DepEd O R D E R
No. **44** , s. 2010

MAY 1 1 2010

ADOPTION OF THE KRT 3: QUALITY ASSURANCE AND ACCOUNTABILITY FRAMEWORK (QAAF)

To: Undersecretaries
       Assistant Secretaries
       Bureau Directors
       Regional Directors
       Schools Division/City Superintendents
       All Others Concerned

1.   In 2006, the Department of Education (DepEd) launched the Basic Education Social Reform Agenda (BESRA), a package of policy reform thrusts to accelerate the attainment of the Education for All (EFA) goal: functional literacy for all Filipinos by year 2015.

2.   The BESRA Key Reform Thrusts (KRTs) are as follows:

KRT 1	:	Continuous school improvement facilitated by School-Based Management (SBM);
KRT 2	:	Better learning outcomes achieved by improved teaching standards using the National Competency Based Teaching Standards (NCBTS);
KRT 3	:	Desired learning outcomes enhanced by national learning strategies multi-sector coordination, and quality assurance;
KRT 4	:	Improved impact on outcomes resulting from complementary Enhanced Child Education (ECE), Alternative Learning System (ALS) and private sector participation; and
KRT 5	:	Institutional culture change in DepEd to facilitate school initiatives and assure quality of education.

3.   To implement KRT 3, BESRA through the Technical Working Group-Quality Assurance and Accountability/Monitoring and Evaluation (TWG-QAA/M&E crafted the Quality Assurance and Accountability Framework (QAAF) which was approved by the EXECOM in September 2008. This move paved the way of the installation of the Quality Management System (QMS) in the Department to ensure delivery of quality basic education. It is a system of processes and tools to be applied so that the desired knowledge, skills, attitudes and values of the students can be attained at some expected level. Furthermore, it is a system that requires coordinated and shared responsibility of the various levels of governance of the Department and all other stakeholders of basic schooling to deliberately bring about quality education. Enclosure No. 1 contains the details on QAAF and QMS.

4.   The establishment of QMS in the Department is in line with Administrative Order No. 161, "Institutionalizing Quality Management System in Governance", (Enclosure No. 2 amended through Executive Order No. 605, "Institutionalizing the Structure, Mechanisms and Standards to Implement the Government Quality Management Program" (Enclosure No. 3. Said Orders direct all government agencies and government-owned and/or controlled corporations to implement and institutionalize a national quality management system as a strategy to promote transparency and accountability in governance, provide a framework for assessing quality system performance, establish public service quality standards and recognize quality excellence among the government organizations.

5.   Currently, the Department through the TWG-QAA/M&E is in the process of institutionalizing the QMS using the Modeling Approach, which will provide Department critical inputs and experiences in substantiating details of the QAAF and QMS.
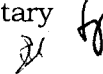
6.   All concerned are advised to anchor all quality assurance and quality management initiatives to the approved QAAF.

7.   Wide and immediate dissemination of and compliance with this Order is directed.

MONA D. VALISNO
Secretary

Encls.:
        As stated

Reference:
        N o n e

To be indicated in the <u>Perpetual Index</u>
        under the following subjects:
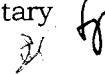
        OFFICIALS
        PROJECTS

Madel:QAAF
4-21-10

5.   Currently, the Department through the TWG-QAA/M&E is in the process of institutionalizing the QMS using the Modeling Approach, which will provide Department critical inputs and experiences in substantiating details of the QAAF and QMS.

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        under the following subjects:

        OFFICIALS
        PROJECTS

Madel:QAAF
4-21-10

Department of Education
Technical Working Group for Quality Assurance and Accountability and Monitoring and Evaluation
(TWG-QAA/M&E)

QUALITY ASSURANCE AND ACCOUNTABILITY FRAMEWORK (QAAF) and QUALITY MANAGEMENT SYSTEM (QMS)

Quality Assurance and Accountability Framework

1.1. Why the framework?

In 2008, the Department of Education (DepEd), through BESRA started pursuing initiatives to embed quality consciousness among the entire work force of the basic education sector. As a critical first move towards mainstreaming quality assurance, the Quality Assurance and Accountability Framework was formulated.

QAAF is a "road map" that will provide more than half a million strong civil servants in the Philippine education system with directions on instilling quality and accountability in their operations. The QAAF brings together different but interrelated critical elements of the education process necessary in the pursuit of quality education. It seeks to bind the key players and stakeholders involved in the system into one integrated entity whose main objective is to ensure consistent provision of quality basic education services to every Filipino learner anytime, anywhere.

Providing a holistic perspective, the framework will guide the efforts of the different units of the Department - schools, districts, divisions, regions and national, to design strategies and processes systematically to facilitate implementation of education programs and projects from the central level to the community level.

1.2 Objectives of the QAAF

As a tool and road map for quality assurance, the QAAF has the following objectives:

1. Highlight the strategic importance of schools in providing quality education to learners.
2. Strengthen support of the divisions and regions to schools and community learning centers.
3. Define the system boundaries between DepEd units.
4. Facilitate the documentation and propagation of best and effective practices.
5. Ensure education standards and management systems at all levels are in place.
6. Instill a continuous improvement in the education system.
7. Facilitate decision-making and problem solving.

1.3 The Fundamental Premises of Quality Assurance in Basic Education

The following premises guide the development of the QAAF:

1. The stakeholders of basic education include the parents, the community, skills development centers and higher education institutions, employers and society in general. As such, the learners must possess the necessary functional competencies towards productive employment and better social participation.
2. Learners' education is the main product of the Department.
3. Learners are part of the basic education delivery process. In this regard, they are both beneficiaries and active participants in improving the efficiency and quality of education.
4. Basic education consists of desired levels of experiences and series of processes employed where outcomes are assessed in various phases and stages of learning. Thus, standards, milestones and quality control processes must be in place to assure and manage the quality of learners' education.
5. Quality Basic Education in the Philippines is anchored on the concept of functional literacy. Quality assurance, therefore, should ensure that learners master the required basic and functional literacy competencies.

6. Quality Assurance is anchored on the principle of shared governance, which recognizes that every unit and governance level in the Department of Education has a particular role, task and responsibility inherent in the office and for which it is principally accountable for the educational outcomes. Furthermore, it recognizes embedded awareness of quality in all organizational processes in the Department.

1.4. Salient Features of the QAAF
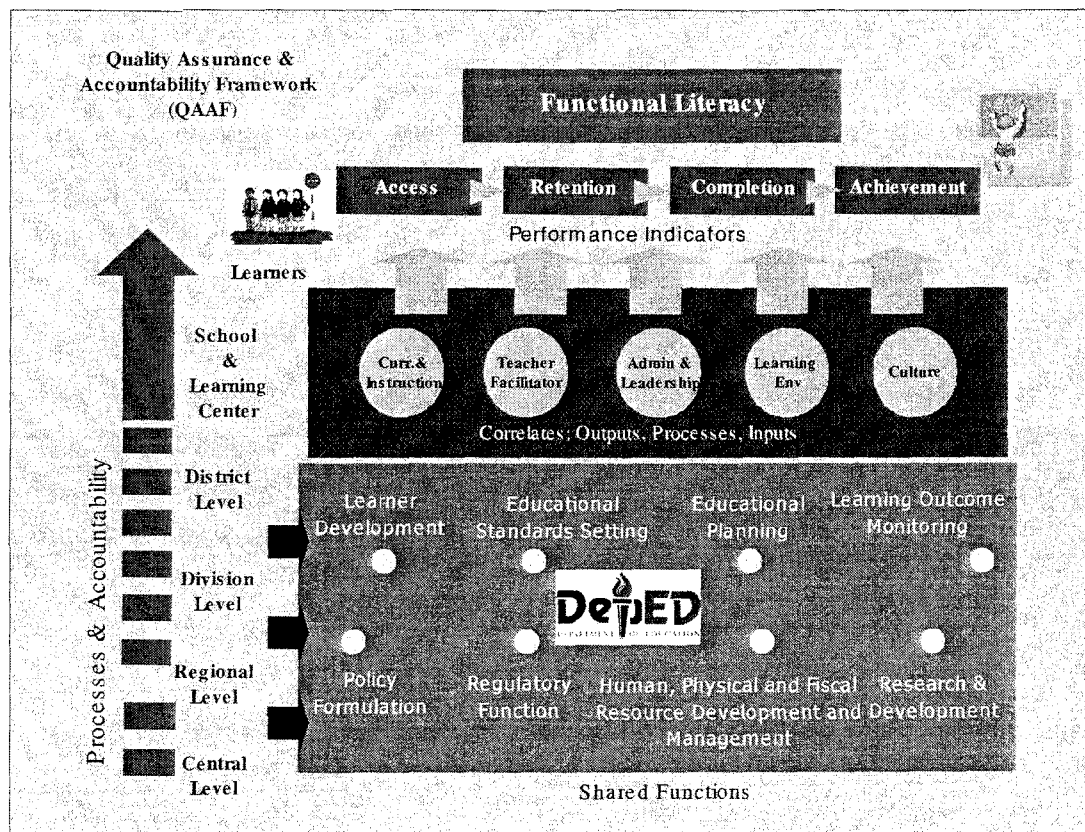
The 6 salient features of the QAAF are:

1. Functional Literacy as an overall goal.
2. Learners' Outcome
3. School as the Core Unit of Quality Assurance
4. Management levels
5. Process Approach
6. Continuing Improvement

Quality Management System (QMS)

The Quality Management System (QMS) puts into operations the QAAF at the school, division and district and region level. The QMS is a management system designed to raise the quality of education and management services provided at the national, region, division and district and school. Its main objective is to assure the quality of the teaching and learning experience of the learners.

The following document represents the Roll Out Scheme for the QMS.

Quality Assurance System
Roll Out Scheme

Quality Assurance System
Roll Out Framework
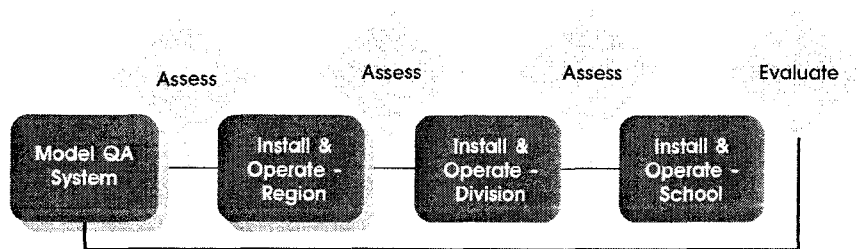
Ready. Fire. Aim.
- Anonymous

1.0 What is a System Roll Out?

Introducing change or even introducing improvements in peoples practices is often the most difficult part of program management. Having a well designed system does not guarantee automatic acceptance from people and does not ensure automatic usage of the system by its intended beneficiaries. Often, it is the "people issue" that poses a big challenge to the successful introduction of a system. Change, in general, is unsettling. Hence it is important to take careful aim before firing. And that one should be ready.

The transition from completion of a system to making people embrace the new system is the most critical point in the mainstreaming process of a new system. Passive and lukewarm reception of individuals to a new system will often lead to non-adoption of a system or compliance for the sake of complying. Hence, this period must be carefully managed. This involves proper dissemination of information, determining the best timing of implementation and a systematic addressing of issues that may or will arise as a result of a new system. This transition period is called a system roll out.

A system roll out is a mainstreaming mechanism. It is a period of carefully introducing changes in the practices of individuals and on how the organization operates. It is undertaken to mitigate the negative effects of altering the status quo and to increase the likelihood of acceptance of the new system. A system roll out involves carefully planned moves by proponents of a new system to ensure immediate use of the new system and derive immediate benefits from the new system.

It is also a strategy for sustainability. System roll out prepares individuals and/or units for the eventual handover of the system. This period involves creating champions for the new systems, building capabilities of individuals who can and will propagate the system and a period for setting up the important requisites of the systems. These includes addressing or updating policies and standards that will support the new system.

Finally, a system roll out is a handover mechanism. It marks the transition of "ownership" from the developers to the users. Roll out involves making sure the people are ready to operate or use the system. They are really ready.

The Technical Working Group on Quality Assurance / Monitoring and Evaluation (TWG QA/M&E) has developed the Quality Assurance System of the Department of Education (DepED). The next major step of the TWG is to introduce the prototypes in selected areas and eventually implementing the same throughout the basic education sector. This document represents the Roll Out Scheme of the TWG.

2.0 Objectives of QA System Roll Out

The main objective of the Roll Out is the mainstreaming of the QA System to the regular operations of the Schools, Divisions and Regions. Mainstreaming means the target groups are utilizing the System and are complying or adhering to the standards, parameters and requirements of the System. Specifically, at the end of the Roll Out period, the following should have been achieved:

- Strengthened organizational awareness on the benefits and requirements of the QA System

- Equipped the "process owners" with knowledge and skills on how to operate, use and maintain the integrity of the QA System

- Installed the mechanisms required to operationalize the QA System

- Generated feedback on issues and system "bugs". These will be used as input to improving and/or customizing selected features of the System to specific target groups.

3.0 The Roll Out

The Roll Out of the QA System will be undertaken using "building blocks" technique. The technique will help ensure that all all necessary sub-systems, processes, requirements and requisites of a system are tested, prepared, installed and completed. The building blocks techniques will follow the process described below:

- First building block: The TWG will employ the Modeling Scheme. The prototype QA System will be implemented in selected regions, divisions and schools in order to generate feedback and lessons from the initial implementations. The first building block is also designed to generate different models (of the system).

- Second building block: After the modeling, the enhanced QA System will be operationalized first at the Region level.

- Third building block: Installation and operationalization at the Division level.

- Fourth building block: Operationalization at the School level.

After each building block, the TWG will assess or evaluate the implementation. The results of these assessments shall be used to improve the next block.

The diagram below illustrates the progression of the QA System roll out:

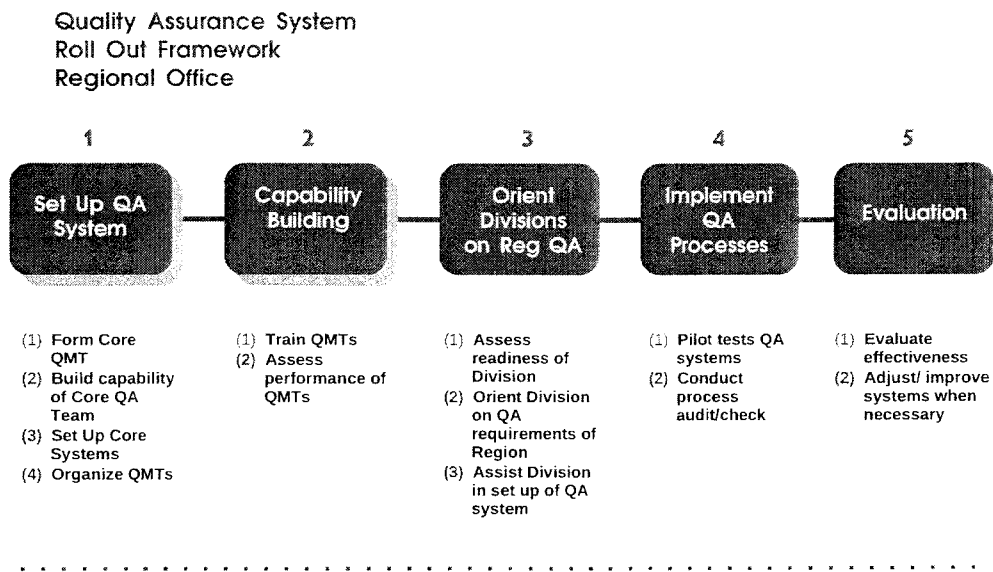**Quality Assurance System**
Roll Out Framework
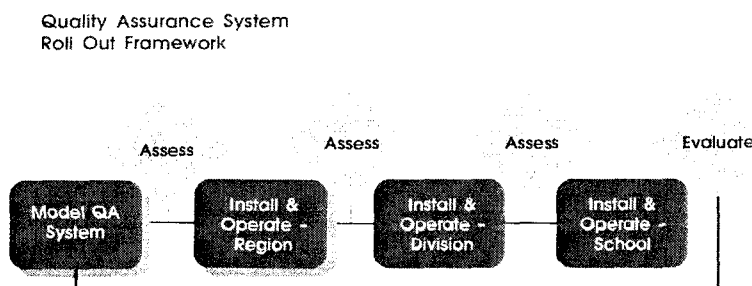
3.1 Modeling Scheme

The main objective of the modeling scheme is to generate different modes of operating and lessons from the model regions, divisions and schools. The approach will provide the TWG QA/ M&E with information and insights on how to efficiently and effectively operate the system.

Under the modeling scheme, the QA System will be implemented in 5 Regions and 15 Divisions and all schools (within the 15 Division) by School Year (SY) 2009-2010.

3.2 System Roll Out in the Region

The first block to build in the roll out of QA System is the Region. As the process owner of the QA System, building the capabilities of the Region on QA and M& and strengthening the QA System at the Region level will play a critical role in sustaining the entire QA System in the Region.

**Quality Assurance System
Roll Out Framework
Regional Office**

1	2	3	4	5
Set Up QA System	Capability Building	Orient Divisions on Reg QA	Implement QA Processes	Evaluation
(1) Form Core QMT (2) Build capability of Core QA Team (3) Set Up Core Systems (4) Organize QMTs	(1) Train QMTs (2) Assess performance of QMTs	(1) Assess readiness of Division (2) Orient Division on QA requirements of Region (3) Assist Division in set up of QA system	(1) Pilot tests QA systems (2) Conduct process audit/check	(1) Evaluate effectiveness (2) Adjust/ improve systems when necessary

3.2.1 Set Up QA System in the Region

The setting up of the QA System will involve the following activities:

- Formation of the **Region Core Quality Management Team (Core QMT).** This Core Team will be used as the basic building block in establishing the QA System in the entire Region. The Core QMT members are the first individuals in the Region who will be provided with training and technical assistance. This group will also be tasked to train other QMTs to be established later in the roll out.

    The Region Core QMT members include:

    - Regional Director as the QMT Director. The Director shall provide directions ....

    - Assistant Regional Director as the Team Leader. The TL shall be responsible for the daily operations of the QMT and to ensure that Core QMT members are available.

    - Division Chiefs as the Core QMT Member. The member will provide the

technical skills ....

- Selected Education Supervisors/Planning Officers as team members

- Build Capability of Core QMT. The Core QMT will received both intensive and extensive training on quality assurance, management consulting, monitoring and evaluation. This is in preparation for their role as the champions of QA in the region and as the expert/facilitator on the same.

- Set Up Core Systems. The systems to be immediately set up includes the Quality Planning System and the Region Monitoring & Evaluation System. Other systems will be set up later in the roll out.

- The last activity in the setting up is the formation of other QMTs. These QMTs (in groups of 3) will be assigned to Division/s (depending on the number of Divisions vis a vis Region staff) and will manage these as accounts, the performance of which they will be held accountable.

3.2.2 Capability Building

In preparation of their role as QMTs, the members will undergo the following training:

- Basic Quality Assurance Course. An entry level course on QA which will provide QMTs with the basic concept and principles of quality assurance.

- Managing the Region QA System. An intermediate level course designed to equip the QMTs with practical tools and techniques on how to set up the Region M&E System and on how to operate, manage and maintain the system.

- Course on Appraisal: Ensuring Quality DEDP. Aims to build the skills of the QMTs on education planning.

- Training on Process Audit. Will enable the QMTs to evaluate the Divisions' practices and their compliance to the standards set up by the Region. This is an intermediate level course.

- Evaluating Divisions' Readiness to Support Schools on SBM. Another intermediate level course on QA which will provide the Region QMTs with skills on assessing the maturity level of the Division on quality assurance.

- Trainers Training on Quality Assurance. An advanced course on QA which will equip the QMTs with handles and techniques on how to transfer the knowledge and skills on QA, Planning, M&E and other knowledge areas to the Division QMTs.

- Course on Outcome Evaluation. Designed to equip the QMTs with skills and processes on conducting outcome or results evaluation.

3.2.3 Orient Divisions on Region QA Requirements

The next important step in the operationalization of the Region QA System is the acceptance and utilization of the System and its requirements by the Divisions. In order to facilitate the utilization of the system, the following activities will be undertaken by the Region:

- Assess readiness of the Division to operate the QA System at the Division level. The assessment is a diagnosis of the Division's practices and processes it use in providing

technical assistance to schools. The findings will provide information on the scope of work to be undertaken in the Division by the Region concerning operationalization of the QA System.

- Orient Divisions on QA Requirements of the Region. The Region, through the QMTs. shall undertake a three-day discussion on Region QA System and its requirements to the Divisions. The orientation shall serve as the kick-off event signaling the operationalization of the QA System between the Region and Division.

- Assist Divisions in the Set Up of the Division QA System. The QMTs shall be tasked to assist the Divisions in setting up their own version of the QA System.

3.2.4 Operationalize the M&E System

The fourth major role out concern is the operationalization of the Region M&E System.

3.2.5 Evaluation

In order to ensure continuous improvement and responsiveness of the QA System to the requirements of both the Region and the Divisions, the Region shall undertake a major evaluation of the system after the roll out.

3.3 System Roll Out in the Division

After the conduct of the major roll out activities in the Region, the Division is next in the roll out process. It is important to ensure that the QA System is installed and well understood and accepted at the Division level before this is implemented at the school level. The key to sustaining such system at the school level is in the hands of the Division.

In terms of setting up, the Region has the the responsibility of ensuring an efficient and effective system roll out at the Division.

The following system roll out activities will be undertaken:

3.3.1 Set Up the QA System

The following are suggested activities to undertake in the set up of the QA System:

- Form Division Core QMT. The Core QMT members will serve as the champions of the system in the initial phase of the roll out process. The Core QMT will be responsible for jump starting the QA system in the Division. The members of the Division Core QMT includes:

  - Schools Division Superintendent as the QMT Director. Will provide directions....

  - Assistant Schools Division Superintendent as the QMT Team Leader. Will be responsible for the day to day requirements of the QMT and the QA System.

  - Division Chiefs and selected Education Supervisor and Division Staff as members. Will provide the technical expertise in propagating the QA system throughout the Division.

- Build Capability of Core QMT. With the assistance of the Region QMT, the Division Core QMT will received both intensive and extensive training on quality assurance.

management consulting, monitoring and evaluation.

- Set Up Core Systems. The systems to be immediately set up includes the Quality Planning System and the Division Monitoring & Evaluation System. Other systems will be set up later in the roll out.

- The last activity in the setting up is the formation of other QMTs. These QMTs (in groups of 3) will be assigned to selected schools (clusters or districts) and will manage these as accounts, the performance of which they will be held accountable.

3.3.2 Capability Building

In preparation of their role as QMTs, the members will undergo the following training:

- Basic Quality Assurance Course. An entry level course on QA which will provide QMTs with the basic concept and principles of quality assurance.

- Managing the Division M&E System. An intermediate level course designed to equip the QMTs with practical tools and techniques on how to set up the Division M&E System and on how to operate, manage and maintain the system.

- Course on Appraisal: Ensuring Quality SIP. Aims to build the skills of the QMTs on education planning.

- Trainers Training on Quality Assurance. An advanced course on QA which will equip the QMTs with handles and techniques on how to transfer the knowledge and skills on QA, Planning, M&E and other knowledge areas to the Division QMTs.

- Course on Evaluating School Effectiveness. Designed to equip the QMTs with skills and processes on conducting outcome or results evaluation.

3.3.3 Orient Schools on Division QA Requirements

The next important step in the operationalization of the Region QA System is the acceptance and utilization of the System and its requirements by the Divisions. In order to facilitate the utilization of the system, the following activities will be undertaken by the Region:

- Orient Schools on QA Requirements of the Division. The Division, through the QMTs, shall undertake a three-day discussion on Division QA System and its requirements to the Schools. The orientation shall serve as the kick-off event signaling the operationalization of the QA System between the Division and Schools.

- Assist Schools in the Set Up of the School QA System. The QMTs shall be tasked to assist the Schools in setting up their own version of the QA System.
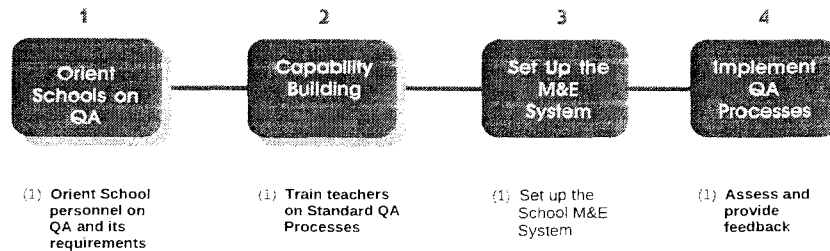
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The fourth major role out concern is the operationalization of the Region M&E System.

3.3.5 Evaluation

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Quality Assurance System
Roll Out Framework
Schools

1	2	3	4
Orient Schools on QA	**Capability Building**	**Set Up the M&E System**	**Implement QA Processes**
(1) Orient School personnel on QA and its requirements	(1) Train teachers on Standard QA Processes	(1) Set up the School M&E System	(1) Assess and provide feedback

3.3 System Roll Out in the Schools

The following activities will be undertaken to operationalize the QA System:

- Orient the School Heads on the concepts and principles of QA and the requirements of the QA System

- School Head re-echo QA concepts and principles and the QA requirements to teachers and non-teaching staff

- Set up the School M&E System

- Implement the processes

MALACAÑANG

MANILA

BY THE PRESIDENT OF THE PHILIPPINES

ADMINISTRATIVE ORDER NO. 161

INSTITUTIONALIZING QUALITY MANAGEMENT SYSTEM IN GOVERNMENT

WHEREAS, the Philippines was ranked number 49 among 61 countries in the 2006 World Competitiveness Yearbook, and number 77 among 117 countries in the Global Competitiveness Report of the World Economic Forum;

WHEREAS, there is a need to identify specific actions to improve the country's competitiveness ranking specifically in the areas of business and government efficiency;

WHEREAS, the International Organization for Standardization (ISO) has developed standards for Quality Management System known as the ISO 9000 series to ensure consistency of quality products and services through quality processes;

WHEREAS, the Philippines has adopted the ISO 9001:2000 Philippine National Standards to build a quality culture that characterizes customer-driven organizations and to further strengthen the global competitiveness among the economic sectors;

WHEREAS, there is a need to establish a national system of accreditation as a specific strategy to promote transparency and accountability in governance, provide a framework for assessing quality system performance, establish public service quality standards and recognize quality excellence among the government organizations;

WHEREAS, a growing number of certified agencies can serve as benchmarks and models of quality excellence for other agencies to emulate, thereby building a culture of continual improvement in government.

NOW, THEREFORE, I, GLORIA MACAPAGAL-ARROYO, President of the Republic of the Philippines, by virtue of the power vested in me by law, do hereby order:

SECTION 1. Institutionalization of Quality Management System in Government. All government agencies and government owned and controlled corporations (GOCCs) are hereby enjoined to establish an ISO-aligned Quality Management System to be recognized for demonstrated conformity of such quality management system to applicable Philippine National Standards. This shall be achieved through the implementation of a government-wide Quality Management Program.

Local Government Units (LGUs) are encouraged to likewise establish an ISO-aligned Quality Management System (QMS).

PGMA Hologram # **37144**

SECTION 2. Objectives of the Government Quality Management Program. The Government Quality Management Program (GQMP) has the following objectives:

    a. Promote and enhance public sector performance through the adoption of ISO 9001:2000-aligned QMS in all government agencies, GOCCs and LGUs;

    b. Develop an institutional infrastructure that shall provide certification comparable to international certification;

    c. Recognize customer-driven government organizations that have demonstrated alignment to international standards for other government agencies to emulate.

SECTION 3. Development of Institutional Structure, Systems, and Standards. The Department of Budget and Management thru its Organization Productivity Improvement Bureau, the Department of Trade and Industry thru its Bureau of Product Standards and the Development Academy of the Philippines are hereby directed to constitute a committee to formulate the appropriate institutional framework, mechanisms and appropriate standards within sixty (60) days from effectivity of this Administrative Order to effectively implement the GQMP and to ensure the credibility of all aspects of the system in line with applicable international standards, including the adequacy of the criteria and processes for recognition, and to assess how well the system is serving the national interest. Relevant constitutional bodies such as the Commission on Audit and the Civil Service Commission may be consulted to ensure alignment and integration of the QMS with existing government management systems.

SECTION 4. Effectivity. This Executive Order shall take effect immediately.

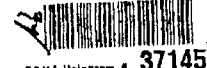   **Done** in the City of Manila, this 5th day of October ,in the year of Our Lord, Two Thousand and Six.

By the President:

EDUARDO R. ERMITA
Executive Secretary

PGMA Hologram # **37145**

MALACAÑANG
Manila

BY THE PRESIDENT OF THE PHILIPPINES

EXECUTIVE ORDER NO. 605

INSTITUTIONALIZING THE STRUCTURE, MECHANISMS AND STANDARDS TO IMPLEMENT THE GOVERNMENT QUALITY MANAGEMENT PROGRAM, AMENDING FOR THE PURPOSE ADMINISTRATIVE ORDER NO. 161, S. 2006

WHEREAS, Administrative Order (AO) No. 161 "Institutionalizing Quality Management Systems in Government" was issued on 5 October 2006 as one of the National Competitiveness Summit (NCS) Action Agenda to effect actual improvements in public governance in recognition of the International Organization for Standardization (ISO) 9000 series which ensures consistency of products and services through quality processes;

WHEREAS, said AO directs the Department of Budget and Management-Organization and Productivity Improvement Bureau (DBM-OPIB), the Department of Trade and Industry-Bureau of Product Standards (DTI-BPS) and the Development Academy of the Philippines (DAP) to constitute a committee to formulate the necessary institutional structure, mechanisms and standards to implement the Government Quality Management Program (GQMP), in consultation with relevant Constitutional bodies such as the Civil Service Commission (CSC) and the Commission on Audit (COA);

WHEREAS, for the effective implementation of the law, there is a need to identify with more particularity the guidelines in the pursuit of the components of the GQMP, including the expansion in its coverage, and the necessary structure that shall formulate the policies and oversee the GQMP;

NOW, THEREFORE, I, GLORIA MACAPAGAL-ARROYO, President of the Philippines, by virtue of the powers vested in me by law, do hereby order:

SECTION 1. Institutionalization of Quality Management Systems in Government. All departments and agencies of the Executive branch, including all government-owned and/or controlled corporations (GOCCs) and government financial institutions (GFIs), are hereby directed to adopt the ISO 9001:2000 Quality Management Systems as part of the implementation of a government-wide quality management program. The quality management systems shall be certified for demonstrated conformity with ISO 9001:2000 and the applicable Government Quality Management Systems Standards (GQMSS), with priority to be given to frontline services.

The State Universities and Colleges (SUCs) are likewise enjoined to establish ISO Quality Management Systems (ISO-QMS) and be certified accordingly. The Local Government Units (LGUs), Judiciary, the Legislature and the Constitutional offices are also encouraged to develop ISO-QMS and pursue certification.

SECTION 2. Objectives of the Government Quality Management Program (GQMP). The Government Quality Management Program aims to:

1. Promote and enhance public sector performance through the adoption of ISO 9001:2000 Quality Management Systems in all agencies of government;
2. Develop an institutional infrastructure that shall provide certification with international accreditation;
3. Establish the citizens' charter of key government offices that shall be provided to the transacting public as government's manifestation of service guarantee; and
4. Recognize citizen-driven government organizations that have attained ISO 9001:2000 certification for other government agencies to emulate.

SECTION 3. Components of the GQMP. The GQMP shall have the following key components:

1. *Government Quality Management Systems Standards.* This component shall involve the development of a guidance document and the adaptation of relevant ISO management systems and standards that integrate relevant provisions of pertinent laws and/or rules and regulations to develop a culture of quality and integrity in governance characterized by citizen-focused and well-performing government organizations.

2. *Advocacy and Capability Building.* This component is expected to promote awareness, generate support, harness resources, and develop organizational capabilities in the establishment, implementation and continuing improvement of quality management systems in public sector organizations.

3. *Certification of Agencies' QMS to GQMSS.* The Philippine Certification for ISO Quality Management Systems (PISO-QMS) shall be established to give due recognition to qualified government organizations that have demonstrated conformity of their QMS to ISO 9001:2000 and the GQMSS. As such, this component shall establish the structure and mechanisms to ensure the credibility of all aspects of certification in line with said standards.

SECTION 4. Institutional Structure and Mechanisms. There is hereby created a Government Quality Management Committee (GQMC) to formulate policies and oversee the implementation of the GQMP.

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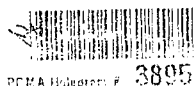
1. _Composition of the GQMC._ The GQMC shall be composed of the heads of the following agencies:

    (a)   Department of Budget and Management as Chairman;
    (b)   Department of Trade and Industry as Co-Chairman;
    (c)·   Department of the Interior and Local Government as member;
    (d)   Office of the President-Internal Audit Office as member; and
   (e)·   Development Academy of the Philippines as member.

2. _Functions of the GQMC._ The GQMC shall have the following specific powers and functions:

    (a)   Serve as the steering and policy-making body for the GQMP;
    (b)   Approve the standards, guidelines and institutional mechanisms to implement the program;
    (c)   Coordinate with Leagues and LGUs in the formulation of standards and mechanisms to be adopted by the latter to ensure GQMS certification at the local level;
    (d)   Coordinate with specific departments and agencies to attend to, or address constraints in the implementation of relevant Program activities;
    (e)   Formulate necessary mechanisms to sustain the implementation of ISO-QMS among public sector organizations, including measures to fund the effort, as well as recognition/incentive schemes for Program participants;
    (f)   Monitor and evaluate the implementation of the GQMP and, when necessary, effect appropriate adjustments thereon in the light of changing conditions in both the domestic and international environments; and
    (g)   Submit progress reports to the President.

3. _Resource Persons._ The GQMC may invite representatives from the COA, CSC, local leagues and local chief executives as its resource persons.

4. _Technical Working Group of the GQMC._ The GQMC shall establish technical working groups (TWG) for the effective implementation of the GQMP, when it deems it necessary.

5. _Secretariat._ The GQMC shall organize a secretariat to provide technical and administrative support to the GQMC. The Secretariat shall report directly to the GQMC and be manned by personnel of the member agencies of the GQMC.

    SECTION 5. Funding. The implementation of the GQMP at the agency level shall be funded by the existing appropriations of departments/agencies. The DBM
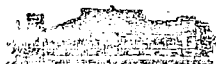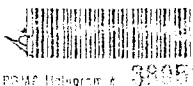
Secretary is likewise authorized to set aside funds in pursuit of certain Program activities.

SECTION 6. Implementing Rules and Regulations and Guidance Document. The GQMC shall immediately issue the necessary implementing rules and regulations and the guidance document.
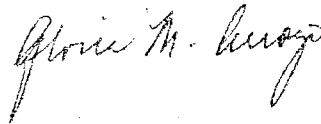
SECTION 7. Repealing Clause. Provisions of existing administrative issuances, rules and regulations regarding the institutionalization of quality management systems in Government inconsistent with this Order are hereby repealed accordingly.
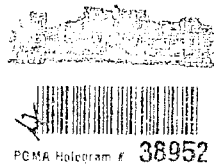
SECTION 8. Effectivity. This Executive Order shall take effect upon its publication in a national newspaper of general circulation.

DONE in the City of Manila, this 23rd day of February in the year of Our Lord, Two Thousand and Seven.

By authority of the President:

EDUARDO R. ERMITA
Executive Secretary

REPUBLIKA NG PILIPINAS
REPUBLIC OF THE PHILIPPINES
KAGAWARAN NG EDUKASYON
DEPARTMENT OF EDUCATION
DepED Complex, Meralco Avenue, Pasig City, Philippines

DepED

NOV 07 2006

DepED MEMORANDUM
No. 390, s. 2006

DISSEMINATION OF MEMORANDUM ORDER NO. 228
AND ADMINISTRATIVE ORDER NO. 161

To: Undersecretaries
Assistant Secretaries
Bureau Directors
Directors of Services, Centers and Heads of Units
Regional Directors
Schools Division/City Superintendents

1.   For the information and guidance of all concerned, enclosed are copies of the following:

1)   Memorandum Order No. 228 dated October 5, 2006 entitled "Directing all Departments, Bureaus, Commissions, Agencies, Offices and Instrumentalities of the National Government to Improve Transaction Costs and Flows in Order to Enhance Philippine Competitiveness." and

2)   Administrative Order No. 161 dated October 5, 2006 entitled "Institutionalizing Quality Management System in Government".

2.   Immediate dissemination of this Memorandum is desired.

FRANKLIN C. SUNGA
Undersecretary

Encls.: As stated
Reference: None
Allotment: 1—(D.O. 50-97)
To be indicated in the Perpetual Index
under the following subjects:

BUREAUS & OFFICES   LEGISLATIONS   OFFICIALS

Sally: M.O. 228 & A.O. 161
October 26, 2006

MALACAÑANG
MANILA

BY THE PRESIDENT OF THE PHILIPPINES

MEMORANDUM ORDER NO. 228

DIRECTING ALL DEPARTMENTS, BUREAUS, COMMISSIONS, AGENCIES, OFFICES AND INSTRUMENTALITIES OF THE NATIONAL GOVERNMENT TO IMPROVE TRANSACTION COSTS AND FLOWS IN ORDER TO ENHANCE PHILIPPINE COMPETITIVENESS

WHEREAS, it is the collective desire of the government and the business sector to move up in international competitiveness rankings in the immediate future;

WHEREAS, the holding of a National Competitiveness Summit immediately addresses the critical problems on a business efficiency, infrastructure, and governance, which are causing the decline in the country's international competitiveness;

WHEREAS, key government agencies, private business organizations and academic institutions drafted an initial Action Agenda for national Competitiveness, laying down the foundation for a unified national campaign to address six sources of competitiveness, namely; Infrastructure, Human Resources, Transaction Flows and Costs, Energy Cost Competitiveness and Self-Sufficiency, Efficiency Public-Private Management and Access to Financing;

WHEREAS, the delivery of immediate and concrete gains in all performance fronts on target and on time by the end of the year 2006 is imperative to jumpstart the national competitiveness;

WHEREAS, the biggest drag to business efficiency and costs is red tape and its resultant corruption;

WHEREAS, the global perception of difficulty in doing business in the Philippines will erode national competitiveness unless, drastic steps are taken to compel key frontline agencies to streamline procedure.

NOW, THEREFORE, I, GLORIA MACAPAGAL-ARROYO, President of the Republic of the Philippines, by virtue of the powers vested in me by law, do hereby order:

    1. All agencies shall:

PGMA Hologram # **37146**

a. Freeze the issuance of additional administrative requirements, particularly with regard to business and investments registration, immigration, customs and internal revenue procedures.

b. Conduct an impact analysis on existing procedures and implement streamlined processes as previously instructed in Executive Order 428, dated May 18, 2005.

c. Implement e-Governance features in the course of streamlining procedures.

2. All agencies shall coordinate with the Public-Private Sector Task Force on Philippine Competitiveness and submit within thirty (30) days their recommendations.

3. Failure to follow the directives herein provided shall subject concerned agencies and/or officials to administrative sanctions, pursuant to existing laws, rules and regulations.

4. All other orders and issuances, or portions thereof, which are inconsistent with this Memorandum Order, are hereby revoked, amended or modified accordingly.

5. This Memorandum Order shall take effect immediately upon its publication in a national newspaper of general circulation.

Done in the City of Manila, this 5ᵗʰ day of October, in the year of our Lord, Two Thousand and Six.

By the President:

EDUARDO R. ERMITA
Executive Secretary