



REPUBLIC OF THE PHILIPPINES

NATIONAL COMMISSION ON MUSLIM FILIPINOS
QUALITY MANUAL

NATIONAL COMMISSION ON MUSLIM FILIPINOS (NCMF)

ISO 9001:2015 QUALITY MANUAL

Revision 2
Issued October 11, 2021



NATIONAL COMMISSION ON MUSLIM FILIPINOS

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QUALITY MANAGEMENT SYSTEM MANUAL

Approval and Authorization

This Quality Manual defines the NCMF's commitment to
ISO 9001:2015
Quality Management System
requirements.

It is approved as the official
Revision 2 document of the NCMF's QMS

SAIDAMEN B. PANGARUNGAN

Secretary

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QUALITY MANAGEMENT SYSTEM MANUAL

1. INTRODUCTION

This QMS Manual sets out the National Commission on Muslim Filipinos (NCMF) policy and directions and outlines the interrelated processes that support our goal of ensuring our services meet both the national and/or local laws, stakeholders' requirements and our organization's objectives in a consistent and reliable manner.

Moreover, this Quality Manual defines the manner in which NCMF implements a quality management system that satisfies the requirements of the internationally recognized ISO 9001 Standard and provides an important documentary guide to the system as a whole.

Maintenance of this Quality Manual is the responsibility of NCMF's Management Representative. All questions regarding this document should be directed to:

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1.1 Purpose of this Quality Management System Manual

The purpose of this Quality Manual, along with the various quality management system processes and their associated documents mentioned here, are:

- To demonstrate the ability of NCMF to consistently provide services that conform to the requirements of our stakeholders; and
- To improve the level of stakeholders' satisfaction by the effective implementation of a Quality Management System, including the process of continuous improvement.

The processes and procedures defined or referenced in this Quality Manual are intended to establish and communicate the requirements that all operating functions of our organization must meet. These requirements are based on the requirements of our stakeholders as well as applicable national and local laws. As such, these procedures, including this manual, will be updated as the needs of our stakeholders and the respective laws are changed as well as for continual improvement of the effectiveness of NCMF's quality management system.



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1.2 Revision and Distribution of this Quality Management System Manual

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Revisions made to this document are summarized below:

Revision No.	Issue Date	Description
0	October 22, 2020	Initial Version
1	September 15, 2021	Revisions in: 2.2, 4.1.2 4.1.1 Planning 4.2.4 External Relations Management
2	October 11, 2021	Revisions in: 2.1 Organizational Structure, References, 4.1.1a and 4.1.1.2

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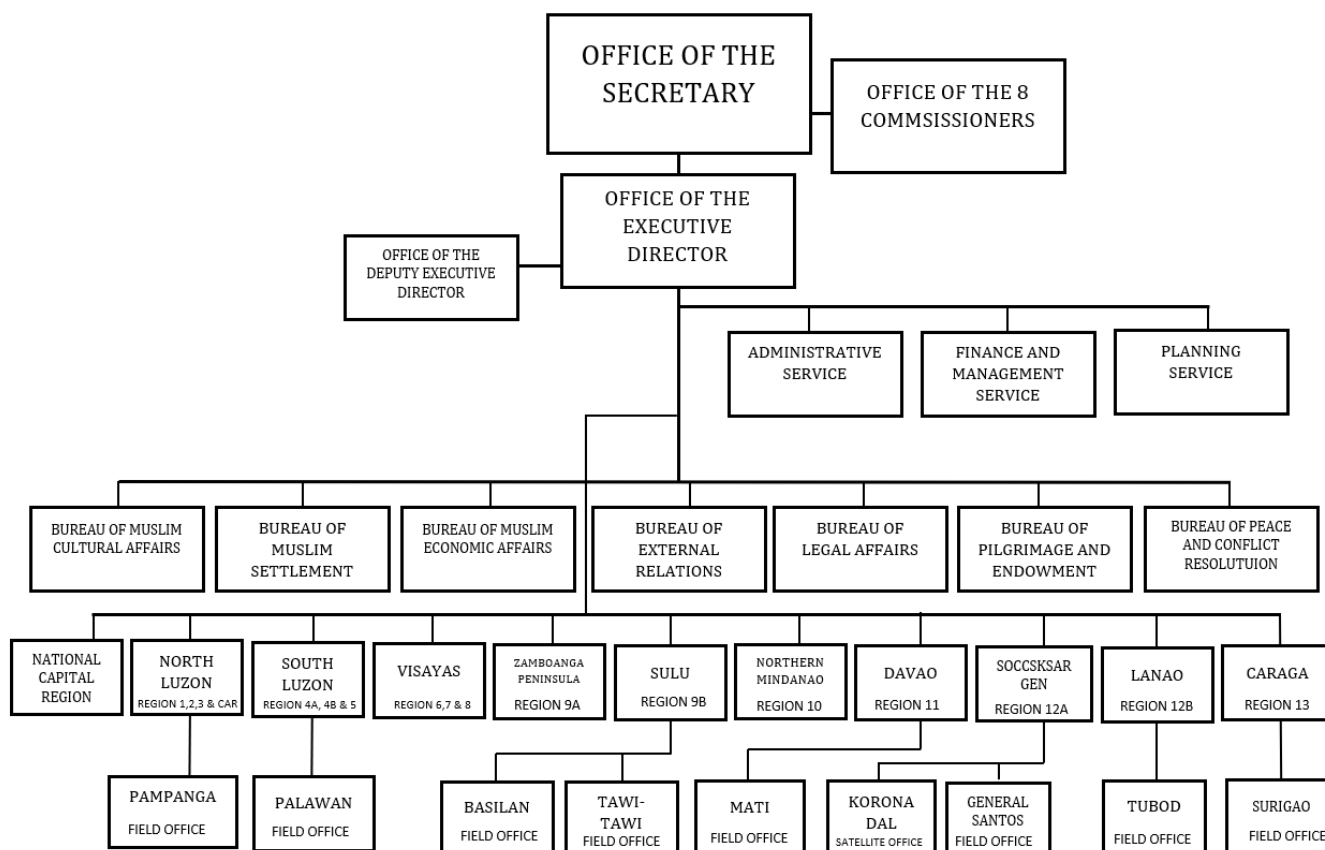
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2. NCMF PROFILE

2.1 Organizational Structure

The Commission is composed of the offices of the Secretary, the Commissioners, the Executive Director, and the Deputy Executive Director, the Bureaus and Services, Regional Offices, and Field Offices.



It has a total of 924 *plantilla* positions, including eight (8) Commissioners, seven (7) Bureau Directors, three (3) Service Directors, eleven (11) Regional Directors, and nine (9) Field Officers.

2.2 Our Mandate

The NCMF was created by virtue of Republic Act No. 9997, otherwise known as the “National Commission on Muslim Filipinos Act of 2009.” The Commission is mandated to preserve and develop the culture, tradition, institutions, and well-being of Muslim Filipinos, in conformity with the country’s laws and in consonance with national unity and development.

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The Commission has at least twenty-five (25) identified powers and functions. Some of these functions and powers may be characterized as:

Program Implementation – to undertake development programs and projects for the advancement of Muslim Filipino communities, including designing, implementing, and maintaining settlements for Muslim Filipino communities.

Coordination – to act as the primary agency through which Muslim Filipinos can seek government assistance and redress; and, to serve as the medium through which such assistance may be extended to Muslim Filipinos after coordination with various government agencies.

Advisory – to advise the President in the formulation, coordination, implementation, and monitoring of policies, plans, programs, and projects affecting Muslim Filipino communities.

The NCMF is headed by a Secretary who represents the Commission at cabinet-level meetings. There are eight (8) Commissioners representing the religious, women, and youth sectors; the remaining five (5) represent different Muslim Filipino tribes. The Commissioners have four (4)-year terms. All of them are Presidential Appointees.

An Executive Director directs the daily operations of the Commission, with all the bureaus and offices directly under the Office of the Executive Director. The bureaus reflect NCMF's mandate and major processes. These are the:

1. Bureau of Muslim Cultural Affairs (BMCA)
2. Bureau of Muslim Settlements (BMS)
3. Bureau of Muslim Economic Affairs (BMEA)
4. Bureau of External Relations (BER)
5. Bureau of Legal Affairs (BLA)
6. Bureau of Pilgrimage and Endowment (BPE)
7. Bureau of Peace and Conflict Resolution (BPCR)

These bureaus create projects, programs, and plans/activities (PAPs) to be implemented by the eleven (11) regional offices and nine (9) field offices covering the entire Philippines. Providing support to their operations are the Administrative Service, Finance and Management Service, and Planning Service.

2.3 Our Mission

Dedicated to promote, preserve, and develop self-reliant communities to become nation-builders and peace makers by:

- (1) formulating timely policies and programs;
- (2) empowering Muslim Filipinos through multi-sectoral unified efforts guided by Islamic values and principles.



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2.4 Our Vision

The premier government agency committed to maintain the integrity, values, culture, and well-being of Muslim Filipinos geared towards national unity and development.

2.5 Strategic Direction

The Commission shall be guided by the following strategic direction that will serve as basis for program implementation:



STRATEGY PLAN 2019 - 2022

MISSION

Dedicated to promote, preserve, and develop self-reliant communities to become nation-builders and peace-makers by:

- (1) formulating timely policies and programs;
- (2) empowering Muslim Filipinos through multi-sectoral unified efforts guided by Islamic values and principles.

VISION

A premier government agency committed to maintain the integrity, values, and well-being of Muslim Filipinos geared towards national unity and development.

SOCIAL IMPACT

Improved Living Conditions of Muslim Filipinos

CUSTOMER FOCUS

Development of Customer Satisfaction Measurement

FINANCES

Fund generation

PROCESSES

ISO 9001:2015 Certified

LEARNING AND GROWTH

Develop competent, committed, and dedicated NCMF

2.6 Our Policy for Quality

We, at the National Commission on Muslim Filipinos, are committed to perform with the highest quality of service the mandate of the Commission in improving the well-being of Muslim Filipinos.

To achieve this, we shall:

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- Adhere to the country's laws and other legal issuances and with due consideration to the cultural sensitivity of the stakeholders in the delivery of service.
- Ensure timely and responsive delivery of services for the satisfaction of customers, clients, and partner organizations.
- Strive to continually improve the effectiveness of the Quality Management System so that every Muslim Filipino and Relevant Interested Party shall be served fairly and justly.

Trabaho ko, Ibadah ko!

3. NCMF's QUALITY MANAGEMENT SYSTEM

3.1 Scope of the Quality Management System

NCMF's quality management system covers all the processes necessary to provide the Muslim Filipino Communities with the following services:

- **Socio-Cultural**: studies and implementation of projects, programs and activities aimed at enhancing and preserving institutions, practices, and the overall culture of the Filipino Muslim Communities
- **Socio-Economic**: opportunities for economic development through studies and researches, and coordination aimed at providing livelihood programs, financial assistance and other related activities.
- **Social Protection**: linkages, coordination, studies and researches and development and implementation of programs to maintain peace, find solutions to conflicts, and the prevention of conflict escalation, to attain and maintain peaceful Filipino Muslim communities which are integrated with the rest of the Filipino Society;

The various processes that coherently interact to deliver the abovementioned services are categorized into three, namely: the management, core and support processes. The sequence and interaction of these processes are illustrated in Section 3.2 NCMF QMS Process Map.

NCMF's QMS satisfies the full range of requirements specified by the ISO 9001:2015 Standards with some clarifications on the applicability of the clause identified below:

ISO 9001:2015 Clause 7.1.5.2 Measurement Traceability

In order to ensure conformity of NCMF's services to requirements, the Commission employs a variety of monitoring and measuring resources such as evaluation and assessment forms. These monitoring and measurement resources are kept updated and verified to ensure continuing suitability and fitness for their intended purpose. However, NCMF's services do not require the use of measuring equipment (as defined by ISO 9000:2015 Section 3.11.6 – see definition below) to verify conformity to the relevant requirements.

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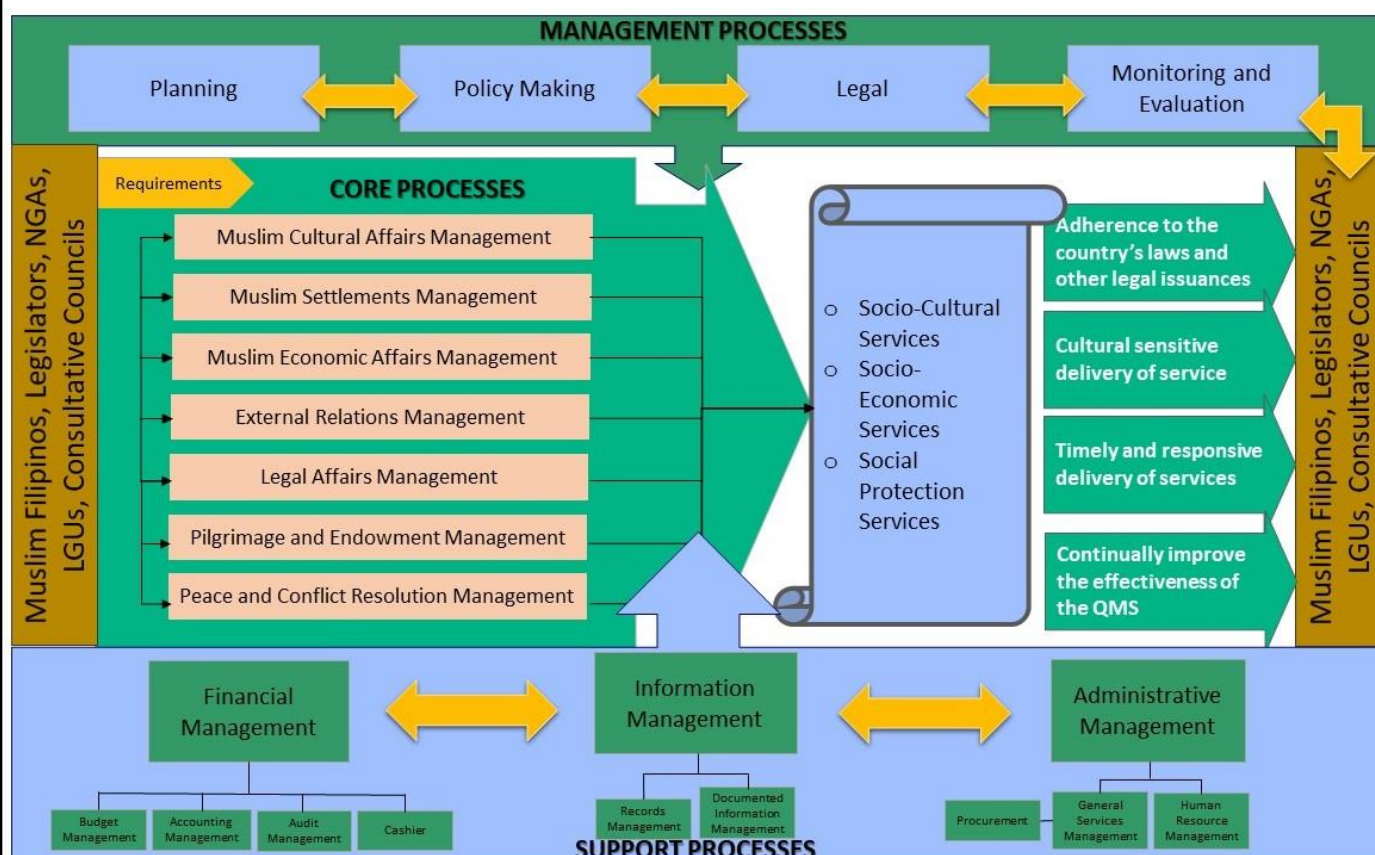
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Measuring equipment – measuring instrument, software, measurement standard, reference material or auxiliary apparatus or combination thereof necessary to realize a measurement process.

In view of this, NCMF deems that the requirements under ISO 9001:2015 Clause 7.1.5.2 – Measurement Traceability - are not applicable to the scope of NCMF's Quality Management System.

3.2 NCMF QMS Process Map



3.3 Process-based Management Systems

Our management believes that an effective system depends on managing all the processes so as to produce the desired outcome. Thus, NCMF adopts the process approach promoted by the ISO 9001 standard. Our QMS processes are classified into three groups, as follows:

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3.3.1 Management Processes

These include processes relating to establishing and reviewing the set strategic plans and objectives, formulating policies, internal auditing, and gathering of data for performance analysis and improvement of the effectiveness and efficiency of NCMF's QMS during performance reviews.

3.3.2 Core Processes

These include all the processes that have direct interaction with the information, materials, and activities employed to provide the intended outcomes of NCMF's services ranging from External Relations Management, Legal Affairs Management, Muslim Cultural Affairs Management, Muslim Economic Affairs Management, Muslim Settlements Management, Peace and Conflict Resolution Management, to Pilgrimage and Endowment Management.

3.3.3 Support Processes

These include all processes for the provision and maintenance of the resources that are needed for the effective operation of the core processes and the implementing NCMF units. Such processes include Administrative Services Management, Financial Management, and Information Management.

4. PROCESSES OF THE MANAGEMENT SYSTEMS

4.1 Management Processes

4.1.1 Planning

The Commission determines, reviews, and analyzes key aspects of its mandate, services, and stakeholders relevant to its vision, mission, and strategic direction. This requires identifying and understanding internal and external issues, both positive and negative, that can affect its ability to achieve intended results, its services, and interested parties. These issues are summarized, monitored, and updated appropriately during management review, strategic planning, and management committee meetings.

Reference: Conduct of Strategic Planning Procedure

4.1.1.a. NCMF's Interested Parties

Interested parties are the stakeholders who receive outputs (products and services) from the Commission. They can affect the Commission's ability to consistently provide the products



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and services that meet customer and applicable statutory requirements. Thus, the Planning Service determines, monitors, and reviews the requirements, needs, and expectations of these relevant interested parties. This information is updated as necessary and used by the Commission's top management to review its strategic direction during Strategic Planning, Management Review, and Management Committee Meeting.

Reference: NCMF Interested Parties

Interested parties of the NCMF include the Muslim Filipinos whom the NCMF provide sociocultural, socioeconomic, and social protection services; legislators, national government agencies, local government units (LGUs), the general public, academe, researchers, media, and social media users, who requests data and information to the NCMF; and the NCMF employees who provide technical and staff support.

4.1.1.b. Actions to Address Risks and Opportunities

The Commission considers its context and the needs of its interested parties when determining risks and opportunities within the quality management system to ensure the achievement of planned results, enhance desirable effects, reduce undesirable effects, and achieve continual improvement.

Risk is the likelihood of danger, harm, or loss. It is the "effect of uncertainty" which may be positive or negative. On the other hand, the opportunity is circumstances that will support in achieving the quality objectives, achieve improvement, enhance customer satisfaction, and desirable effects (Clause 9001 and 9002 Clause 6.1.1).

Risk-based techniques that were used to determine risks and opportunities at the strategic level is SWOT Analysis. Actions to manage risks and opportunities are determined at several venues (e.g. Strategic Planning, Management Review, and Management Committee Meetings) and eventually integrated into the QMS processes.

References: NCMF SWOT Analysis

4.1.1.1 Conduct of Strategic Planning

NCMF conducts its strategic planning every three (3) depending on the current affairs in the country, or based on new directives from the national government. Expected outputs are short-to medium- term targets used as basis for NCMF's operations for three (3) years. The strategic planning includes the review of the mission, vision, strategic goals and objectives, and its current Strategy Road Map to set a responsive strategic direction.

The Strategic Planning is conducted to come up with an action plan to achieve the agency's mandates, goals, objectives, programs, and plans for the three-year term, while also supporting the priorities of the Philippine Development Plan (2017-2022). At the end of the



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activity, a Balanced Scorecard or Strategic Plan, a three-year Plan and Budget are drafted. This will be provided to all the concerned officials of the Commission once approved by top management.

References: NCMF Vision, Mission, Mandate.
NCMF Operations Manual (2016).
NCMF Philippine Development Plan (2017-2022)
Conduct of Strategic Planning Procedure

4.1.1.2 Conduct of Operational Planning

Operational Planning (OP) is conducted annually. It is a vital activity in preparing the annual work and financial plan (WFP) and annual procurement plan (APP) of the commission. The annual WFP and APP are taken from the individual operating units WFP and Project Procurement Management Plan (PPMP). The WFP is consolidated by the Planning Service while the APP is consolidated by the Bids and Awards Committee (BAC) from the PPMP of the operating units. The OP provides venue for the harmonized programs, projects and activities from the Bureaus down to the regional offices and appropriates the operational budget of the three (3) major programs (sociocultural, socioeconomic, and social protection), monitoring and evaluation as well as the reporting of accomplishment from the regional offices up to its counterpart Bureaus. The Bureau consolidates the accomplishment reports and submit to the PS, OED and Secretary.

Operational Planning is carried out every 11th month of the calendar year in preparation for the next calendar year where the heads of bureaus, services, and counterpart regional offices meet either face to face or online platform to discuss the major final outputs, PAPs, success indicators, performance targets, monitoring and evaluation, issues and concerns of relevant interested parties and reporting system.

Once the Commission WFP is consolidated, it will be vetted with the top management for approval.

References: Article II, Section 12 of Republic Act No. 9997.
CSC Guidebook on the SPMS.
NCMF Operations Manual (2016)
Conduct of Operational Planning Procedure



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4.1.2 COMMISSION EN BANC

Expected Outputs	Key Activities	Person/s Responsible	References
Enbanc Resolutions, Petitions, Position Papers, Requests, Communications and other actions	Commission Enbanc meetings	Secretary, Commissioners, Commission Secretariat	RA 9997, Implementing Rules and Regulations of RA 9997, Internal Rules of Procedure of the Commission Enbanc
Agenda items for the Enbanc meeting	Consultations of Commissioners with their respective sector or tribe	Commissioners	Internal Rules of Procedure of the Commission Enbanc
Agenda items for the Enbanc meeting	Submission of the bureaus/services/ regional offices of agenda items to the Executive Director	Bureau/ Service/ Regional Directors, Executive Director	Internal Rules of Procedure of the Commission Enbanc
Publication in the Official Gazette of the NCMF, and/or Website and/or Bulletin Board Posting	Dissemination of Commission Enbanc Resolutions and other actions	Commission Secretariat, BER	Internal Rules of Procedure of the Commission Enbanc

The Commission en banc is composed of nine (9) Commissioners and headed by a Secretary. The Commissioners are mandated by law to assist the Secretary in the performance of his or her functions, who may assign or delegate specific, substantive or administrative responsibilities to any of them. The Commission shall be responsible in the formulation, coordination and monitoring of policies, plans, programs and projects affecting Muslim Filipinos.

The Commissioners and the operating units of the NCMF may bring up issues and concerns affecting Muslim communities and may be included in the en banc meetings. The Secretary presides the en banc meetings and also approves the agenda.

The Commission Secretariat, which is headed by the Executive Director, shall prepare and keep the minutes of the meeting and the resolutions and other measures adopted by the body. All resolutions and other actions emanating from the Commission en banc shall be approved by a majority of the Commissioners present in the meeting who constitute a quorum. These shall be published in the Official Gazette of the NCMF, and/or posted in the official website and/or in a conspicuous place in the office for wide dissemination.

References: RA 9997, Implementing Rules and Regulations of RA 9997,
Internal Rules of Procedure of the Commission En Banc.

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4.1.3 Monitoring and Evaluation

4.1.3.1 Stakeholders Satisfaction

The NCMF will always strive to satisfy the needs and expectations of the public, and we are committed to acknowledge and identify the concerns of our clients and other relevant stakeholders. The NCMF has established methods for obtaining, monitoring and reviewing this information to ensure that inquiries will be answered in a timely manner, and that expectations are effectively fulfilled. These include:

- performing operational plan meetings to ensure delivery of quality services;
- implementing corrective actions to resolve stakeholders' complaints;
- measuring our stakeholders' satisfaction regarding our performance.

The level of satisfaction by all relevant parties is reviewed once every quarter. This is done by analyzing the information obtained from stakeholders' feedback. Data may be gathered from use of traditional surveys, web-based surveys, focus group discussions, and social media. Appropriate action is decided which is based on the results of the analyses and reviews conducted. This is to ensure that levels of satisfaction are as high as reasonably possible whenever business is conducted with any NCMF unit.

Reference: Nonconformity and Corrective Action Procedure.
Feedback and Satisfaction Survey Procedure.

4.1.3.2 Internal Quality Audit

The NCMF wants to ensure that its established Quality Management System meets its performance commitments, targets, planned actions, and complies with statutory and regulatory requirements. Thus, the Internal Quality Audit (IQA) Team was created to accomplish internal audit tasks.

The internal audit procedure seeks to evaluate the entire Quality Management System and its processes. The audit results are reviewed in the Management Committee Meetings and the yearly Management Review. The results of the review are recorded and brought to the attention of the concerned personnel or office for proper implementation of the improvements and corrective actions.

Reference: Internal Audit Procedure.

4.1.3.3 Performance Review

Periodic performance reviews is an essential part of our approach to continual improvement of the effectiveness and efficiency of our quality management system with the objective of satisfying our stakeholders requirements including the applicable requirements.



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Reviews on the management system's suitability, adequacy and effectiveness are carried out during our management committee (ManCom) meetings.

Effective reviews require the assembly of meaningful performance data – performance of programs, services, processes and personnel – to allow factual-based decision making. The inputs on our ManCom meetings include, but not limited to:

- status of the plan of actions from previous meetings;
- feedback from stakeholders;
- extent of achievement of performance targets;
- problems that need to be addressed;
- audit results;
- changes on internal and external issues;
- performance of external providers;
- necessary resources;
- effectiveness of actions taken to address risks and opportunities; and
- opportunities for improvement.

The reviews are fully recorded and, as a minimum, produce recommendations for improvements and any need for changes (e.g. resources) to the Quality Management System as appropriate to the information reviewed.

4.1.4 Improvement Management

4.1.4.1 Control of Nonconforming Output

The delivery of NCMF's services necessitates that expected outputs are fulfilled in accordance with the relevant internal and externally mandated criteria. As such, NCMF controls process outputs that do not conform to specified requirements.

To provide for the appropriate controls, a section in the documented procedures that support the operation of NCMF's processes define the measures to correct, to contain, and to mitigate the nonconforming outputs and its effects on the NCMF's services and processes.

Reference: Nonconformity and Corrective Action Procedure.
Section 8 of the Documented Procedures.

4.1.4.2 Corrective Action

In the NCMF QMS, there is a difference between carrying out corrective actions and just correcting a nonconformity or a nonconforming output. Correction is about resolving the nonconformity/nonconforming output and its consequences. However, a corrective action is concerned with finding out why a nonconformity occurred and making sure that it does not occur again.



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The need for corrective action could be initiated by a number of factors, some of which could be triggered by:

- audit findings
- stakeholders' complaints
- nonconforming products/services
- problems from external providers
- noncompliance with regulatory requirements

When a corrective action is taken, this is recorded and followed up within a reasonable period to find out its effectivity.

Reference: Nonconformity and Corrective Action Procedure.

4.2 Core Processes

4.2.1 Muslim Cultural Affairs Management

Muslim Cultural Affairs Management is related to the formulation of the processes necessary for preservation, promotion and development of Muslim Filipino culture, institutions and practices. It includes the formulation of plans and policies, and the implementation of programs and projects to achieve client satisfaction.

4.2.1.1 Cultural Institutions Development

The cultural institutions development is a primary function of the Bureau of Muslim Cultural Affairs - Cultural Institutions Development Division (BMCA-CIDD), purposely to realize the preservation and promotion of Filipino Muslim culture. One of the regular programs is the conduct of the Annual Qur'an Reading competition.

Selection of applicants shall be done through screening, audition, and performance competency from Organization/Barangay, Municipal, Provincial, Regional up to the National Qur'an Reading Competition. Once the winners are announced by the NCMF Provincial and Regional offices, the list and required documents shall be forwarded to BMCA-CIDD for collation and inclusion in the NQRC. Delegates from NCMF Provincial and Regional offices shall be composed of the Regional Director, CAD Chief, Qari' (male reader), Qari'ah (female reader) and the Hakam (Judge). From the annual budget of this Bureau, it will be discussed and agreed upon by the BMCA Director and the CIDD Chief to allocate budget of said competition. Budget allocation and approval by the Secretary, upon recommendation by the Executive Director, shall be done on or before the second month of the calendar year. Said budget will be used for the delegates' transportation, hotel accommodation, food and venue packages, prizes, allowances, coordination and miscellaneous expenses.

Winners of the National Qur'an Reading Competition shall have the privilege of officially representing the Republic of the Philippines in International Qur'an Reading Competitions.

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The ultimate goal of the annual Qur'an Reading Competition is to produce Champions who can promote the country's cultural and diplomatic relations through friendly competitions.

References: RA No. 9997 Creating the National Commission on Muslim Filipinos.
Procedures and Guidelines in the conduct of the annual Qur'an Reading Competitions (Cultural Institutions Development).
Criteria, conditions and requirements of the host countries, for international competitions and exhibitions.

4.2.1.2 Madrasah Development

The Madrasah development is implemented through the efforts of the Bureau of Muslim Cultural Affairs - Madrasah Education Development Division (MEDD), in coordination with concerned NCMF Officials for the promotion and development of Madrasah education in the Philippines. The NCMF, is mandated to assist the Department of Education (DepEd) in the implementation of the Madrasah Education Program by having regular engagements with the Madrasah Administrators.

After meeting with Traditional Madaris Administrators, and finalizing the unified curriculum and common textbooks for Traditional Madaris, BMCA-MEDD shall continue its program to print and distribute the textbooks. Traditional Madaris Administrators are encouraged to register their Madrasah for recognition. They shall submit their updated madrasah profile, including the total number of students enrolled.

Issuance of Certificate of Registration shall be the basis for recognition by NCMF and entitlement to avail of the textbooks for the five (5) core subjects for Traditional Madaris.

Target areas of the program are those located outside the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). Coordination with other stakeholders is done for the improvement of Madrasah education, such as the need for capacity building activities for Traditional Madaris Teachers and Administrators.

One objective is to assist the traditional madaris to be recognized as effective partners in peace and development, and for earned degrees to be usable for employment, and for applications to receive assistance from donors and/or the government.

References: RA No. 9997 Creating the National Commission on Muslims Filipinos.
Procedures, guidelines, criteria and requirements on NCMF Issuance of Certificate of Registration for Recognition (Madrasah Development).

4.2.1.3 Provision of Shari'ah Training Education

The provision of Shari'ah Training Education is one of the vital programs of the Bureau of Muslim Cultural Affairs-Shari'ah Training and Education Division (BMCA-STED). It is mandated to conduct in selected training areas the regular series of Shari'ah Training Seminars to be completed in a span of two years. Availment of said training shall start from the provincial or regional training areas upon meeting the minimum number of qualified



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participants with the following qualifications: must be lawyers or members of the Philippine Bar, or ulama or graduates of Islamic/Arabic courses abroad; or graduates of Law (Barristers); or graduates of Shari'ah or Islamic courses in the Philippines duly recognized by the government; or graduates of other courses related to law and/or Shari'ah (Islamic Law); or graduates of other 4-year courses, provided that he has working knowledge about Islamic Law.

The budget allocation of said training will be sub-allotted to each training area depending on the number of participants. After completion of the training seminar, BMCA-STED will consolidate the number of trainees coming from selected field offices, and coordinate with the Office of the Bar Confidant, Supreme Court of the Philippines, for the conduct of the Special Shari'ah Bar Examinations scheduled every two years. The Shari'ah Pre-Bar review classes, and the Special Shari'ah Bar Examinations, are likewise organized by the BMCA-STED.

The primary goals of BMCA-STED are to produce top caliber Shar'ah Counsellors; and to have well-trained Shari'ah Counsellors and Shari'ah practitioners applying their knowledge for the benefit of the Muslim communities. Successful examinees shall be granted a Second Level Eligibility equivalent to a CSC professional eligibility for public employment.

References: RA No. 9997 Creating the National Commission on Muslim Filipinos.
P.D. 1083 or Code of Muslim Personal Laws of the Philippines.
Supreme En Banc Resolutions.
NCMF internal guidelines, procedures, criteria and requirements (Provision of Shari'ah Training Education).

4.2.2 Muslim Settlements Management

The Muslim settlement process has two sub-processes, namely: Relief Assistance and Disaster Preparedness Management and Settlement Management. The Muslim settlements processes and its sub-processes are concerned with the promotion and development of Muslim Filipino settlements areas across the country, including relocation and rehabilitation of urban informal settler's families (ISF), maintenance of Muslim Assistance and Disaster Response Centers (MADRC) or Muslim Councils in different areas across the country, in coordination with other government agencies such as the Department of Environment and Natural Resources (DENR), Department of Social Welfare and Development (DSWD), Philippine Statistics Authority (PSA), Local Register of Deeds Offices, Land Registration Authority (LRA), National Housing Authority (NHA), Department of Interior and Local Government (DILG), National Disaster Risk Reduction Management Council (NDRRMC) and other line agencies as stipulated in the section 11, paragraph (c) of the Republic Act 9997 and its IRR or the RA 9997 implementing rules and regulations.

4.2.2.1 Relief Assistance and Disaster Preparedness Management

The relief assistance is put into execution whenever there are man-made and natural disasters in the country, especially when there are affected Muslim constituents. This is primarily



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implemented by the Settlement Divisions of the regional offices dispersed across the country through the guidance of the Bureau of Muslim Settlement in the Central Office.

The BMS and its regional arms have included a budget for relief goods and relief coordination. Allocation thereof happens during the annual operational and/or strategic planning of the Bureau whereby the bureau director and the two chiefs of the bureau deliberate as to how much the amount of money would be—an amount dedicated solely for any possible incoming calamities, with due consideration with other projects and programs of the Bureau of Muslim Settlement. Ideally, this should take place at the end of the last quarter of the year or at the start of the succeeding year in the first quarter. The budget will be used for coordination to the front-line agencies and, secondarily for purchase of relief goods.

Any relief operation is and should be supervised by the BMS Bureau Director, coordinated by the division chief of the Relief Assistance and Coordination Division (RACD) to the regional offices with the help of his staff. This has to be coursed through to the regional director, then handed to the Settlement Division staff. At the Central Office, the following line of actions is being observed: the division chief of the Relief Assistance and Coordination Division shall, after receiving reports from the regional office of any disaster, immediately download funds to the regional office for implementation. While at the regional office, the staff of the Settlement Division shall be responsible for coordination and implementation. It is expected that coordination and implementation of the project made by the regional Settlement Divisions must be done in a timely and efficient manner such that as soon as the disaster happened, the regional Settlement Division must coordinate with the line agencies. Concomitantly, the relief assistance such as relief goods for the affected Muslim individuals and families must be compliant with the Muslim traditions i.e. halal.

References: IRR of RA 9997 (An Act Creating the National Commission on Muslim Filipinos Defining Its Powers, Functions and Responsibilities and Appropriating Funds Therefor and for Other Purpose).
Procedure for the Provision of Relief Assistance Coordination or Relief Operations.

4.2.2.2 Settlements Management

The development or the management of the Muslim Settlements areas is implemented under the direction of the BMS director with his/ her staff as the officers in the ground, particularly the chief of the Settlement Division and his/her staff. The same way with the Relief Assistance and Coordination Division, the Settlement Division of the Central Office and its counterpart in the regional office have the prime responsibility of coordinating with the proper agencies such as the Department of Environment and Natural Resources, National Housing Authority, and other similar agencies whenever there are affected Muslim Filipinos in any resettlement programs and projects of the government.

The primary concern of this division is to help the affected Muslim communities or families. This is seen when other agencies seek the help of the Commission in relocating the Muslim families or communities, or when these affected Muslim families or communities ask



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assistance to this Commission. Additionally, the division has the responsibility to undertake researches whenever possible on the current status of the Muslim communities in the Philippines, and on providing coordination assistance to other government agencies, such as Philippine Statistics Authority, in conducting census. Finally, the division may likewise implement programs and projects that can uplift the condition of the Muslim communities, families or individuals such as conducting medical missions, and feeding programs.

Muslim settlement target areas every year are agreed upon, for where the intended projects are to be implemented, by the Director and the two Chiefs of this Bureau as well as the regional offices' representatives during the operational planning or strategic planning that happens annually every last quarter of the year or in the first month of the first quarter of the succeeding year. In implementing the programs, the Central Office is responsible for the allocation of fund for the activities related to the development of Muslim settlement areas. Likewise, it supervises the projects related to Settlement which are being implemented across the regional offices in the country. Meanwhile, the regional offices' Settlement Divisions are responsible for the implementation of the projects in the ground. Implementation of the projects must be timely, and it must be properly coordinated with proper agencies.

References: IRR of RA 9997 (An Act Creating the National Commission on Muslim Filipinos Defining Its Powers, Functions and Responsibilities and Appropriating Funds Therefor and for Other Purpose).
Procedure on the Development and Management of the Muslim Settlement (Settlement Management).

4.2.3 Muslim Economic Affairs Management

Muslim economic affairs management under the Bureau of Muslim Economic Affairs includes the assistance of economic livelihood programs and projects through the promotion and development of Muslim entrepreneurship, trade and marketing assistance through the extension of loans to the Muslim communities; promote and develop cooperative endeavors among Muslim Filipinos in coordination with the Cooperative Development Authority (CDA); manpower skills training and community self-help projects in coordination with Technical Education and Skills Development Authority (TESDA); and the promotion and development of Philippine Halal Industry through the implementations of various projects including halal awareness programs and accreditation of domestic halal certifying bodies in coordination with Department of Trade and Industry, Philippine Export Halal Board and the Philippine Accreditation Board (PAB).

References: Art II Sec. 11(a) of RA No. 9997, series of 2010, an Act creating the National Commission on Muslim Filipinos.
Rule Sec. 15(a) of Republic Act No. 9997, s.2010 Implementing Rules and Regulations.



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4.2.3.1 Small Business and Trade Development

Design programs/activities/projects to equip Muslims entrepreneurs/traders the tools to enhance their knowledge and increase their financial capacity and improve its products. It is in coordination with BSP, ADB, DTI, TESDA, DOST, LGUs, Minda and Community/Business Leaders in the areas and financial institutions such as Al-Amanah Bank and ASA Philippine Foundation Inc. of its micro-financing services for their business developments. It is the promotion and enhancement activities of domestic trade and commerce among the member of the Muslim Filipinos communities; promote and facilitate the establishment by members of the Muslim Filipino communities joint venture and investments in cooperation or coordination with exiting public enterprises, corporations or private entities; initiate and/or organize, in accordance with pertinent laws, rules and regulations, enterprises based on the principles of Islamic business and finance for the benefit and welfare of the Muslim Filipino communities.

4.2.3.2 Promotion and Development of Philippine Halal Industry

NCMF as a premier Muslim national agency leads in the promotion and development of the Philippine Halal Industry through its Halal awareness programs/activities; enter into partnership or cooperation with appropriate agencies, individuals and institutions here and abroad such as creation of Special Economic Zone to establish Halal Hub in Mindanao to create/provide job and income opportunities to Muslim Filipinos, in harmony with the Administrative Order No. 18, s. 2019 entitled: *"Accelerating Rural Progress through Robust Development of Special Economic Zones in the Countryside"* signed by His Excellency President Rodrigo Roa Duterte in partnership with Philippine Economic Zone Authority; and to accredit domestic halal-certifying entities/bodies for the utmost benefit of Muslim Filipinos.

4.2.3.3 Cooperative Development

Design programs/activities/projects to promote organization of cooperatives among Muslim communities through educational seminars. Pre-Membership education seminar and other cooperative capability training seminars shall be conducted by the accredited trainers in the cooperative division of the Bureau of Muslim Economic Affairs (BMEA) in coordination with the Cooperative Development Authority (CDA). There is an account and monitor Muslim Cooperatives nationwide to enable them to be informed of the advantages and benefits of cooperativism and for them to access the poverty alleviation programs of the government through the Commission.

4.2.3.4 Manpower Skills Training Development

Design programs/activities/projects that promotes and implement manpower skills trainings and community self-help projects for sustainable economic development of Muslim communities. This is in coordination with concerned government agencies such as TESDA, DOST, DOLE, DTI, DOH, DICT and non-government organizations that could provide technical education and skills trainings and other opportunities for job employment local and



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abroad. And also, with continuous transfer of technological knowledge and skills to Muslim Filipino communities to uplift their quality of life.

References: Rule V Sec. 15(a3) of RA No. 9997 series of 2010 Implementing Rules and Regulations.
Art II, sec.8 (z) of RA No. 9997 s. 2010 National Commission on Muslim Filipinos.
Memorandum of Understanding with TESDA and accredited TESDA training centers.
Sec. 14 of RA No. 10817 s. 2016.
MOA with Center of Culinary Academy.
Manpower Skills Training Development Management Process.
Memorandum of Understanding between NCMF and PEZA.

4.2.4 External Relations Management

External Relations Management of the Commission is done through the Bureau of External Relations, which covers provision of public information, and communications with other government agencies as well as the private sector. Assistance to the public, such as in employment and applications for travel tax exemptions, is done through issuance of certification. For uniformity and standardization of the release of information from the NCMF to the general public, material is passed through the BER. This ensures that transparency is guaranteed by the Commission through relevant and timely relations with external parties.

4.2.4.1 Issuance of Certificates

The BER is one of the frontline services that is tasked to issue the following documents: Certificate of Tribal Membership, Certificate of Conversion to Islam, Certificate of Muslim Marriage, Certificate for Travel Tax Exemption, and Translation of Arabic Documents. These are issued for the purposes of identification, local employment, passport application, PNP height waiver, and other legal matters.

Following the guidelines set by the BER, the general flow for certificate application is as follows:

- the Public Information and Assistance Desk (PIAD) Officer-of-the-Day receives the required documents and application form, which are then assessed by the BER staff under the Foreign and Local Assistance Division;
- after encoding and evaluation of the Division Chief, the Bureau Director verifies the certificate before it is released to the client within the day; and
- all the submitted documents and released certificates are recorded in the NCMF Data Information System with a corresponding control number.



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A Muslim Filipino ID card is an optional step in the issuance of certification, which is requested after the verified Certificate of Tribal Membership has been released.

For Technical Assistance for Shariah Court Documentation, the applicant is referred to the NCMF Official Translators and Shariah Court Liaison Officers under the Foreign and Local Assistance Division. The documents will then be sent via registered mail to Shariah Courts in Zamboanga, Lanao del Sur, Cotabato, and Basilan for processing. After two to three weeks, the applicant may claim the verified documents at the NCMF-BER office.

Reference: Issuance of Certificates Procedure.
Reform Policy in the Issuance of NCMF Certificates April 20, 2015.

4.2.4.2 Provision of Public Information

The Bureau of External Relations through its Public Relations and Information Division (PRID) is responsible for maintaining the publication of NCMF official journals, the NCMF official social media account, and the Public Information and Assistance Desk (PIAD).

Inquiries by stakeholders may be coursed through the PIAD via personal appearance, or through electronic means (phone call, email, social media platforms). For personal inquiries, the client is asked to log his details in the PIAD logbook, stating his reason for inquiry or visit. A Referral Slip is then prepared by the PIAD Officer-of-the-Day and is given to the client, directing him to the concerned NCMF office or bureau.

Printed publications are done through the NCMF Gazette which is released quarterly, and an annual year-end magazine. These are distributed to the 13 Islamic embassies in the Philippines, and to the 11 NCMF regional offices, and contain the accomplishments of the Commission throughout the year. An official website and social media account are also maintained by the BER staff, Division Head, and Bureau Director, in cooperation with the Planning Service/IT Division. The assigned BER focal persons in each regional office is tasked to submit the accomplishment reports following a prescribed format with photo or video documentation to the BER via email, while the Bureaus may either submit a hard copy or send an email for their reports. The BER Information Officers make the necessary write ups, and submit the material to the Division Chief for review and editing. A final version is submitted to the BER Director for review, before being forwarded for printing, for dissemination to the press, or for posting on social media. Hard copies and soft copies are filed for future reference.

Reference: Provision of Public Information Procedure.



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4.2.4.3 Management Assistance

Organizations, communities, and individuals who wish to avail of the BER's assistance must submit a letter to the Bureau two weeks prior to the initial meeting or the event. Scheduling for meetings are done, to include the respective NCMF Offices or Bureaus concerned.

Allocation for resources and manpower are discussed by the Division Chief and Bureau Director. An MOU is drafted and submitted to the concerned parties and the Offices of the NCMF Executive Director for review and signing. Signed copies of the MOU are provided to the NCMF Office of the Secretary, Office of the Executive Director, concerned bureaus or offices, and external parties involved in the project or activity.

Requests for assistance by OFWs and Islamic scholars may either be coursed electronically through e-mail or social media, in writing, or verbally.

Reference: Management Assistance Procedure.

4.2.4.4 External Communications

Each of the Bureaus in the Central Office have the capacity to send out their own correspondence to external entities. In cases wherein, the assistance of the BER is required, a draft of the document is submitted to the BER clerk with a referral letter citing the support needed. The Public Information Division Chief reviews the draft and make necessary revisions and suggestions. The document is then forwarded to the Bureau Director for approval before it is sent to the requesting Bureau. The BER then sends the correspondence via e-mail and/or messenger to the concerned agency or organization, and informs the contact person via SMS that an e-mail was sent to their office. Any invitations for meetings with external parties that are coursed to and through the BER are also addressed by sending representation to the event, either face-to-face or virtual.

References:

- Reform Policy in the Issuance of NCMF Certificates April 20, 2015
- NCMF Operations Manual 2015
- Ra 9997: An Act Creating the National Commission on Muslim Filipinos Defining Its Powers, Functions and Responsibilities and Appropriating Funds Therefor and For Other Purposes

4.2.5 Legal Affairs Management

The Bureau of Legal Affairs (BLA) is responsible in providing NCMF with legal education assistance in case of litigation involving their persons and interests. it also acts as the legal



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counsel of the Commission and it investigates cases involving its personnel and submits appropriate recommendation pertaining thereto, including a valid complaint brought before the Commission.

4.2.5.1 Provision of Legal Assistance/Services

BLA is composed of two divisions: legal affairs division, and legal assistance division. BLA also operates in all ten (10) regional offices. Its activities involve several activities:

- documentation program
- monitoring of Muslim Cases program
- court interpreting program
- legal support for Muslim Detainees program
- high profile Muslim Cases assistance program
- walk-in client's assistance program
- litigation, investigation and other legal concerns assistance program
- legal research, advocacy policy reform and education program
- legal internship program
- quick reaction legal team program
- institutional building and partnership on key legal engagements program
- community youth paralegal program
- BLA citizen charter

Reference: Core Process Procedure.

4.2.6 Pilgrimage and Endowment Management

Pilgrimage and Endowment management falls under the NCMF's core processes on Socio-Cultural Services which manages studies and implementation of projects, programs and activities aimed at enhancing and preserving institutions, practices and the overall culture of the Filipino Muslim Communities. Pilgrimage and Endowment management focuses on two processes namely: 1. The Pilgrimage Operations; and the 2. Endowment Administration.

4.2.6.1 Pilgrimage Operations

Pilgrimage Operations is the administration of the Annual Muslim Pilgrimage to Makkah, Saudi Arabia. Pilgrimage or Hajj is not just a travel of one individual to Mecca, Saudi Arabia but of an average of 6,000 Muslim Filipinos annually. Thus, the Saudi government made Hajj pilgrimage an official affair of their government and the different governments of the visiting pilgrims.

The Pilgrimage Operations is handled by the Chief of the Pilgrimage Operations Division (POD) under the direct supervision of the Director of the Bureau of Pilgrimage and Endowment (BPE). The NCMF Secretary also plays a vital role in this activity as he heads the team that



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attends the annual Hajj Conference with the Saudi Ministry of Hajj and Umrah in Saudi Arabia, attends meetings involving heads of Hajj partner agencies, both government and private, and other meetings where his presence is deemed necessary.

The Pilgrimage operation follows a prepared calendar of activities, and follows a step-by-step procedures and guidelines in all its undertakings. The Regional Directors and Heads of Provincial Sub-Offices are tasked to create a team to handle the Hajj Registration and Processing Centers (HRPCs) stationed in their respective offices or at strategic locations.

4.2.6.1.1 Hajj Financial Management

Hajj Financial Management is a sub-process of Hajj Operations. Its function is to manage the *trust fund* that comes from the collections of Hajj fees paid by intending pilgrims for Mutawiff or Hajj Services Fees in Kingdom Saudi Arabia.

Since the trustee of the Hajj trust fund is the BPE, a government agency, the manner on how it is to be managed and expended is similar to how government funds are utilized. All its financial transactions are subject to the usual accounting and auditing rules and regulations and examined and audited by the Commission on Audit.

Hajj Finance is managed by the Chairperson of Hajj Finance Committee which is created every Hajj year by virtue of an office order signed by the Secretary. The Chairperson and members are under the direct supervision of the Chief of Pilgrimage Operations.

4.2.6.2 Endowment Administration

Endowment Administration exists to fulfill the NCMF's mandated powers and functions, particularly section (s) and (t), Art. II of RA 9997, as follows: (s) Administer and hold in trust *awqaf* (endowment) properties and/or *awqaf* institutions, and receive by way of grant, donations or gifts, *awqaf* investments in accordance with the principles of Islamic investments and finance; and (t) Prescribe rules and regulations for the establishment of *awqaf* institutions, administration of *awqaf* assets, and settlement of disputes among *awqaf* beneficiaries pursuant to the general principles of Shari'ah (Islamic Law).

This process is implemented to put order and control in the management of *awqaf* properties in the country and to identify investment profiles of these *awqaf* institutions for future assistance and/or investments from donors, both local and abroad.

Existing *awqaf* institutions are coordinated and encouraged to register their institution. Membership entitles them an invitation to the annual conference on *awqaf* administration, and to avail of the donations from Muslim which are distributed to Muslim organizations and *awqaf* institutions.

The Chief of the Endowment Administration Division (EAD) and his staff accomplish this process under the direct supervision of the BPE Director. Registration is made through direct



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walk-in registration at the EAD-BPE office at the NCMF central office or through email and letter couriers.

The annual conference on *awqaf* administration, which serves as the fora for education and awareness is held every after the pilgrimage operation.

Reference: Implementing Rules and Regulations of RA 9997

4.2.7 Peace Program Development and Maintenance Management

4.2.7.1 Peacebuilding and Development

The Peace program and development encompasses programs and activities relative to peace education, peace building. These include the conceptualization and implementation of innovative and strategic projects and activities that would address not only the recurrence of causes, but also of the root and possible causes of conflict, violence and tensions among Muslims and between Muslims and non-Muslims. The Bureau envisions to establish sustainable peace and tranquility in Muslim communities as well as in the neighboring communities.

Projects and activities relative to peace building program will be conducted regularly in Muslim communities, and this effort is consonant to the declaration of policy under RA 9997 Sec. 2 which states that, "It is the policy of the State to ensure the rights and well-being of Muslim Filipinos with due regard to their beliefs, customs, traditions and institutions, as well as to further ensure their contribution to national goals and aspirations and to make them active participants in nation-building."

Some of the identifiable projects and activities which fall within the peace program building effort are the following:

- For a conferences and symposia highlighting the core values of peaceful co-existence, among the Muslim and non-Muslim populace of the country promoting mutual respect and understanding;
- Participation in the Peace Process Project of the Government, particularly involving Muslims and their communities;
- Regular Interfaith and Intra-faith Dialogues to improve the relationship between and amongst Filipino Muslims and non-Muslims;
- Facilitation of livelihood programs in the locality as an initiative contributory to peace building;
- Conduct of Threat Assessment Goal Oriented Community Planning Workshop;
- Peace Education Programs;
- Seminars and Lectures on Preventing and Countering Violent Extremism (PCVE); and Implementation of
- Programs in line with the Pillar of Transitional Justice as adopted by the United Nations.



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Reference: Section 11, Paragraph (f) of RA 9997.

4.2.7.2 Mediation and Conflict Resolution

The Conflict Resolution Division is responsible in the conduct of the alternative mode of conflict or dispute resolution, the so called “Mediation”, which is a voluntary process in which BPCR is selected by parties to the dispute to facilitate their communication and negotiation towards voluntary and agreed settlement or agreement. Program and activities on mediation and dispute resolution are conceptualized, proposed and implemented by the Conflict Resolution Division with the assistance of the staff of Peace Program and Development Division.

Projects and activities under this division are all related to settlement of conflict through mediation process, conduct of trainings and workshops relative to capacity building on mediation skills and techniques, conflict prevention, and de-escalation. Some of the identifiable projects and activities that fall under this program are the following:

- Conduct of voluntary mediation involving conflict/dispute among Muslims, and between Muslims and Non-Muslims.
- Identification and documentation of existing conflicts affecting Muslim Filipinos;
- Coordination with concerned government agencies and other stakeholders, for possible resolution of identified conflicts;
- Mediation in conflicts of walk-in clients;
- Mediation in conflicts in the Muslim communities;
- Participation in the National Peace Process effort and negotiation;
- Post-Settlement and violence preventive interventions for the settled conflicts;
- Basic Mediation Training;
- Profiling and Accreditation of Muslim Youth Mediators; and
- Establishment of the BPCR Youth Mediator Network.

References: Section 11, Paragraph (f) of RA 9997.
Declaration of policy under RA 9997 Section 2.
Handbook Legal Text on ADR.

4.3 Support Processes

4.3.1 Financial Management

The Finance and Management Service (FMS) process emanates from the General Appropriations Act (GAA) approved by the Congress of the Philippines and released by the Department of Budget and Management (DBM). Pursuant to Republic Act No. 9997, the finance resource management rests with the FMS with the responsibility to provide efficient and effective advice and assistance on budgeting, financial and management matters. It is with the objectives that all obligations incurred in the NCMF are based on the appropriations authorized in the GAA within the time limits applicable to the appropriation, due diligence, and



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are accounted and monitored within 24 working hours upon receipt of complete documents. FMS maintains documentary evidence in support of all financial transactions.

The service covers processing and/or payment for Personal Services (PS), Maintenance and Other Operating Expenses (MOOE) and Capital Outlays (CO) starting from the receipt of Budget Request and Status (BRS) from end-user, processing of payment (Disbursement Voucher), approval of payment to release of payment either through Check issuance or LDDAP-ADA.

References: PD 1445 or the State Audit Code of the Philippines.
RA No. 9997.
Government Accounting Manual.
General Appropriations Act (GAA).
DBM National Budget Circulars and other Issuances.
COA Circulars and other Issuances.
Executive Orders, other laws and regulations.

4.3.1.1 Budget Management

Budget management prepares and administers the budget, allocation of resources to the different offices, bureaus, services, regional and field offices in accordance with the established criteria and monitors the utilization of funds in relation with their performance. It also supervises and participates in the preparation of annual, supplemental and deficiency budget of the Commission. It reviews fiscal documents and accounts related to disbursement of funds and also reviews budget, plantilla and other budgetary reports submitted by different units before submission to proper authorities. It also prepares supporting justifications and explanations for budget proposal.

References: General Appropriations Act (GAA).
DBM National Budget Circulars and other Issuances.

4.3.1.2 Accounting Management

Accounting Management performs financial analysis and reporting to management, conducts month-end and year-end accounting activities such as reconciliation and journal entries. Also, it analyzes financial discrepancies and recommends effective resolution. It assists in budget preparation and expense management activities for assigned accounts; certifies as to the availability of funds of expenses, vouchers, statement of accounts, trial balance and other financial records and documents. It also monitors expenditure, analyze revenues and determines budget variance and reports the same to the management. It also maintains accounting records, books of accounts, analyzes and submit financial reports and statement of operations in accordance with existing accounting and auditing rules and regulations.

References: Government Accounting Manual.
COA Circulars and other Issuances.
Executive Orders.
Other laws and regulations.



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Core Process Procedure.

4.3.1.3 Internal Audit Management

The NCMF wants to ensure that its established Quality Management System meets its performance commitments, targets, planned actions, and complies with statutory and regulatory requirements. Thus, the Internal Quality Audit (IQA) Team was created to accomplish internal audit tasks.

The internal audit procedure seeks to evaluate the entire Quality Management System and its processes. The audit results are reviewed in the ManCom Meetings and the yearly Management Review. The results of the review are recorded and brought to the attention of the concerned personnel or office for proper implementation of the improvements and corrective actions.

Reference: Internal Audit Procedure.

4.3.1.4 Cashiering Management

Cashiering concerns the release of payment through the preparation/issuance of checks or LDDAP-ADA.

References: Government Accounting Manual.
COA Circulars.
Other laws and regulations.

4.3.2 Information Management

4.3.2.1 Records Management

Records Management in the NCMF ensures that all documents for the guidance of the operation within NCMF are timely and properly disseminated, controlled and protected from unauthorized use and access, and are immediately retrievable for reference, where and when it is needed. Likewise, it also ensures that records, which provides evidence of communication, decisions, future course of actions and history, are retained and properly identified, labeled, filed, stored, protected and can easily be retrieved.

Reference: Control of Records Procedure.

4.3.2.2 Communications Management

4.3.2.2.1 Internal Communication



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Internal communication in the form of meetings, intranets, inter-office correspondence, bulletin board, circulars and the likes, is managed efficiently and effectively by the Administrative Services.

4.3.2.2.2 External Communication

Each of the Bureaus in the Central Office have the capacity to send out their own correspondence to external entities. In cases wherein, the assistance of the BER is required, a draft of the document is submitted to the BER clerk with a referral letter citing the support needed. The Public Information Division Chief reviews the draft and makes necessary revisions and suggestions. The document is then forwarded to the Bureau Director for approval before it is sent to the requesting Bureau. The BER then sends the correspondence via e-mail and/or messenger to the concerned agency or organization, and informs the contact person via SMS that an e-mail was sent to their office.

Reference: Reform Policy in the Issuance of NCMF Certificates April 20, 2015.
NCMF Operations Manual 2015.
Ra 9997: An Act Creating the National Commission on Muslim Filipinos
Defining Its Powers, Functions and Responsibilities and Appropriating Funds
Therefor and For Other Purposes.

4.3.2.3 Control of Documents

NCMF's documented Quality Management System provides the framework for consistent approach to the issues of our organization and our stakeholder relationships and is an ever changing and evolving approach to ensure its suitability with the requirements.

The documented Quality Management System is structured as follows:

- the document defining our organization, our services, quality policy and the processes of our QMS. The QMS aims to achieve stakeholder's satisfaction by establishing a concise reference of procedures and other documents needed to meet the requirements of our stakeholders and the established QMS
- formal, documented methods for consistent management and control of critical issues and risks relating to the processes of the QMS
- documents that demonstrate that we are actually implementing the QMS as designed.

To ensure that people are working with the right versions of the correct documents, NCMF has assigned a Document Controller to ensure that the company's personnel:

- know where to find them,
- make sure they are still valid,
- make sure the right people have access to them, and
- make sure people don't use the wrong documents by mistake.



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The Document Controller maintains the Master Document Register, an electronic database that holds the Master Copies of the quality management system documents that identifies all controlled documents and their revision status. Any controlled document can be compared with the master copy of document within the register to verify if the latest version is in use.

Reference: Control of Documents Procedure.

4.3.3 Administrative Services Management

Administrative Services Management strives hard to provide the necessary services to NCMF personnel. It provides efficient and effective Learning and Development services to keep the personnel abreast of current trends and practices. It also provides recruitment, selection and promotion services adhering to all governing CSC rules and guidelines. To support the QMS, all personnel undergo a periodic performance review by way of the CSC-driven Strategic Performance Management System. It also supports a healthy, quality workplace environment conducive for productive working and has a records management system where all records are kept in a safe storage facility.

4.3.3.1 Human Resource Management

Like any other organization, NCMF believes that the human resource–capital–is the most important asset of its long-term operational sustainability. As such, NCMF is fully committed to continuously enhance the organization’s human resources to be better equipped and responsive to the growing demands of a dynamic environment.

The HR unit shall ensure that every NCMF employee is competent to perform their respective tasks and are shall undergo a periodic performance evaluation to prove their continuing competence. Proof of their competence shall be documented and shall be maintained.

4.3.3.1.1 Recruitment and Selection

The NCMF is committed to provide quality service through continuous investment in its human resource, the backbone of the agency’s daily operations. There are established protocols in the hiring, outsourcing, and promotion of current employees, ensuring that those who enter the organization are qualified to perform their duties, their competencies properly evaluated by a Promotion and Selection Board (PSB).

Hiring for vacant items is done through annual announcements released publicly through the official government websites, and in physical postings around the NCMF offices. Complete applications are processed by the PSB before being forwarded to the Head of Agency for final approval. Likewise, outsourcing of contractual employees are done based on the additional needs of the agency, in compliance with the requirements set by governing bodies.

Reference: CSC ORAOHRA.
NCMF Manual of Operation.



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4.3.3.1.2 Learning and Development

The continuous improvement in the workforce is ensured through the following mechanisms:

- periodic training for technical and managerial/supervisory employees,
- adherence to the performance indicators set in the OPCR and IPCR,
- adequate guidance by top management to its unit members, and
- provision of opportunities for promotion and incentives.

Promotion, training opportunities, and additional incentives are made available to the employees after complying with the requirements and after a certain period of employment in the Commission. This is likewise processed through the PSB prior to being forwarded to the NCMF Secretary. These processes are done to ensure that the human resources of the NCMF remain at or above the standards set by the CSC.

Reference: Personnel Development and Procedure.
NCMF Manual of Operation.

4.3.3.1.3 Personnel Performance Appraisal

The Performance Management System is the heart of the human resource system and operational management, because data derived from it are useful in performance-based personnel action, such as promotion, training, scholarship grants, performance-based bonus, and other decision-making processes. Performance Review with the NCMF is a management process where performance of every employee will be measured based on actual output and outcome. Each office in the NCMF will determine success indicators based on targets and measures and will be evaluated by its level of accomplishment. The Office Performance Commitment is linked with the Individual Performance Commitment geared towards attaining the goals and objectives of the Commission.

Performance evaluation of the agency shall be done semi-annually. However, if there is a need for a shorter or longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the maximum is no longer than one (1) calendar year. The immediate supervisor shall assess individual employee performance based on the commitments made at the beginning of the rating period. The Head of Office shall determine the final assessment of performance level of the individual employees in his Office based on proof of performance. The Head of Office shall ensure that the employees are notified of their final performance assessment.

References: CSC Memorandum Circular No. 6, 2012.
2014 NCMF Strategic Performance Management System (SPMS) Guidelines.



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4.3.3.2 General Services Management

Develops and implements policies, plans and programs related to the commission's procurement, property management, maintenance and other general administrative services, and ensures effective implementation thereof in accordance with government laws, rules and regulations.

4.3.3.2.1 Property Management

The General Services Division (GSD), shall be responsible for the procurement of commonly-used supplies, inventory items, non-commonly-used supplies, and maintenance services that are being requested by the Commissioners, Bureau Directors, Chiefs of Divisions/Sections/Units based on the Approved Annual Procurement Plan (APP) of the current year. Also responsible in maintaining and preparing annual reports, physical conduct of inventory, and disposal of unserviceable Property Plant and Equipment (PPE) of the Commission.

4.3.4.2.2 Supplies Management

This ensures that all necessary consumable supplies/materials are available, and that the delivery of supplies/materials are done on time and are all according to specified technical specifications. All delivered items must only be accepted by the Supply Officer or any GSD representative.

Procurement of supplies/materials shall comply with the 2016 Revised Implementing Rules and Regulations of Republic Act No. 9184, otherwise known as the Government Procurement Reform Act.

4.3.4.2.3 Procurement Management

All procured materials are according to specifications. All procured materials shall pass through the BAC procedures.

Reference: Procurement Procedure.

4.3.4 Information and Communication Technology Management

The Management and Information Systems Division (MISD) is responsible for the ICT management procedure in which the Division facilitates the provision and maintenance of NCMF's Information Technology Infrastructure needed by the different NCMF Offices in their daily operations. ICT management also includes the provision of IT support to network connectivity, hardware, and software, as well as assistance to the various NCMF units in the development and acquisition of Information Systems that are relevant to their work processes.

Reference: IRR of RA 9184.