3. Ensures the availability of resources needed in the implementation of the PFDA-Central Office Quality Management System;
4. Reports to top management on the performance of the PFDA Central Office-QMS Team and submits recommendations for the enhancement of the PFDA Central Office QMS.

#### **3.3.2. Deputy Quality Management Representative**


1. Assist the QMR in ensuring the processes provided for in the PFDA Central Office-QMS are effectively implemented and maintained;

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2. Assist the QMR in ensuring the promotion of awareness of customer requirements and the corresponding processes throughout the organization; and
3. Liaises with external parties on matters relating to the quality management system; and
4. Perform such other duties as may be assigned by the QMR.

### 3.3.3. Business Process Improvement Team

1. Defines and develops the vital processes for PFDA Central Office, as follows:
  - Identifies customers and determines their requirements;
  - Determines quality objectives, measures and targets;
  - Determines and develops the activities needed to fulfill the requirements and achieve quality objectives;
  - Develops quality guidelines, standards and plans; and
  - Develops and maintains process documentation.
2. Undertakes improvement projects on the business processes, as follows:
  - Gathers pertinent data and information relating to customer feedback and satisfaction, process performance, audit results, and supplier performance;
  - Reviews process performance and identifies opportunities for improvement;
  - Determines the root causes of performance gaps
  - Develops process improvements and solutions to identified performance gaps;
  - Facilitates the pilot implementation of improvements/solutions;
  - Monitors the impact of improvements/solutions on process performance and customer satisfaction;
  - Standardizes and documents process improvements;
  - Facilitates the roll-out and full implementation of process improvements/solutions; and
  - Reports to the QMR/DQMR on the status of development and improvement projects.
3. Periodically monitors and reviews process performance and makes the necessary recommendations for the consideration of the process

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owner; assists the process owner in taking corrective and/or preventive action, as needed;

4. Provides inputs to the Education and Training Team in the planning and conduct of orientation sessions (to cascade process improvements), training courses, awareness programs, and promotion campaigns; and
5. Acts as Technical Expert and provides assistance to the Internal Quality Audit Team during audits, as needed.

#### **3.3.4. Documented Information Team**


1. Ensures that changes and the current revision status of documents are identified, and the unintended use of obsolete documents is prevented; and
2. Ensures that records are controlled through established means for identification, storage, protection, retrieval, retention and disposition.

#### **3.3.5. Education and Training Team**

1. Develops and implements training and education programs and activities to promote awareness and understanding of quality management principles, requirements and applications; and
2. Consolidates the recommendations of unit heads regarding the training needs of their respective staff members as basis in the planning for necessary HR interventions to achieve performance objectives and to improve quality of service rendered.

#### **3.3.6. Quality Workplace Team**

1. Implements a Housekeeping Program to ensure that the quality objectives for the maintenance office and port premises are met;
2. Coordinates and monitors the implementation of the PFDA Central Office Housekeeping Program;
3. Conducts training and orientation sessions on the Housekeeping Program and related concerns in coordination with the Education and Training Team and the PFDA Central Office-Admin. Services Department; and,

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4. Conducts periodic housekeeping audits.

### 3.3.7. Internal Quality Audit Team

- Ensures that the organization comply with the requirements of standards as well as customer, regulatory, and the Agency's own requirements.
  - Evaluates processes for compliance with quality requirements;
  - Assists in development of audit plans, audit schedules;
  - Participates in quality audits (and lead a team of quality auditors, when needed);
  - Identifies processes, situations, etc., where organization is meeting requirements and opportunities for improvement; and
  - Develops audit reports for presentation to Top Management.

### 3.3.8. QMS Team Secretariat


- Coordinates the conduct of QMS-related activities such as trainings, documentation, and audits, and provides necessary logistical support in said activities;
- Records and maintains the Minutes of the Management Review sessions; and
- Provides the results of the Management Review to the QMR for proper reporting to the Top Management.

## 4. CONTEXT OF THE ORGANIZATION AND QMS

### 4.1. CONTEXT OF THE ORGANIZATION

The PFDA-Central Office recognizes that the overall effectiveness of the QMS depends on a thorough understanding of the organization's internal and external issues. These issues are determined through a comprehensive analysis of the strengths, weaknesses, opportunities and threats that can affect the organization's ability to achieve the intended results of the QMS (See Annex 1 - SWOT analysis).

The identified strategies are used for subsequent QMS planning covering the review of the quality policy, objectives, organizational structure and procedures. These strategies aim to enhance the organization's ability to meet all intended

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results such as enhanced customer satisfaction, legal compliance, and the service realization of the organization.

#### 4.2. NEEDS AND EXPECTATIONS OF INTERESTED PARTIES


The PFDA-Central Office also recognizes that the needs and expectations of interested parties are of prime importance to its ability to achieve the intended results described above. As such, the organization monitors the requirements of all interested parties through a SWOT analysis, the results of which serve as inputs to the design of the QMS through risk and opportunity strategies (Table 1).

**Table 1. Needs and Expectations of Customers vis-a-vis Risks and Opportunities**

INTERESTED PARTIES	REQUIREMENTS	RISKS AND OPPORTUNITIES	MITIGATING MEASURES/ACTION PLANS & PROGRAMS
PFDA Board of Directors	<ul style="list-style-type: none"> <li><u>Needs</u> – Draft resolution; Meeting Agenda; Minutes of the meeting</li> <li><u>Expectations</u> – well evaluated policies for approval; monitoring of the approved resolutions; regular conduct of meetings; reasonable time of notice of meetings and policy agenda</li> </ul>	<p>O - Project implementation; Increase in port income as a result of approved contracts</p> <p>R – Non-attainment of targets; Unable to utilize appropriated funds</p>	<ul style="list-style-type: none"> <li>Ensure efficiency and productivity of operation through provision of quality services, customer concerns</li> <li>Regular board meeting</li> </ul>


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INTERESTED PARTIES	REQUIREMENTS	RISKS AND OPPORTUNITIES	MITIGATING MEASURES/ACTION PLANS & PROGRAMS
Top Management	<ul style="list-style-type: none"> <li>Reasonable working conditions as defined under CSC MC 30</li> <li>Full implementation of PFDA corporate policies, rules and regulations;</li> <li>Attainment of objectives and targets in accordance with PFDA Corporate Strategy;</li> <li>Timely and accurate submission of inputs related to performance of PFDA;</li> <li>IT-enabled organization</li> </ul>	O - Enhancement and upgrading of organizational capabilities - Government subsidy for major infrastructure project - Availment of incentives R - Non-attainment of performance targets - Lack/loss of opportunity to improve - Diminishing relevance amid changes in the fishing industry requirements - Adherence to changing regulations	<ul style="list-style-type: none"> <li>Sound and good management</li> <li>Regular meeting</li> <li>Compliance to changing regulations</li> <li>Timely and accurate submission of project proposals/reports</li> </ul>
PFDA Rank & File Employees	<ul style="list-style-type: none"> <li>Reasonable working conditions as defined under CSC MC 30</li> <li>Inspiring and motivational work environment, job security, health and safety</li> <li>Trainings, promotion, recognition and reward</li> <li>Continuous competency upgrading through updated/innovative human resource intervention programs;</li> <li>IT-enabled organization</li> </ul>	O - High productivity and Employee retention; Clearly defined PFDA core values which include Outstanding Service, Responsiveness to the Needs of Stakeholders, and Dedication to Work/Commitment R - Low productivity, Employee turnover due to retirement/resignation with no corresponding succession plan or career pathing	<ul style="list-style-type: none"> <li>Improvement of facilities</li> <li>Training of personnel</li> <li>Maintain good relationship of employees</li> <li>Clear succession plan</li> <li>Employee Incentives/Benefits</li> <li>Reward System</li> </ul>
Employees Union/ Association (SALAKAB)	<ul style="list-style-type: none"> <li>Information on benefits; working conditions; statistics on Human Resources</li> </ul>	O - Increase in productivity; Attainment of targets; grant of CNA Incentives R - Mass actions; Low productivity	<ul style="list-style-type: none"> <li>Regular consultation/dialogue meeting between Top Management and Rank &amp; File Employees</li> <li>Improvement of facilities</li> <li>Training of personnel</li> <li>Employee Incentives/Benefits</li> </ul>


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INTERESTED PARTIES	REQUIREMENTS	RISKS AND OPPORTUNITIES	MITIGATING MEASURES/ACTION PLANS & PROGRAMS
Oversight agencies (e.g. DBM, COA, OP, GCG, BIR, NEDA, etc.)	<ul style="list-style-type: none"> <li>Needs – Plans/targets, accomplishments and financial information</li> <li>Expectations – Submission of the above requirements</li> </ul>	O – Project expansion; Continuous port operation; – Increase number of post-harvest facilities constructed R – Disapproval of project proposals; Decrease in number of post-harvest constructed; Disallowance by COA; Possible sanctions/ penalties	<ul style="list-style-type: none"> <li>Timely and accurate submission of compliance reports</li> <li>Proper coordination with other oversight agencies</li> <li>Maintain good relationship</li> </ul>
Civil Service Commission	<ul style="list-style-type: none"> <li>Compliance with the CSC requirements on the submission of Reports on Appointments Issued and Reports on Separation;</li> <li>Applicable circulars including the citizen's Charter and SPMS;</li> <li>Awards and Incentive System; and SALN</li> </ul>	O – Availment of benefits; Ability to hire additional and competent personnel; Promotion of personnel R- Possible dismissal for non-subm	<ul style="list-style-type: none"> <li>Proper dissemination of information regarding regulations and policies of the CSC to the employees</li> <li>Ensure compliance with CSC requirements on the submission of reports</li> </ul>
Government Procurement Policy Board (GPPB)	<ul style="list-style-type: none"> <li>Procurement Monitoring Report; Annual Procurement Plan (APP); Supplemental APP</li> </ul>	O – Ability to procure proposed projects R- Inability to procure proposed projects	<ul style="list-style-type: none"> <li>Ensure compliance with the GPPB requirements on the submission of reports</li> <li>Anticipation of planned procurement activities</li> </ul>
Philippine Commission of Women (PCW)	<ul style="list-style-type: none"> <li>Gender-responsive policies, rules and regulations</li> </ul>	O – Equal opportunities for both male and female R – Exposure to abuse of women	<ul style="list-style-type: none"> <li>Regular seminars and awareness regarding VAWC</li> <li>Constant participation in GAD activities and events</li> </ul>



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INTERESTED PARTIES	REQUIREMENTS	RISKS AND OPPORTUNITIES	MITIGATING MEASURES/ACTION PLANS & PROGRAMS
Government Survey Offices (DAP, PSRTI, PSA etc.)	<ul style="list-style-type: none"> <li>Government Survey Offices (DAP, PSRTI, PSA etc.)</li> </ul>	O – Equal opportunities for both male and female R – Exposure to abuse of women	<ul style="list-style-type: none"> <li>Regular seminars and awareness regarding VAWC</li> <li>Constant participation in GAD activities and events</li> </ul>
Government Survey Offices (DAP, PSRTI, PSA etc.)	<ul style="list-style-type: none"> <li>Needs – statistical data</li> <li>Expectation – Timely release; accessible information</li> </ul>	O - Increase in number of clients; Ability to forecast price trends; Ability to improve services to clients R – Decrease in number of clients	<ul style="list-style-type: none"> <li>Regular meeting with service providers</li> <li>Accurate and updated data and information</li> <li>Timely submission of data and information</li> </ul>
Third Party Certifying Body	<ul style="list-style-type: none"> <li>Conformance to the Quality Management System (QMS) in compliance with ISO 9001 requirements</li> </ul>	O – QMS Certification, Access to export and import markets; R- Non-acceptance of products to world market	<ul style="list-style-type: none"> <li>Ensure that documents and processes are in conformity with the QMS</li> <li>Improvement of facilities</li> </ul>
External Providers of Services and Products	<ul style="list-style-type: none"> <li>Clear contracts and scope of work</li> <li>Good working relationship</li> <li>Information on future requirements</li> </ul>	O - Continued good partnership/ relationship, priority in delivery of materials, services and supplies, lower cost R - Non-compliance of required materials, services and supplies, high cost of materials, services and supplies	<ul style="list-style-type: none"> <li>Regular meeting with service providers</li> <li>Regular evaluation of performance of service providers</li> <li>Strict implementation of procurement law</li> </ul>
Gang Boss and Workers	<ul style="list-style-type: none"> <li>Good work environment, Job security, health and safety</li> <li>Proper supervision from PFDA-CO technical personnel</li> </ul>	O – Good working relationship, good performance R – Stoppage of work or low productivity	<ul style="list-style-type: none"> <li>Improvement of facilities</li> <li>Sound and good management</li> <li>Proper coordination</li> <li>Timely payment of salary</li> <li>Regular meeting</li> </ul>

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INTERESTED PARTIES	REQUIREMENTS	RISKS AND OPPORTUNITIES	MITIGATING MEASURES/ACTION PLANS & PROGRAMS
Media	<ul style="list-style-type: none"> <li>On a per need basis</li> </ul>	O – Promotion of ports R – Exposure to bad publicity	<ul style="list-style-type: none"> <li>Proper coordination meeting</li> <li>Regular participation in Trade Expositions</li> <li>Maintain good relationship with the Media</li> </ul>
Customers, such as LGU and Regional Fish Port Complexes	<ul style="list-style-type: none"> <li>Quality service</li> <li>Performance</li> <li>Reliability</li> </ul>	O – Additional service or retained business, acceptable projects completed R – Loss business or reduce service, non-acceptance of the project	<ul style="list-style-type: none"> <li>Regular coordination meeting</li> <li>Ensure efficiency in project implementation through delivery of quality services and customer concerns</li> <li>Establish programs that will enhance good relationships</li> </ul>

#### 4.3. PROCESS MODEL

With its core mandate to provide fishery post-harvest facilities and infrastructure, contributing to enhanced competitiveness in the fisheries sector, the PFDA-Central Office has established the business process model for **Project Management** throughout the organization. It has also determined the standard measures and controls to ensure the effectiveness of the plans, programs, and process monitoring and evaluation procedures. Moreover, the PFDA-Central Office guarantees the availability of resources and information to ably conduct the necessary action to achieve planned results and continual improvement of this process.

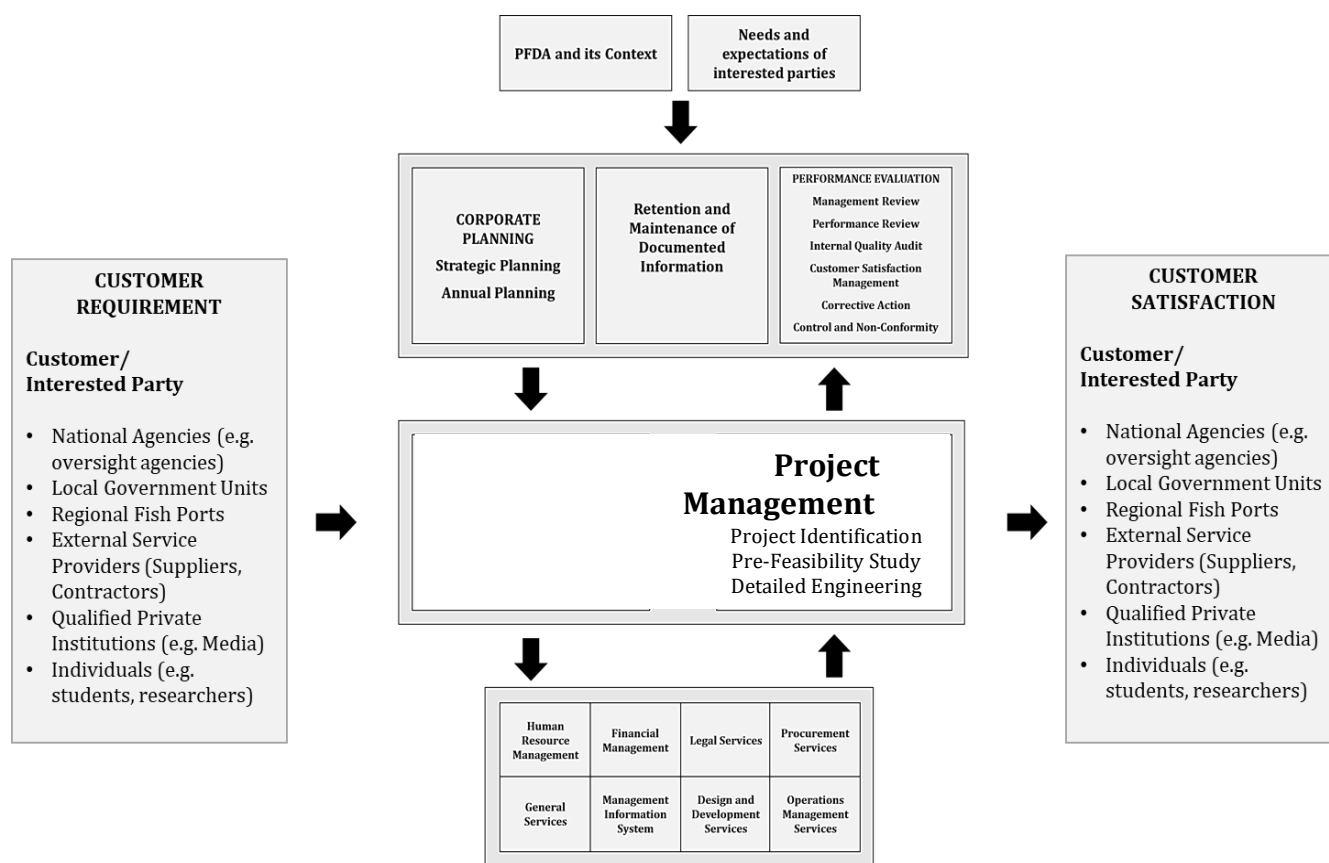
In formulating its plans and programs for the delivery of quality services, the PFDA-Central Office has taken into consideration the internal and external issues, the fulfillment of the needs and expectations of interested parties, and the need to ensure customer satisfaction.

The **Project Management** process and all the appurtenant components are in a continuous feedback loop with PFDA-Central Office's management and support processes, prompting constant improvement. Each stage in the Project Management process consists of sub-activities that may be undertaken to meet


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the requirements of the subsequent activities. The start and end of the stages may overlap depending upon the nature of the process scope and the requirements of customers.

The monitoring of customer satisfaction requires the evaluation of information relating to customer perception as to whether the PFDA-Central Office has met the customers' needs.



**Figure 3. PFDA-Central Office Business Process for Project Management**

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#### 4.4. BUSINESS PROCESS

This portion explains the integral details of the core business process of the organization: Project Management.

##### 4.4.1. PROJECT MANAGEMENT

The Project Management process essentially covers the activities for the completion of infrastructure projects relevant to the organizational mandate to continuously respond to the need of the fisheries sector for post-harvest facilities and services.

##### 1. Project Identification


The process starts with the evaluation of project proposals submitted by the Local Government Units, endorsed by other government agencies or initiated by the PFDA. A Project Evaluation Report is submitted to Top Management after which a letter is sent to the proponent regarding the evaluation/recommendation on the proposed project.

Infrastructure Assessment Survey (IAS) is also conducted to identify potential sites and to determine the required fishery post-harvest facilities in the area. Request for submission of secondary fishery data is submitted to LGU for the preparation of initial evaluation report. The IAS report with recommendation is transmitted to Top Management.

##### 2. Pre-Feasibility Study

On the basis of an IAS Report, a Pre-Feasibility Study (PFS) is conducted. The study entails the conduct of a validation survey, secondary data gathering Focused Group Discussions (FGD) with the various stakeholders such as fish producers/commercial & municipal fishermen, fishpond and cage operators, and fish producers associations. Engineering surveys including hydrographic and topographic surveys are also conducted. The expected contents of the PFS report include:

- a. Determination of demand for identified projects;
- b. Site identification including type of facilities for the proposed project including and its cost and financial/socio-economic viability;

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- c. Engineering Surveys results of the identified and proposed/recommended project site by the LGU;
- d. Preliminary site development plan/drawings, program of works or budgetary cost estimate, financial plan, work plan of proposed project; and
- e. Financial statement for inclusion in the agency plans and budgetary requirements.


### 3. Detailed Engineering Study

Upon the confirmation of the availability of funds, the Detailed Engineering study stage mainly entails a comprehensive site development plan on the following phases:

- a. Architectural Phase - include perspective, elevation, sections, landscaping, traffic circulation, floor plans, elevations, sections, schedule of door and windows, and finishing works of building facilities;
- b. Civil and Structural Phase - include embankment, retaining walls, revetment, sheet pile design, pier design, causeway design, perimeter fence details, sidewalks, curbs and gutter, concrete pavement, slabs, quay wall, stairlanding, banca landing, access road and foundation layout (footing, footing tie beam and column details; flooring/roof framing plan; beams, slab, parapet wall details. stair details, CHB wall layout and details of building facilities);

This phase also includes site development plans consisting of general notes, legends, outside fresh water supply layout, outside sewerage layout, outside storm drainage layout, outfall layout & detail, manhole, gutter type canal, open canal, screening tank, holding tank, cistern, elevated water tank details. Lastly, it also includes fresh water supply layout, sewerage and downspout layout, septic vault & catch basin details, plumbing isometric of building facilities;

- c. Electrical Phase - include general notes, legends, outside power distribution layout, street & causeway/pier lighting layout, single line/riser diagram, load schedules, lighting and power layout, lighting fixture details of building facilities;

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- d. Mechanical Phase - include equipment layout and details, equipment foundation details/plans, process flow diagram, schedule of pipes and fittings, piping layout.
- e. Upon completion of all the different phases of detailed engineering, the Detailed Engineering Plans and Program of Works (detailed cost estimate and PERT/CPM) are submitted to Top Management for Approval. Once approved by Top Management, Tender Documents are also prepared for endorsement for procurement as provided for by law.

#### 4. Project Construction/Implementation

This stage signals the commencement of construction activities upon successful procurement of a project. The activities during this stage is mainly led by the Construction Management Division with the following functions:


- a. Supervision of the overall construction of project to ensure adherence to plans, specifications, work schedules and safety and health program as provided for in the contract;
- b. Testing of materials and geo-technical investigation conducted by the contractors;
- c. If necessary, coordination with the concerned LGUs and other government agencies on issues related to the project shall be conducted;
- d. Recommendations for payments of work accomplishments; and
- e. Turn-over of completed projects to the respective end-users.

### 5. LEADERSHIP

#### 5.1 MANAGEMENT COMMITMENT

The PFDA-Central Office Management shall demonstrate leadership and commitment with respect to the quality management system by:

- 5.1.1 Taking accountability for the effectiveness of the quality management system;

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5.1.2 Ensuring that the quality policy and quality objectives are established for the quality management and are compatible with the context and strategic direction of the organization;

5.1.3 Ensuring the proper integration of the quality management system requirements into the organization's business processes;

5.1.4 Promoting the use of the process approach and risk-based thinking;

5.1.5 Ensuring that the resources needed for the quality management system are available;

5.1.6 Communicating the importance of effective quality management and of conforming to the quality management system requirements;

5.1.7 Ensuring that the quality management system achieves its intended results;

5.1.8 Engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;

5.1.9 Promoting and encouraging improvements in the QMS; and

5.1.10 Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

## 5.2 CUSTOMER FOCUS


The PFDA Management shall demonstrate leadership and commitment with respect to customer focus by ensuring that:

5.2.1 Customer and applicable statutory and regulatory requirements are determined, understood and consistently met;

5.2.2 The risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed; and

5.1.3 The focus on enhancing customer satisfaction is maintained.



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### 5.3 QUALITY POLICY

The Philippine Fisheries Development Authority (PFDA) Central Office is committed to provide quality project management service **integrating initiatives consistent with the principles of risk-based thinking** to attain the highest customer satisfaction, meet the standard requirement of the regulatory agencies, and to continually improve the effectiveness of its Quality Management System.

## 6. PLANNING

### 6.1 GENERAL REQUIREMENTS


QMS planning is performed in order to meet the requirements of Sub Sections 4.1 and 4.2 of the QMS Manual and to establish the basis for the design of the QMS. The key activities for the QMS planning shall include: (a) a review of the Mission, Vision and Quality Policy statements; (b) a review of the objectives, targets, plans, and programs; (c) identify strength, weakness, opportunities and threats (SWOT) and formulate appropriate strategies; and (d) the creation/revision of procedures, as appropriate, among others. The QMS planning shall follow after the Strategic Plan has been established by the organization.

To ensure that the changes in the PFDA-Central Office QMS are carried out in a planned and systematic manner, proposed changes brought about by the above strategies shall follow the requirements of the Procedure for Document Control.

### 6.2 QUALITY OBJECTIVES & TARGETS

The PFDA-Central Office management ensures that the quality objectives and targets, including those needed to meet requirements for the delivery of quality service, are established at relevant functions and levels within the organization. These are measured and analyzed in an Office Performance Commitment and Review (OPCR) Form. In general, the success indicators set forth in the OPCR focus on the following commitments of the organization:

- 6.2.1 Create a positive and good working relationship with PFDA-Central Office customers through the satisfactory delivery of services;
- 6.2.2 Strengthen organizational capabilities through the automation of project monitoring;
- 6.2.3 Provide prompt and efficient project management service; and

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6.2.4 Continually improve the PFDA-Central Office QMS based on customer feedback.

## 6.3 PLANNING OF CHANGES

QMS Planning shall be performed as soon as new strategies in terms of policies, projects, innovations or organizational changes have been implemented. Planning shall include discussions on resource mobilization and the determination of action plans for any identified risks associated with the strategies.

Moreover, planning shall include determining necessary changes in the organization's QMS which may include the quality policy, quality objectives and relevant provisions of the documented procedures.

## 7. SUPPORT

### 7.1 PROVISION OF RESOURCES


The PFDA-Central Office management determines and commits to allocate a budget for the resources needed to implement, maintain and continually improve the effectiveness of its QMS and enhance customer satisfaction by meeting and exceeding customers' needs.

### 7.2 HUMAN RESOURCE MANAGEMENT

The PFDA is committed to developing the competency (knowledge, skills and attitude) of its personnel to ensure the effective and efficient attainment of its strategic objectives. To this end, the Administrative Services Department (ASD) maintains the established procedures on competency assessment, interventions undertaken to address competency gaps, and mechanisms to evaluate effectiveness of said interventions.

The competency-related mechanisms are based on the PFDA's Competency Framework approved by its Board of Directors. The PFDA's human resource mechanisms, especially on the recruitment, selection and placement of personnel, and learning and development, are linked to the PFDA's Competency Framework.

**7.2.1 Competency Assessment** - Competency assessment is conducted by the ASD at least on an annual basis pursuant to the PFDA's Competency Framework. In view thereof, individual employees are assessed on their organizational and core competencies to determine possible competency gaps. In addition, officers exercising supervisory functions are further assessed on their leadership competencies.

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**7.2.2 Addressing Competency Gaps** - The results of the competency assessment are consolidated to determine competency gaps for formulation of appropriate learning and development interventions. These may include formal and informal modes such as seminars/workshops, training courses, coaching and job rotation.

**7.2.3 Evaluation of Effectiveness of Interventions** – Interventions administered by the ASD shall be subject to post-evaluation by participants. Furthermore, the ASD shall have provisions for periodic evaluation of interventions identified to the end that the PFDA personnel are continually equipped by the required competence of their functions.

Recruitment, selection and placement of competent personnel shall be on the basis of their qualification, competence, performance, training and/or experience, in consonance with the principles of merit, fitness and equality. Recruitment, selection and placement procedures shall be in accordance with existing Civil Service Commission rules and issuances, and established office procedures.


Anent performance management, to provide a more thorough and meaningful basis in assessing employee performance vis-à-vis the Agency's corporate thrust, programs and projects, the PFDA-Central Office implements the CSC-approved PFDA Strategic Performance Management System (SPMS) which is expected to redound to a deeper appreciation of employees' actual contributions towards the realization of the Agency's strategic goals.

As far as practicable, learning and development interventions, both off-house and in-house shall be based on inputs from training needs assessment and the annual training program.

The ASD maintains appropriate records of the academic qualifications, trainings and other credentials of PFDA-Central Office employees in the individual files stored and maintained in the unit's records room.

### **7.3 INFRASTRUCTURE AND WORK ENVIRONMENT**

It is the policy of the PFDA-Central to determine, provide, and maintain the infrastructure (facilities and utilities) needed to produce products and deliver services required by the customers. This infrastructure includes work stations, conference facilities and equipment, communications facilities, computer and internet/intranet facilities and equipment, customer receiving areas, transportation service, storage facilities for records and supplies and other areas for auxiliary services such as photocopying, parking, and others.

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The PFDA-Central Office engages the services of private service providers for security and janitorial services for the maintenance and general upkeep of the workplace. This involves the conduct of public bidding activities as provided for by law.

The following concerns are considered in the provision and maintenance of a suitable work environment at the PFDA-Central Office:

- Social factors (e.g., pleasant, non-discriminatory, and non-confrontational layout, design and provisions)
- Psychological factors (e.g., stress-reducing, calming effect, and provides burnout prevention, security and safety)
- Physical factors (e.g., accessibility, right temperature and ventilation, lighting provision, hygiene, controlled humidity and noise level)

In particular, the following are implemented to maintain a conducive workplace that ensures the well-being and safety of PFDA-Central Office employees and port customers alike:


- PFDA-Central Office Housekeeping Program
- Gender and Development (GAD) Program
- Citizens' Charter in compliance with Republic Act No. 9485 (Anti Red Tape Act of 2007) which clarifies the frontline service requirements that will ensure cordial and favorable interactions with interested parties

## 7.4 MONITORING AND MEASURING RESOURCES

The PFDA is equipped with engineering survey instrument or devices that provide evidence of validation to specified tolerances and measurement ranges in project management. These instruments are subject for calibration to ensure accuracy of measurement.

## 7.5 COMMUNICATION

- 7.5.1 The PFDA-Central Office management is responsible for communicating QMS information, including its status and effectiveness, within the organization. This is achieved through meetings, memoranda, emails, or any appropriate means.
- 7.5.2 The QMR and DQMR ensure that the customer requirements and concerns are properly communicated to all persons concerned.


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7.5.3 The QMR and DQMR promote awareness and appreciation of the quality policy, disseminate information on the progress and effectiveness of QMS performance vis-à-vis customer satisfaction, and communicate appropriate changes in the QMS.

7.5.4 The QMS shall be cascaded to all levels in the organization through various means identified below:

**Table 3. Internal Communication Matrix**


NEEDED INFORMATION	TARGET AUDIENCE(S)	DELIVERY METHOD	DELIVERY FREQUENCY	RESPONSIBLE UNITS
1. Meaning of QMS, its benefits and importance to PFDA-Central Office	Central Office and Regional Fish Port Officials and Employees	<ul style="list-style-type: none"> <li>Briefings</li> <li>Meetings</li> <li>Reminders during the flag ceremony</li> <li>Capacity-building activities</li> <li>Reading materials</li> </ul>	As need arises or if there are updates or new developments on the QMS	<ul style="list-style-type: none"> <li>PFDA-Central Office QMS Team</li> </ul>
2. PFDA-Central Office Quality Policy and Objectives	All PFDA-Central Office officials and employees	<ul style="list-style-type: none"> <li>Manuals</li> <li>Reading materials</li> </ul>	After the approval of the QMS Manual and corresponding attachments	<ul style="list-style-type: none"> <li>PFDA-Central Office QMS Team</li> </ul>
3. Roles, duties and responsibilities of officials and employees to attain quality objectives in the implementation of the QMS	All PFDA-Central Office officials and employees	<ul style="list-style-type: none"> <li>Orientation/briefings</li> <li>Staff meetings</li> <li>Reminders during the flag ceremony</li> <li>One-on-one discussions</li> <li>Capacity-building activities</li> <li>Reading materials</li> </ul>	After the approval of the revised QMS Manual	<ul style="list-style-type: none"> <li>PFDA-Central Office QMS Team</li> <li>Education and Training Team</li> <li>PFDA Central Office unit/division heads</li> </ul>
4. PFDA Central Office Standard Operating Procedures (SOP)	PFDA-Central Office Staff from other units	<ul style="list-style-type: none"> <li>Briefings</li> <li>Meetings</li> <li>Capacity-building activities</li> <li>Reading materials</li> </ul>	After the approval of the revised QMS Manual	<ul style="list-style-type: none"> <li>PFDA-Central Office QMS Team</li> <li>Division Heads/OIC</li> </ul>
5. Customer relations and frontline service delivery	PFDA Central Office frontline service staff	<ul style="list-style-type: none"> <li>In-house training</li> <li>Off-house training</li> </ul>	Subject to availability of resource persons and off-house course offerings	Education and Training Team

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NEEDED INFORMATION	TARGET AUDIENCE(S)	DELIVERY METHOD	DELIVERY FREQUENCY	RESPONSIBLE UNITS
6. Handling customer complaints and feedback	PFDA Central Office frontline service staff	<ul style="list-style-type: none"> <li>• Orientation</li> <li>• In-house training</li> <li>• Off-house training</li> <li>• One-on-one discussions</li> <li>• Staff meetings</li> <li>• Instructional materials</li> </ul>	After the approval of the revised QMS Manual	<ul style="list-style-type: none"> <li>• PFDA-Central Office QMS Team</li> <li>• PFDA Central Office unit/division heads</li> </ul>
7. Support, resources and assistance needed in the QMS implementation	PFDA-Central Office Top Management	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Memoranda</li> </ul>	After the approval of the revised QMS Manual	<ul style="list-style-type: none"> <li>• PFDA Central Office Management</li> <li>• PFDA-Central Office QMS Team</li> </ul>
8. Customer feedback re. service delivery	PFDA-Central Office Top Management	<ul style="list-style-type: none"> <li>• Customer feedback forms</li> </ul>	As need arises	<ul style="list-style-type: none"> <li>• ASD and other units where customer feedback and complaints are collected</li> </ul>

**Table 4. External Communication Matrix**

NEEDED INFORMATION	TARGET AUDIENCE(S)	DELIVERY METHOD	DELIVERY FREQUENCY	RESPONSIBLE UNITS
1. Process flows and requirements (Citizen's Charter)	PFDA – Central Office Customers	<ul style="list-style-type: none"> <li>• Movable and fixed signages</li> <li>• Audio Visual Presentation</li> <li>• Public Assistance and Complaints Desk</li> </ul>	Daily	<ul style="list-style-type: none"> <li>• PID</li> </ul>
2. Customer Feedback Forms	PFDA – Central Office Customers	<ul style="list-style-type: none"> <li>• Forms</li> <li>• Public Assistance and Complaints Desk (PACD)</li> </ul>	As the need arises	<ul style="list-style-type: none"> <li>• PID</li> <li>• Officer of the Day - PACD</li> </ul>
3. Financial policies and regulations (PFDA Office Orders)	PFDA – Central Office Customers	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Account Reconciliation Meetings</li> </ul>	Monthly and as the need arises	<ul style="list-style-type: none"> <li>• ASD</li> <li>• OSD</li> <li>• FD</li> </ul>
4. Billing Invoices and Statements of Accounts	PFDA – Central Office Customers	<ul style="list-style-type: none"> <li>• Letters</li> </ul>	Monthly and as the need arises	<ul style="list-style-type: none"> <li>• OSD</li> </ul>

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NEEDED INFORMATION	TARGET AUDIENCE(S)	DELIVERY METHOD	DELIVERY FREQUENCY	RESPONSIBLE UNITS
5. Financial and Infrastructure Plans and Programs	National Government Agencies	<ul style="list-style-type: none"> <li>• Consultations</li> <li>• Dialogues</li> <li>• Focus Group Discussions</li> <li>• IEC Materials</li> <li>• Letters and Notices</li> <li>• Financial Reports</li> </ul>	As the need arises	<ul style="list-style-type: none"> <li>• CPMISD</li> <li>• TSD</li> <li>• FSD</li> </ul>
6. Regular Reportorial requirements	National Government Agencies	<ul style="list-style-type: none"> <li>• Unified Reporting System</li> <li>• Postings in PFDA Website</li> <li>• Hard Copy Submissions</li> <li>• Soft Copy Submissions (email)</li> <li>• GOCCs Debt Recording and Monitoring Systems (GDRAMS)</li> </ul>	Weekly Monthly Quarterly	<ul style="list-style-type: none"> <li>• CPMISD</li> <li>• TSD</li> <li>• FSD</li> <li>• ASD</li> </ul>
7. Procurement-related documents - ITB - Bid Documents - Terms of Reference - Notices (Award, Proceed, Results) - Invitation Letters	Service Providers (suppliers, contractors); Observers	<ul style="list-style-type: none"> <li>• Requests for Quotation</li> <li>• PhilGEPS</li> <li>• Letters</li> <li>• Posting in the PFDA website</li> <li>• Downloadable copies</li> </ul>	Per approved schedule and As the need arises	<ul style="list-style-type: none"> <li>• CO-BAC and BAC Secretariat</li> <li>• End-user</li> </ul>

## 7.6 DOCUMENTATION STRUCTURE

The PFDA-Central Office Quality Management System is designed to ensure consistency in meeting the needs and expectations of its interested parties through the implementation of the documented processes, procedures, work instructions and the implementation of support policies, systems and procedures.

This PFDA-Central Office QMS is described in the documents noted in Figure 5 below:



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**Figure 4: PFDA- Central Office – QMS Documentation Structure**

**Level 1: Quality Manual** – The QMS Manual is the highest level of Quality Management System documentation. It contains the quality policy, functional table of organization, resource management, and specific policies for business processes, quality control, and improvement.


**Level 2: Standard Operational Instructions (SOI) Manual and Quality Procedures** – The SOI Manual is the operational guide on what the organic units of Central Office do and how the said units perform various activities to achieve the established policies. It also includes operational instructions that describe the detailed series of steps in performing routine activities. The Quality Procedures (QPs), on the other hand, delineate the processes that ensure the proper accomplishment of activities according to the ISO 9001 standard requirements.

**Level 3: Quality Records** – These include records providing evidence of conformity to the established procedures, operational instructions, and the PFDA Central Office QMS as a whole.

## **7.7 QUALITY MANUAL AMENDMENT**

**7.7.1** This PFDA-Central Office QMS Manual defines and clarifies policies, systems, and procedures adopted to implement and continually improve its QMS. The document also serves as a reference and guide for the PFDA employees in providing service to the ports' customers and stakeholders.



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7.7.2 The introduction of new procedures or services, improvement of existing processes, and changes that could affect the quality management system shall necessitate amendments to the existing PFDA-Central Office QMS Manual and the relevant procedures.

7.7.3 Requests or suggestions for revision shall be made in writing using the Document Feedback Form together with a transmittal memorandum and the same shall be submitted to the Quality Management Representative (QMR) for approval. Any revision shall be reflected in the QMS Manual. The previously issued QMS Manual shall be considered obsolete.

## 7.8 DISTRIBUTION OF APPROVED DOCUMENTS

7.8.1 Controlled copies of the Manual are issued to Document Custodians identified by the PFDA-Central Office Document Controller who is responsible for the Manual's safekeeping and prompt updating per the approved revisions.


7.8.2 The Document Controller shall be responsible for the proper distribution and updating of the list of authorized holders of the PFDA-Central Office QMS Manual which may be issued either as a controlled or uncontrolled copy.

7.8.3 All uncontrolled documents shall be marked as "Uncontrolled" and shall not be updated. Uncontrolled copies of the QMS Manual may be distributed to customers or stakeholders when considered commercially beneficial or when demanded as a contract requirement. This shall be made in accordance with PFDA-ISO-QP-001 (Quality Procedure on Documented Information). All external distributions shall be subject to the approval of the QMR.

## 7.9 CONTROL OF DOCUMENTED INFORMATION

### 7.9.1 DOCUMENTS


1. PFDA-Central Office maintains a documented procedure for the creation, revision, approval, and issuance of the QMS Manual and Standard Operational Instructions (SOI) Manuals. In addition, PFDA-Central Office PFDA-ISO-QP-001 (Quality Procedures on Documented Information) provides for an organized monitoring, distribution, maintenance, and updating of procedures and operational instructions of the said manuals.

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2. All documents included in the QMS are reviewed and approved for relevance by authorized employees prior to use. The Document Controller maintains a master list which indicates the current revision status of documents. The master list shall be made available to all copy recipients. This will prevent the use of incorrect, invalid, or obsolete documents.
3. Only the latest issues of documents shall be available at locations where business process operations are performed. Obsolete documents are identified, retrieved, and properly disposed of, and only the obsolete original copy document is retained.
4. Any revision in the QMS Manual after its initial approval and issuance shall be subject to the document revision procedure in PFDA-Central Office PFDA-ISO-QP-001 (Quality Procedures on Documented Information).

## 7.9.2 RECORDS

1. The PFDA-Central Office maintains documented procedures for the identification, collection, indexing, retrieval, filing, storage, maintenance, and disposition of quality records. The procedures are incorporated in PFDA- Central Office PFDA-ISO-QP-001 (Quality Procedures on Documented Information).
2. All divisions/sections maintain relevant quality records to demonstrate the achievement of the required quality and effective operation of the QMS.
3. Quality records are legible and stored in suitable storage facilities that prevent damage, deterioration, or loss. They are retained in such a way that they are readily retrievable when needed.
4. Retention periods of quality records are established, recorded and maintained in accordance with the guidelines and Disposition Schedule prescribed by the National Archives of the Philippines (NAP).
5. In connection with the above requirements, control of records shall also be guided by the provisions of the Data Privacy Act of 2012 and its Implementing Rules and Regulations to protect the fundamental human right of privacy in communications while ensuring the free flow of information to promote innovation and growth.

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## 8. OPERATIONS

### 8.1 CUSTOMER-RELATED PROCESS

The following customer feedback tools provide easy access modes where customers can request information and assistance or report commendations, appreciation, feedback, and complaints regarding service delivery in the Central Office units.

#### 8.1.1 Customer Satisfaction Survey

The determination of customer satisfaction is designed to measure and monitor performance of the PFDA delivery of quality public services in terms of meeting the customer requirements and expectations.


To ensure delivery of quality public services, the PFDA will continually gather customer satisfaction surveys through a feedback mechanism aligned with the policies and issuances of the oversight agency/s. The results of the survey shall be discussed during the management reviews where improvement actions are identified for implementation accordingly.

### 8.2 PURCHASING

The nature of the Agency's operations may require use of goods or services done by others to meet customer requirements. As such, the Agency has established and implements a policy and procedure to ensure that procured items conform to the Agency's requirements and in accordance with the relevant regulations as provided for by law.

### 8.3 DESIGN AND DEVELOPMENT

To ensure meeting its customer's needs and expectation, the design and development of PFDA, which is focused on the detailed engineering designs of fish ports and facilities, is anchored on the standards set by the National Structural Code of the Philippines, National Building Code of the Philippines, and Manual on standard specification for Public Works and Highways issued by the DPWH.

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## 8.4 SERVICE PROVISION

The Agency has established necessary controls in the implementation of the identified business process through various means such as:

- 8.4.1 the availability of documented information such as Citizen's Charter, and procedures;
- 8.4.2 the availability and use of suitable port infrastructure and work environment at all frontlines;
- 8.4.3 the implementation of monitoring and measurement activities at appropriate stages of the operation vis-à-vis the criteria set forth in the Office Performance Commitment Review (OPCR);
- 8.4.4 the appointment of competent persons in accordance with Qualification Standard from Civil Service Commission (CSC); and
- 8.4.5 availability of software applications that provides the necessary identification and traceability of all transactions made with the customers.

## 8.5 CONTROL OF NONCONFORMITY

- 8.5.1 PFDA Central Office has established and maintains documented procedure to ensure that product and/or service that does not conform to specified requirements is prevented from delivery to the client/customer and citizens.
- 8.5.2 PFDA-ISO-QP-003, Quality Procedure on Control of Nonconformity provides for the identification, evaluation, disposition and recording of nonconforming services and for notification to the functions concerned.
- 8.5.3 The responsibility for review and disposition of nonconforming service is indicated in the Control of Nonconformity Matrix.
- 8.5.4 Nonconforming services are reviewed in accordance with documented procedures and may be reworked.
- 8.5.5 If a service does not conform to the Terms of Reference or to the agreed output as set forth during the contracting process, the Top Management should be able to make the necessary corrective measures.

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## 9. PERFORMANCE EVALUATION


### 9.1 MONITORING AND MEASUREMENT

As a mechanism to measure the performance of the established QMS, the PFDA monitors the implementation of the Project Management through the Customer Satisfaction Survey, Site Inspection Narrative Reports and the periodic conduct of Internal Quality Audits.

To monitor the service outcomes in terms of meeting the stakeholder requirements and expectations at different stages of the project, a periodic gathering of customer feedback and perception are conducted through any of the following approaches:

### 9.2 INTERNAL QUALITY AUDIT

1. The Agency has established, implemented, and maintained a documented procedure to verify whether quality activities and related results comply with planned arrangements and to determine the effectiveness of the Quality System. This is done through PFDA-ISO-QP-002, Quality Procedure on Control of Internal Audit. Internal quality audits are conducted on a regular basis as scheduled in the IQA plan. Internal quality auditors shall be identified and trained. They are independent of the specific activities in areas being audited.
2. The results of the audits are recorded and reported. The report contains details of:
  - a. Nonconformities found during the audit;
  - b. Root-cause analysis; and
  - c. Corrective and preventive action, including dates of completion and follow-up audit.
3. These findings are brought to the attention of the personnel having responsibility in the audited area. The General Manager shall make timely corrective and preventive actions on the deficiencies found during the audit.
4. Follow-up audit activities are conducted for the purpose of verifying and recording the implementation and effectiveness of the corrective actions taken. IQA results are rendered and maintained by the IQA Team.

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### 9.3 MANAGEMENT REVIEW

The review of the established Quality Management System (QMS) is conducted once a year and/or whenever deemed necessary by the QMR or the Deputy QMR to ensure continuing suitability and effectiveness of the system in satisfying the requirements of clients, citizens, and other stakeholders. Management review may be conducted during regular Management Committee Meeting or call a special meeting, if deemed necessary.

The review may cover, but not limited to, the following agenda:

1. Changes in external & internal issues and risks & opportunities;
2. Matters arising from the previous management review meeting;
3. Results of internal and external quality audits;
4. Clients' feedbacks and satisfaction results;
5. Project performance and product/service conformity;
6. Status of Corrective and Preventive Actions;
7. Adequacy of resources;
8. Effectiveness of actions taken to address risks and opportunities; and
9. Actions taken on recommendations for improvement.

### 9.4 DATA ANALYSIS AND IMPROVEMENT

The PFDA uses applicable statistical techniques and tools to establish, control and verify process capability and characteristics. Data on stakeholder satisfaction survey, conformity to service and process requirements and supplier performance are analyzed on a regular basis.

Graphs, diagrams, trend analysis and variance analysis are the most common tools used for data analysis depending on the information needs of management.


Continual improvement is a permanent objective of PFDA. As such, various inputs are considered for continual improvement such as quality policy, objectives, audit findings, analysis of performance data, corrective and preventive actions and performance review meetings.

## 10. IMPROVEMENT

### 10.1 NONCONFORMITY AND CORRECTIVE ACTION

10.1.1 PFDA has established, implemented, and maintained a documented procedure for corrective and preventive actions in order to:

- a. efficiently and adequately address nonconformities; and

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- b. eliminate the causes of actual or potential nonconformities in the QMS based on Internal Quality Audit reports, third party audit report, etc. and in its products and services.

10.1.2 PFDA Central Office PFDA-ISO-QP-004 (Quality Procedure on Corrective and Preventive Action) procedure includes:


- a. Effective handling of customer complaints;
- b. Investigating the causes of nonconformities and recording the results of such investigations;
- c. Determining the corrective actions needed to eliminate the causes of nonconformities;
- d. Determining the steps needed to deal with any potential problem requiring preventive actions;
- e. Formulation, application, and implementation of controls to ensure the implementation of corrective and preventive actions and its effectivity;
- f. Make changes to the quality management system, if necessary;
- g. Update risks and opportunities determined during planning, if necessary; and
- h. Ensuring that relevant information on actions taken is submitted for management review.

## 10.2 CONTINUAL IMPROVEMENT

The organization shall continually improve the suitability, adequacy and effectiveness of the QMS through the following:

- 10.2.1 Analysis of customer satisfaction survey results;
- 10.2.2 Analysis of quality objectives attainments;
- 10.2.3 Review of and appropriate action on audit results; and
- 10.2.4 Actions taken based on management reviews.



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## Annex 1

### A. PFDA CENTRAL OFFICE QMS STRATEGY PLAN

#### 1. RATIONALE

In pursuit of its quality policy and objectives, the PFDA-Central Office shall undertake a SWOT Analysis in order to identify the key issues which affect the Agency and how to resolve it. This will assess external and internal issues relevant to determine its direction to best achieve the intended result of its QMS.


#### 2. SWOT ANALYSIS

As shown in Figure 1, the PFDA-Central Office assessed its strengths, weaknesses, opportunities and risks were identified. Strengths are factors that give edge for the company over competitors while weakness are factors that can be harmful if used against the Agency. On the other hand, opportunities are favorable situations which can bring a competitive advantage and threats are unfavorable situations which negatively affect the business. Also, strengths and weakness are based on internal factors and can be directly managed while opportunities and threats are external factors and one that can be anticipated.

**Table 4. SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ol style="list-style-type: none"> <li>1. Sole government Agency with mandate in fish port management</li> <li>2. Technical know-how in fish port construction, operation and management</li> <li>3. Support of Top Management in the implementation of Agency mandate and projects</li> <li>4. Streamlined linkages both for internal management and external networks of the Agency</li> </ol>	<ol style="list-style-type: none"> <li>1. All port facilities need to be rehabilitated and modernized</li> <li>2. Constraints on full implementation of automated system due to current building/facilities condition, ICT security</li> <li>3. Inadequate workforce development plan to assess changing needs of organization</li> </ol>



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<b>Opportunities</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. Inclusion of PFDA as one of the recipients of the Build Build Build Program funds</li> <li>2. Continuous efforts to attain globally competitive post-harvest facilities</li> <li>3. Available training programs for career advancement and capacity building from other institutions</li> <li>4. Availability of new locations as potential sites for expansion of PFDA regional fish ports</li> <li>5. Development of Agency program for monitoring previously constructed municipal fish ports</li> <li>6. Nationwide implementation of automated system led by DA, DICT and NPC</li> </ol>	<ol style="list-style-type: none"> <li>1. Possibility of change in policy direction</li> <li>2. Presence of political related constraints affecting project implementation (e.g. change of National/LGU administration and political intervention)</li> <li>3. Occurrence of natural calamities which may impede project implementation</li> </ol>

## 2.1 Strength

The key strengths of the PFDA rooted from the distinctiveness of the Agency as the sole government institution with mandate specifically focused on the fish port management and provision of fishery post-harvest facilities. This means that personnel both in the Central Office and operating units in regional fish ports are technically equipped with necessary expertise to deliver the requirement of fish port construction, operation and management. In fact, PFDA personnel also conduct training sessions to LGU with newly constructed fishery post-facility like municipal fish ports, ice plants or cold storages.

Obtaining the Agency mandates are also realized with effective combination of internal and external relationships in the Agency. The strong support of the top management in the implementation of the Agency mandate and projects assures the consistent attainment of the organizational goals.

Moreover, these goals may not be easily attained without the streamlined linkages of both internal support units within the organization and external networks (e.g. Local Government Units and other relevant National Government Agencies). These linkages provide the Agency with good communication channel to fully realized its objectives.

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Ultimately, the test of the capacity of the Agency to deliver good service is the positive customer satisfaction rating in over-all frontline services of operating units and regional fish ports which are supported by research-based information from third-party surveys being conducted annually.

## 2.2 Weaknesses

On the other hand, the key weaknesses of the PFDA pointed to the over-all need for rehabilitation and modernization of facilities being offered by the regional fish port in their respective site of operations.

Though regular maintenance is being implemented, port facilities equipment are not at par with competitor's facilities and equipment.


Moreover, although the Agency is now moving to the route of automation of its systems within recent introduction of corporate portal (e.g document tracking system, online attendance monitoring and IT support ticketing system) and data base management system (e.g. unloading statistics), the Agency is still facing challenges on full implementation of automated system due to various factors like current building/facilities condition and potential ICT infrastructure and security concerns.

Another identified weakness is the inadequacy on workforce development plan to assess changing needs of organization. This includes the need for reviewing of workforce development plan and provision of necessary career and skills development. This is particularly pressing due to the significant number of personnel, both rank-and-file and middle management, are nearing retirement age, if not availing earlier retirement packages.

The ultimate goal of any organizations offering services and facilities for lease is the to satisfactorily serve the clients and keep the business running. Apparently, one of the major concerns in the operating units is the specific provisions on automatic lease rate escalation in regional fish port facilities which may discourage current clients and potential investors. This needs to be revisited to meet acceptable compromise for PFDA and stakeholders.

## 2.3 Opportunities

As the specific Agency tasked to develop the fishery post-harvest facilities in the country focusing on fish ports, ice plants and ice storages, the presence administration included the Agency in the flagship projects for funding. As part of the Build Build Build Program of the government, rehabilitation of the major port facilities managed by PFDA are already in the pipeline.

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PFDA is one of the many Government Owned and Controlled Corporations (GOCCs) which is expected to contribute in the efforts to keep the country self-sustaining. Exploration of new locations as potential sites for expansion of PFDA regional fish ports open opportunities for the Agency to keep it share in nation building, not only in the monetary aspect but also in food security efforts of the government.

Aside from considering new sites for possible expansions, one of the untapped networks of the Agency are the previously constructed municipal fish ports nationwide. These municipal fish ports can be revisited to fully maximize their resources.

Lastly, aside from development of physical aspects of the Agency, continuous mapping of available capacity building programs is also an urgent need. The Agency finds prospects on the available training opportunities being offered by other government institutions aside from in-house programs.

## 2.4 Threats


In the aspect of project management, one of the persistent concerns being encountered by the Agency is the presence of related constraints affect project implementation. One of which is the change of administration either for national or local offices after a specific period which may affect the entire cycle of project implementation due to political interventions.

Another concern now is the change in statutory policies and occurrences of natural calamities which may adversely affect the implementation of PFDA projects.

## 3. SWOT MATCHING

### 3.1 Strength: Opportunity Strategy

- As the sole Agency leading the provision of fishery post-harvest facilities, the PFDA will tap the Build, Build, Build Program of the national government and be prioritized as a flagship project to address its rehabilitation, expansion, modernization and preventive maintenance plans for the regional ports currently under PFDA.
- Investing on the same strength with highly technical knowledge on fish port construction, operation and management combined with streamlined linkages for both external and internal networks, PFDA can explore the

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possibility of developing new regional fish port and expand the scope of the current regional offices.

- c. With the technical knowledge of PFDA personnel in port management combined with established positive satisfaction rating, the Agency can further widen its scope of expertise by prioritizing the attainment of global standards (e.g. CHP, SSOP, HACCP and ISO Certifications).
- d. PFDA can also further develop the automation system of all the regional fish ports with the opened opportunities under the Build Build Build Program.

### 3.2 Weakness: Opportunity Strategy


- a. Banking on the inclusion of PFDA as part of the flagship project of the national government, the Agency can address the issues of port facilities rehabilitation, expansion, modernization and ICT development in all its managed regional fish ports.
- b. Aside from crafting in-house programs in the Agency, the PFDA, particularly its Human Resource Division, shall exhaust its efforts to create strong networks to other agencies that may provide relevant trainings and support for the benefit of PFDA employees covering various areas and subjects.

### 3.3 Strength: Threat Strategy

- a. With the support of the management in the implementation of Agency mandates and goals, relevant units shall device innovative, updated and justified programs that will address various organizational concerns (e.g. collection efficiencies, review and amendments of port fees and charges and identification of alternative sources of income).
- b. The streamlined linkages of the PFDA to external networks like LGUs and other relevant government agencies shall be further strengthened to ease or reduce the unfavorable effects of political related interventions.

### 3.4 Weakness: Threat Strategy

- a. Effective maintenance plans and regular repair works of port structures shall be instituted to alleviate effects of monsoon rains and floods.

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- b. Establishment of effective Quality Management Standards shall be immediately addressed to facilitate better organizational management which could also cover reevaluation current various policies (e.g. human resource, project implementation and monitoring, and port guidelines on lease and fees)

#### 4. STRATEGIC STATEMENT

In the light of the foregoing SWOT analysis, the PFDA Central Office shall embark on the following strategic objectives to ensure realization of organizational plans.


- a. Strengthen manpower capacities through trainings and skills development activities, and Agency-based recruitment system;
- b. Enhance organizational capabilities and institutionalize total quality management;
- c. Increase efficiency in project implementation;
- d. Increase efficiency in the utilization of post-harvest facilities;
- e. Expand client base and enhance customer service satisfaction.

#### 5. STRATEGIC ACTION PLAN


The matrix below presents the PFDA Central Office action plan to achieving the four (6) strategic statements enumerated in the previous section.

**Table 4. Strategic Action Plan**

STRATEGY	ACTIVITIES	TIMELINE
1. Strengthen manpower capacities through trainings and skills development activities, and Agency-based recruitment system	a. Provision of necessary trainings for engineering and technical staff b. Preparation of Reorganization/ Rationalization Plan	CY 2019 - onwards
2. Enhance organizational capabilities and institutionalize total quality management	a. Achievement of ISO 9001 certification for Central Office b. Establishment of Agency-wide automation system to database management and monitoring of lease-related activities	CY 2019 - onwards  CY 2015 - onwards

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STRATEGY	ACTIVITIES	TIMELINE
3. Increase efficiency in project implementation;	a. Expedite preparation of developmental studies, secure necessary requirements and procurement process for project implementation b. Establish proper and close monitoring and supervision of project construction and implementation	CY 2013 - onwards
4. Increase efficiency in the utilization of post-harvest facilities;	a. Rehabilitation and improvement of existing post-harvest facilities b. Development of preventive maintenance plan for all operating units	CY 2013 - onwards
5. Expand client base and enhance customer service satisfaction	a. Development of service culture program that will meet the needs of client and stakeholders b. Development of program to better involve the port client c. Establish systems to benchmark and measure feedback to understand client and community needs and improve services d. Expansion of existing regional fish ports	CY 2013 - onwards


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## B. Risk Registry (Project Management)

**RISK REGISTRY**  
**PROJECT MANAGEMENT**

Risk Source (Activities)		Event	Likelihood	Consequence	Impact Severity of the consequence					Risk	Control Measures/Risk Treatment <i>EC - Engineering Control</i> <i>A - Administrative Control</i> <i>S - Substitution</i> <i>E - Elimination</i>	Likelihood	Impact Severity of the consequence after risk treatment					Residual Risk
					Financial	People	Reputation	Service Outputs	Legal				Financial	People	Reputation	Service Outputs	Legal	
Project Planning and Detailed Engineering	Conduct of Pre-Feasibility Study (FS) and Detailed Engineering Design (DED) of potential fishery post harvest facilities in the 1st to 4th class municipalities/cities	Devolution of PFDA functions covered by Supreme Court's Mandanas-Garcia ruling	4	No Fund allocation to support the conduct/preparation of Pre-FS and DED activities			2	2		8	(A) Partnership with the LGU thru Memorandum of Understanding (MOU) to fund the conduct/preparation of Pre-FS and DED							
	Timely completion of DED	Change of project site and issues on site's technical suitability	4	Delayed completion of Detailed Engineering Design				5	1	20	(A) Strict adherence to site selection process in accordance with DAO 017 s. 2022 (A) Strengthen coordination with other agencies to reduce unfavorable effect of political related intervention							
Project Implementation	Timely implementation of project construction	Late/non submission of documentary requirements, e.g. resolution on the availability of site for the project, ECC, other permits and clearances	5	Delayed or non completion of the project			5	2		25	(A) Close coordination and communication with LGU thru meetings prior and during implementation of the project (A) Strengthen PFDA's linkages with other government agencies, e.g. Regional Development Council, etc.							



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**RISK REGISTRY  
PROJECT MANAGEMENT**

Risk Source (Activities)		Event	Likelihood	Consequence	Impact Severity of the consequence					Risk	Control Measures/Risk Treatment <i>EC - Engineering Control A - Administrative Control S - Substitution E - Elimination</i>	Likelihood	Impact Severity of the consequence after risk treatment					Residual Risk
					Financial	People	Reputation	Service Outputs	Legal				Financial	People	Reputation	Service Outputs	Legal	
Project Implementation	Timely implementation of project construction	Failure of Bidding due to a. lack of documentary requirements	5	Delayed or non completion of the project			5	2		20	(A) Explain to prospective bidders the list of documentary requirements and deadline of submission during pre-bid conference (A) Constant communication and coordination with BAC.							
		b. No bidder joined the bidding process**	5				5	2		25	(A) Explore alternative mode of procurement (A) Posting of Invitation to Bid into conspicuous places e.g. newspaper							
	Attainment of project completion	Changes in the approved plans to suit actual field conditions	5		5		5	2		25	(A) Expedite and streamline the processing and endorsement of request and preparation of variation order. (A) Extensive engineering assessment and evaluation of the proposed site including consideration of the information taken from stakeholders							
		Occurrence of inclement weather	5				5	2		25	(A) Expedite preparation and streamline the process in coordination with Legal Division with regards to contractor's request for time extension							

**RISK REGISTRY  
PROJECT MANAGEMENT**

Risk Source (Activities)		Event	Likelihood	Consequence	Impact Severity of the consequence					Risk	Control Measures/Risk Treatment <i>EC - Engineering Control A - Administrative Control S - Substitution E - Elimination</i>	Likelihood	Impact Severity of the consequence after risk treatment					Residual Risk
					Financial	People	Reputation	Service Outputs	Legal				Financial	People	Reputation	Service Outputs	Legal	
Project Implementation	Attainment of project completion	Contractor's inadequate technical capabilities and poor project management skills	2	Delayed or non completion of the project			3	4		8	(A) Monitor the contractor's performance on a quarterly basis. (A) Strict selection of contractors technical capabilities to undertake the project. Refer to appropriate unit to share the risk.							
		Lack of contractor's materials, manpower and equipment on site	2				3	4		8	(A) Close monitoring the contractor's performance on a quarterly basis. (A) Refer to appropriate unit to share the risk.							
	Proper/Efficient Implementation and management of the project	Insufficient knowledge and skills of TSD engineers on construction project management	1				1	1		1	(A) Continuous training/upskilling on new technology							
		Insufficient Manpower	5		2		4	2		20	(A) Filling-up of vacant position and hiring of additional manpower thru JO/CoS							



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**RISK REGISTRY**  
**PROJECT MANAGEMENT**

Risk Source (Activities)		Event	Likelihood	Consequence	Impact Severity of the consequence					Risk	Control Measures/Risk Treatment <i>EC - Engineering Control A - Administrative Control S - Substitution E - Elimination</i>	Likelihood	Impact Severity of the consequence after risk treatment					Residual Risk
					Financial	People	Reputation	Service Outputs	Legal				Financial	People	Reputation	Service Outputs	Legal	
Project Implementation	Proper/Efficient Implementation and management of the project	Voluminous projects to be managed/handled	5	No proper monitoring assigned projects	2		4	2		20	(A) Filling-up of vacant position and hiring of additional manpower thru JO/CoS							
											(A) Outsourcing design and build and consultancy services thru CMS							
Facilities Management	Technical assistance to ROUs for repair, rehabilitation and improvement of existing facilities	Insufficient submission of technical data by ROUs	2	Delay in the assessment, evaluation and recommendation	2		2	2	1	4	(A) Coordination with ROUs as of completeness of necessary data and information							