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4. CONTEXT OF THE ORGANIZATION

4.1 Understanding the Organization and its Context

Guided by its mandate, vision, mission and the requirements and expectations of its customers and other interested parties, the LRTA, as a GOCC, shall operate like a business entity that provides LRT services to the riding public as well as constructs LRT Systems in the metropolitan areas of the country.

The LRTA shall determine the external and internal issues that are relevant to its purpose and strategic direction and those that affect its ability to achieve the intended results of its QMS. They can be related to values, culture, knowledge and the performance of LRTA or issues arising from legal, technological, social, competitive and its economic environment, among others. These issues and concerns are identified using the SWOT Analysis or by adopting the TOWS Analysis. The identified external and internal issues are monitored, revisited, reviewed, and updated periodically during its strategic review, annual corporate planning sessions and performance measurement. **Annex 4.1** reflects the identified strengths, weaknesses, threats and opportunities of LRTA as a result of its latest conducted strategic review.

Likewise, LRTA shall continue to strive to achieve a position of distinction in the Railway Sector that is never less than achieving the status of being the leader in the development and construction of LRT Systems, in providing quality LRT/MRT services in the country. In achieving these, the LRTA shall continually review and analyze the efficiency and effectiveness of its established QMS. This involves understanding of its core products and services and the scope of its QMS, identifying the customers and stakeholders, or those who may be impacted by them, or interested parties who may otherwise have significant impact on its operations and developing and implementing programs, projects and activities for its customers in response to their needs and consistent with LRTA's legal mandate as well as its mission and vision.


4.2 Understanding the Needs and Expectations of Interested Parties

The Authority shall determine the interested parties that are relevant to its QMS and their relevant requirements due to their impact or potential effect on its ability to consistently provide the products and services that meet customer and applicable legal requirements.

The general description of the interested parties/stakeholders, is briefly presented as follows:

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4.2.1	Passengers - The riders who patronize the LRT Lines 1 and 2 Systems owned by the Authority. They include students and firms in the public and private sectors who take familiarization tours in the revenue lines and its facilities. They also include senior citizens, persons with disabilities (PWDs), pregnant women, parents with children/toddlers.	
	Needs	Light rail transportation service for mobility, special facilities/services for senior citizens, persons with disabilities (PWDs) such as PWD ramp, breastfeeding and diaper changing areas, PWD comfort rooms, dedicated window for Sr. Citizens and PWD, pregnant women, parents with children/toddlers; tickets/cards, discounted tickets, processed concessionary cards; Citizen's Charter; passenger assistance and real time information about LRT operations, programs, projects, activities, medical services, familiarization tours/train rides, assistance to inquiries and resolving complaints.
	Expectations	Quality Light Rail Transportation service for mobility – to be brought to their desired destination in a safe, secure and reliable manner; address special needs and requirements particularly those passengers who require special and gender-responsive facilities and services; courteous station personnel; clean and functional station facilities and AFCS devices; quick, emphatic and caring medical attention including provision of emergency medicines and immediate relief of pain and/or distress during medical emergencies; prompt action/response to inquiries/complaints; timely release of accurate and reliable information/announcements/advisories on train operating schedules, programs, projects and other relevant information; fast and accurate sales transaction on TVM; compliance to existing applicable laws.
4.2.2	LRTA Top Management, Managers, Employees/Auditees - refer to all the individuals employed by the Authority, whether as part of top/senior management, middle management, rank and file, and/or as permanent or contractual personnel. Top Management refers to the Administrator and two Deputy Administrators; middle management refers to Department Managers, Division Managers and other related positions within SG 26-21. The rest are considered as rank and file. Employees may either be permanent or contractual. Permanent/regular employees are conferred with a permanent appointment by the Civil Service Commission, while	

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contractual employees, though they enjoy the same compensation and other incentive packages, do not have the security of tenure and their appointments are renewed based on their performance evaluation.	
Needs	Media assistance, various reports as basis for decision-making (Top Management), Compensation, incentives, benefits such as employee health and wellness, recognition of innovative contributions as well as very satisfactory or outstanding performance; promotion; training; career pathing & development; conducive work environment; supplies, office furniture, and equipment for the performance of work; approved procurement plan; budget allocation for personal services; objective audit findings and observations; issuance of certificates of remittances to GSIS, PHIC, HDMF and BIR, BIR Form 2316 and clearances; assistance in cases involving Violence Against Women and Children (VAWC); corporate social activities; work schedules.
Expectations	Immediate coordination with media outfits for interviews, radio/TV guestings (Top Management); to be governed on the basis of reasonable rules and guidelines; to be compensated in a timely manner at a rate based on standard payscales; promotion, awards and recognition; defined career path; timely issuance of certificates of funds availability on disbursements for personal services; timely issuance of certificates of clearances and remittances to GSIS, PHIC, HDMF and BIR, BIR Form 2316; inclusion of requirements in the approved procurement plan; good working conditions; to be allowed to actively participate in corporate social activities; reglamentary requirements are implemented/provided such as assistance for solo parents, timely assistance in cases involving Violence Against Women and Children (VAWC), etc.; operational support; concerns are relayed to management level for action; quick, emphatic and caring medical attention including provision of emergency medicines and immediate relief of pain and/or distress.
4.2.3	LRTA Board of Directors and Board Committees - LRTA's governing body, together with its constituted Board Committees, that sets the policies and strategic direction of the agency and oversees its corporate governance.

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	Needs	Financial feedback; timely management performance reports/information such as engineering and maintenance reports, audit reports, among others; annual audit plan; complete staff work.
	Expectations	Management's efficient execution of the Board's directives/resolutions and timely submission of accurate/reliable reports; continual improvement of the QMS.
4.2.4	Procuring Entity Suppliers, Contractors, Service Providers - Include the Procurement Service of the DBM (PS-DBM), the maintenance providers, the suppliers, contractors and other service providers of goods and services needed for the efficient administration and management of the Authority's facilities and operations as well as the implementation of its programs, projects and activities.	
	Needs	Approved procurement documents, e.g., Purchase Order (PO), Terms of Reference (TOR), Technical Specifications, Memorandum of Agreement (MOA), other procurement documentation requirements relevant to the goods and services being procured; budget allocation on claims and billings; BIR Form 2306 and 2307; Annual Procurement Plan – Common Use Supplies and Equipment; bidding opportunities; spare parts for the LRT 2 system other than rolling stock and train on-board equipment.
	Expectations	Posted bid opportunities, availability of bidding documents, clear requirement specifications and TOR, timely/efficient processing of payments after acceptance of goods and services delivered or in accordance with agreed upon terms and conditions per PO or a Memorandum of Agreement (MOA) as in the case of the PS-DBM; timely submission of Annual Procurement Plan - Common Use Supplies and Equipment; timely delivery of required spare parts; timely coordination and information.
4.2.5	Oversight Agencies/National Government Agencies/GOCCs - Include the Office of the President, the DOTr, GCG, DBM, DOF, BSP, COA, CSC, DPWH, NEDA, RDC-NCR/Region IV-A, MMDA, PSA, DICT, The Bureau of the Treasury (BTr), the Senate and the House of Representatives, PCW, DFA, Government Procurement Policy Board (GPPB) and other NGs/GOCCs.	
	Needs	LRTA Project and Budget Proposals; Accomplishment Reports; Performance Scorecard; Financial data/reports; Reconciliation for Conversion of NG Advances into


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		Subsidy; NG advances request, requests for conversion of NG advances into subsidy; debt data (GDRAMS); loans status; comments/inputs on proposed bills; payment of loans and other related reports/data; management comments on AOM; comments/acts on Notice of Suspensions and Notice of Disallowances; annual inventory reports; updated asset registry; copies of signed Contracts; updated Annual Procurement Compliance Performance Indicator (GPPB), agency-endorsed ISSP, partnership in delivery of government services; assistance in posting of promotional/information materials/campaigns.
	Expectations	Submission of timely and accurate reports, budget proposals/estimates, briefing materials, bank accounts, comments; processing of invitations/attendance of LRTA in various for a; participation/attendance in congressional/committee hearings (Upper and Lower House); prompt payment of loan remittance; compliance with GAD mandates and policies (PCW); government assets and properties insured (COA); timely submission of annual physical inventory report (COA), completeness and accuracy of ISSP; immediate approval of request for posting of promotional/information materials/campaigns.
4.2.6	Advertisers, Tenants or Lessees, Non-rail Business Concessionaires - They include firms and individuals availing of the non-rail revenue business of LRTA, whether for a short- or long-term period.	
	Needs	Signed contracts, permits and work clearance
	Expectations	Timely release of their Contracts of Lease, required permits and work clearance, compliance with the terms of the contract, approachable, courteous and professional staff, and well-maintained facilities.
4.2.7	Local Government Units (LGUs) - include the LGUs traversed by the existing and future lines owned by the Authority.	
	Needs	Document requirements of projects, and operations of LRTA for issuance of permits, etc.; taxes, permit fees
	Expectations	Compliance with all their local laws, ordinances/regulations; all necessary permits in the operation of its business and implementation of its projects are secured; all necessary local taxes are paid, where applicable.


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4.2.8	Agencies Providing Insurance and Statutory Benefits to LRTA and its Employees - Include government agencies such as the GSIS, the HDMF/Pag-ibig Fund, the Philhealth, the BTr for the Fidelity Bonds, etc.	
	Needs	Premium/loan payments and contributions of permanent & contractual employees as well as for bonded officers; duly accomplished Application/ Request for Bonding forms; application for insurance policy coverage
	Expectations	Timely & accurate payment/remittance of monthly premium or contributions for its permanent and contractual employees to enable them to enjoy the offered benefits; expect LRTA to inform its employees of the said benefits, requirements and how to access them; timely payment of Fidelity Bond premium to the BTr in accordance with the Schedule of Premium Rates for the <i>fidelity</i> bonding of its accountable officers.
4.2.9	Bureau of Internal Revenue - the national government's internal revenue collecting arm, to which all corporations operating within the Philippines and individuals earning income are subject to pay taxes. The LRTA, as an authorized withholding agent of the BIR, remits to the said agency within the prescribed period all taxes collected as a result of its operations, such as those withheld from its employees, suppliers, contractors, consultants/resource persons, etc.	
	Needs	Payment of corporate income tax, collection of withheld taxes by LRTA & duly accomplished BIR forms
	Expectations	Timely payment/remittance of taxes.
4.2.10	Depository Banks/ Financial Institutions - These cover establishments like the Land Bank of the Philippines (LBP), the DBP and Philippine Veteran's Bank that conduct financial transactions with LRTA such as investments, loans, deposits and payroll system administration. LRTA deals with them on a regular basis, from depositing money to taking out loans and exchanging currencies.	
	Needs	Submission of the necessary requirements and the payment of fees in the application and processing of all financial certifications.
	Expectations	Compliance with requirements, payment of fees, timely submission of reliable reports/data.

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4.2.11	Other Regulatory, Permit-granting or Licensing Agencies - These are the agencies with whom LRTA necessarily deals with relative to the execution of its projects and operations. They include, among others, the LTO for the registration of its motor vehicles, MMDA for its clearance or permit relative to the traffic management requirement, DPWH for construction/ structural integrity-related concerns, TESDA for the accreditation of its courses for the Philippine Railway Training Center, the LRA for the titling of acquired land for its projects, Meralco, MWSS and other utility firms for the the necessary installation permits as well as utilities relocation requirements, the ERC for the issuance of a Certificate of Compliance with energy regulatory policies, the DENR for a Certificate of Coverage/Non-Coverage under DENR DAO 03-30 for its projects and operations and proper storage of waste and hazardous materials, for the Bureau of Fire for the necessary fire safety permits, the LLDA under the DENR for the discharge permit, which effectively allows an agency to discharge its wastewater to the lake or through its main tributaries and other agencies, the NTC on the renewal of radio communication equipment	
	Needs	LRTA's submission of the accomplished appropriate forms as well as the necessary requirements and payment of fees in the application and processing of all permits, licences and certifications.
	Expectations	Compliance with requirements; timely renewal of radio communication equipment; payment of fees; submission of requested reports on time; established Materials Recovery Facility area.
4.2.12	Consultants, Resource Persons, School Administrators of Private Universities or Schools, SUCs, Contract of Service Providers – (a) They include individuals, organizations, corporations, agencies, or universities engaged by LRTA for involvement in capacity building, whether for academic or non-academic programs/projects of the Authority; (b) Partner institutions requiring on-the-job (OJT) trainings for their students in specified fields of endeavor; (c) Those involved in related activities for the delivery of the training intervention or academic programs; and (d) Service providers required by LRTA for the efficient management and operation of its facilities. Contract of Service providers are usually administrative or technical service providers hired for a certain period of time to perform janitorial, clerical or technical professional services. Consultants are also hired for an identified pre-agreed output for the completion of a project or program of the Authority.	

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	Needs	Clear terms of reference prior to engagement, timely processing of their contracts and the payment of their delivered services.
	Expectations	Compliance with the terms of agreements, professional dealings/treatment.
4.2.13	Development Partners/International Organizations - They refer to institutions, both local and international. LRTA may have a mutual, legal understanding to implement and deliver programs and projects of the Authority, have knowledge sharing or transfer of technology, etc. LRTA most often transact with institutions such as the World Bank, ADB and/or JICA for the funding of its developmental programs and projects or have collaborative actions/communications relative to the needs of the ASEAN community.	
	Needs	Project Status Reports, Financial Statements, Operational Reports, other information about LRTA for potential development collaboration, sharing of knowledge and technology or assistance to finance development programs and projects; debt amortization payments such as the bilateral loans with the Government of Belgium and Japan.
	Expectations	Compliance with the terms and conditions of the Loan or Grant Agreement such as that with the Government of Belgium and Japan; immediate processing of all ASEAN/APEC invitations for LRTA personnel's attendance/participation in a forum, seminar, training, international relations and similar activities; timely provision of accurate and reliable reports/data/comments
4.2.14	Concessionaires (for Operation & Maintenance, Extension/Expansion, AFCS and other railway-related initiatives) - These refer to institutions that are holders of a concession granted for the operation and maintenance of the LRT Line 1 including the construction of the extension of the said line or granted for the operation and maintenance of the ticketing system of Line 2.	
	Needs	Adequate tools, work space, and other requirements per Agreement, payment/settlement of claims such as annual program fee, etc., if applicable, as well as LRTA's compliance in its capacity as Co-Grantor or PTO under the terms and conditions of the CA or SLA, parameter settings due for update (AFPI).
	Expectations	Compliance with the terms of the CA or SLA such as settlement of loan transaction (AFPI) and usage

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		transaction (LRTA; reliable forecast of cards (AFPI); early/prompt settlement of claims (AFPI, LRMC), if applicable, as well as LRTA's compliance in its capacity as co-grantor under the terms and conditions of the CA or SLA such as the delivery of basic ROW free from structures and utilities (LRMC).
4.2.15	Internal Offices – These are the different departments, divisions, offices and other units or committees within LRTA where intra-office communication, coordination and/or linkages exist and require technical assistance, supplies, equipment and other tools and services for the efficient implementation of systems and processes.	
	Needs	Policy directions; information/reports; compliance of requirements; fully integrated system; budget allocation on various claims; submission of annual disposal program; supplies, equipment and other goods and services; secretariat services; train availability status; technical evaluation reports; coordination, collaboration and technical assistance; approved purchase requests and annual Procurement Management Plan; implementation of programs and projects; cards/tickets; change funds; authorized access to AFC system, organizational knowledge/ knowledge management; media assistance; commendations
	Expectations	Timely/rapid action/response or delivery of required products and services; timely and reliable reports/information, professionalism, competency; funds availability and budget approval; timely submission of unserviceable assets subject for disposal; efficient secretariat; expeditious implementation of rehabilitation projects; immediate response and assistance in attending to passengers with medical conditions; reliable tools and equipment and services; maintained and managed databases and knowledge sources to support the operations, management and decision-making functions of the agency; appreciation of outstanding and innovative performance.

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4.2.16	Communities, Media, Non-Government Organizations/Private Individuals/ External Entities – This could be an organization or a community for people united by geographic area, or one with a goal to use collective power to make a change given their advocacies, or one participating in the same activity, or one united by a common situation or challenge that is not of their making; all or some of them may be within those traversed by the LRT Lines owned by LRTA or within its periphery and may be impacted by LRTA's projects or operation.	
	Needs	Information/reports, safe, reliable, environment-friendly LRT services, clean environment, real time information on train operating schedules, programs, projects and other relevant information, assistance during media coverage of LRT 2 events and activities, partnership in undertaking CSR programs
	Expectations	Compliance of LRTA with laws/policies as a corporate citizen; Corporate Social Responsibility (CSR) activities conducted; good governance; gender-responsive projects and activities; immediate approval of partnership proposal for CSR program.

All process owners shall identify and prepare their list of relevant interested parties (RIP) affecting their processes as well as the needs and expectations of said RIPs as shown in **Annex 4.2** in this Manual. LRTA is committed to continually monitor, review and analyze information and relevant requirements of the interested parties to assure that requirements are effectively managed in the QMS.


4.3 Determining the Scope of the Quality Management System

Based on its mandate, upon which it determines its products and services, its external and internal issues, and the requirements of relevant interested parties, LRTA has determined the boundaries and applicability of its QMS. The QMS shall be applicable and shall cover four (4) core processes as well as the management and support processes on the **Light Rail Transit Operations and Maintenance Management System**, as indicated in **Figure 4.1** – LRTA Process Map under Section 4.4.1a. These processes are as follows:

- The **Core Processes – LRT 2 System**:
 1. Train Operations Management
 2. Traffic Operations Management

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3. Station Operations Management
4. Maintenance Management

The core processes relate to the provision of LRTA's Major Final Outputs (MFOs) addressing the customer requirements of the LRT Line 2 System. These processes cover the said System's delivery of LRT services.

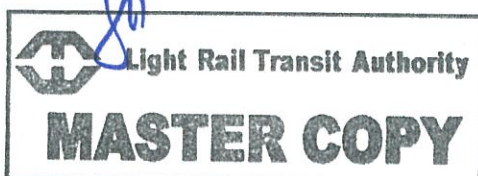
- The **Management Processes** involve Planning, Policy Formulation and Implementation, Documentation Management, Internal Audit, Performance Review, and Communication & Feedback Management.


The Management processes are formally conducted by LRTA's Top management, through its Management Committee and by mandated responsibility centers on aspects of corporate business, the determination of corporate strengths, weaknesses, threats and opportunities, the setting of goals, objectives, strategies and targets as part of its corporate strategic planning, operational and resource planning, formulation and implementation of corporate policies, documentation management, customer satisfaction review, management review, audit and performance review.

- The **Support Processes** involve Automated Fare Collection Management, Safety & Security Management, Finance Management, Legal Services Management, Procurement Management, Human Resource Management, General Services Management, Asset Management, Information Technology (IT) and Knowledge Management, Project Management, Concession Agreement Monitoring, Business Development Management, and Medical Services Management.

LRTA does not perform design and development activities for its products and services; therefore, the fulfillment to the requirements of Clause 8.3 - Design and Development of Products and Services - is not applicable to the Authority's QMS. The LRTA service delivery is embodied in the LRTA Charter per Executive Order (EO) No. 603 dated 12 July 1980, as amended by EO No. 830 dated September 1982 and EO No. 210 dated 17 July 1987. Any changes made in the delivery of LRT services would require a change in the said Charter. The consulting services, infrastructures, rolling stock and other systems and facilities, including the spare parts and equipment required in the delivery of LRT services are in accordance with international standards set for said products and/or services. LRTA verifies their compliance in accordance with the specifications detailed in the terms of reference and agreements.

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4.4 Quality Management System and its Processes

The processes are graphically presented in Figure 4.1 – LRTA Process Map under Section 4.4.1a of this Section and the respective process maps of process owners detailing the following information: sources of inputs, inputs required, activities involved, the outputs expected from the processes, the receivers of outputs and the possible controls and checkpoints to monitor and measure performance are described in Annex 4.3 of this Manual.

Identified site is within the LRTA Line 2 Depot at Santolan, Pasig City and at the LRT Stations of the Line 2 System.

4.4.1a Process Map


Figure 4.1 shows the systematic involvement of the different linkages among process owners in LRTA to ensure a better understanding of the roles and responsibilities necessary for attaining common objective and reduced cross-functional barriers in the management of business activities to consistently achieve customer satisfaction and meet the requirement of ISO 9001:2015. It illustrates LRTA's recognition of the needs and expectations of the customers (riding public) and relevant interested parties as crucial inputs to its core processes to effectively provide the required services. It reflects the coordination and teamwork of all those involved to establish a culture of quality awareness through effective communication from top Management in its commitment to the implementation and maintenance of the Quality Management System and across the whole LRTA organization.

The core processes describe the provision of customer-friendly services in terms of ticket selling through the station tellers or through the ticket vending machines and safe, fast and reliable LRT ride. The effective implementation of the system results in the delivery of output, which is LRT services and ultimately, the satisfaction of customers and stakeholders.

The management processes are needed for governance of the LRTA to comply with policies, standards and applicable legal requirements. These processes involve planning, policy formulation, documentation management, communication and feedback management, performance review, and managing improvement such as management review and internal audit,

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details of which are presented in the process maps of concerned process owners.

The support processes include legal services management, project management, safety and security management, human resources management, automated fare collection management and all those support service processes identified under Section 4.3 of this Section and as reflected in the LRTA Process Map. These service processes provide the necessary support to the LRT operations towards the realization and delivery of the core services to LRTA's customers. LRTA, likewise, develops and implements programs and projects for its customers, the riding public, in response to their needs and consistent with the legal mandate of the Authority as well as with its mission and vision.

Individual Process Maps of the LRTA QMS are shown in **Annex 4.3** of this Quality Manual.

The externally-provided products, services and processes, which include LRT 1 System Operation & Maintenance, AFCS Maintenance, Ticket Supply, Clearing and Settlement Service relative to the Automated Fare Collection System, contracted services such as technical, administrative and janitorial services as well as security services, likewise, provide support which are not available within the Authority, but are crucial in attaining effective and efficient delivery of service exceeding customers' expectations. The box on "client satisfaction" refers to the degree of satisfaction on the provided outputs, which are the LRT services and LRT Systems, as measured by the customer satisfaction and feedback gathered from LRTA's social media accounts, direct contact with customers, in customers' suggestion and complaints boxes and during customer satisfaction surveys conducted by a third party, among others.

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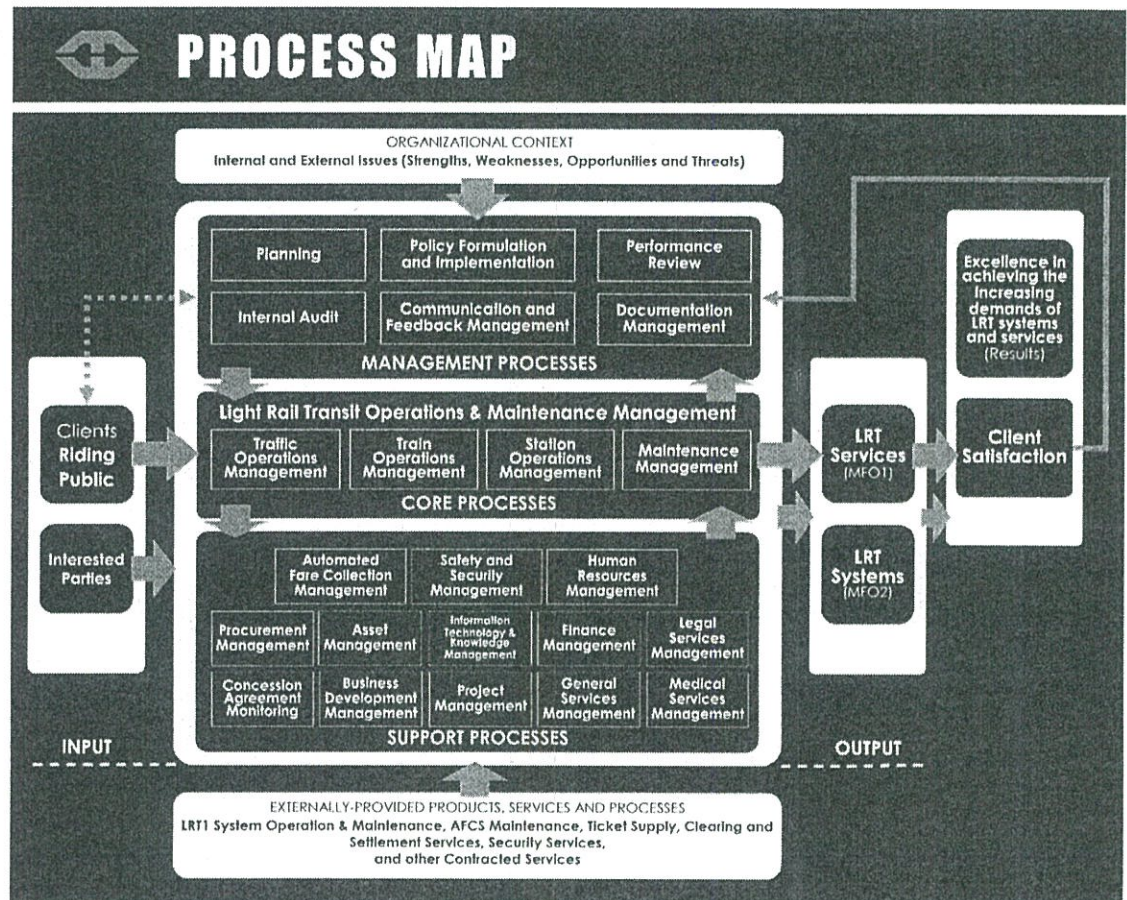
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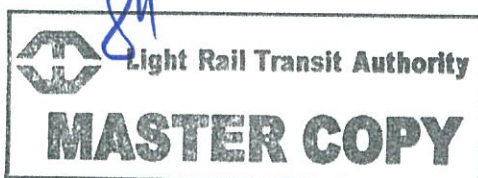
Figure 4.1. LRTA Process Map




4.4.1b Quality Management System Framework

Figure 4.2 shows the interaction of the different elements of the Authority's QMS. The LRTA Leadership, which is the focal center of the System, ensures the efficient management and operation of the QMS through seamless interface with the different systems, the availability of necessary resources and promoting adherence to the System's processes. It goes through a cycle of planning, support and operation, performance evaluation, and improvement as it adopts the Plan-Do-Check-Act Cycle.

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The System starts at the Planning Stage with LRTA's Mandate, customer requirements, and stakeholder expectations as well as internal and external issues as essential inputs to the process. This stage covers various planning activities undertaken to set its directions and targets such as strategic and operations planning, program and quality improvement planning, and the identification of risks/opportunities and their management.

The Support and Operation Stage covers the activities within LRTA's core and support processes. It includes the implementation of committed strategic initiatives and targets, learning and growth and facilities management. Resource management is embedded within these processes/systems to ensure the attainment of desired outputs, which are LRT Systems and Services.

Next to the Implementation Stage is the Performance Evaluation. This stage identifies what needs to be monitored and measured; and the methods used for monitoring, measurement and analysis for validating results. The results of this stage are used for continual improvement of established processes, products and services and the whole LRTA QMS.

What follows after Performance Evaluation is the Improvement Stage where plans are adjusted, new strategies and initiatives may be adopted and/or Risk Management Action Plan revised in order to meet customer demands after which, the cycle is repeated.

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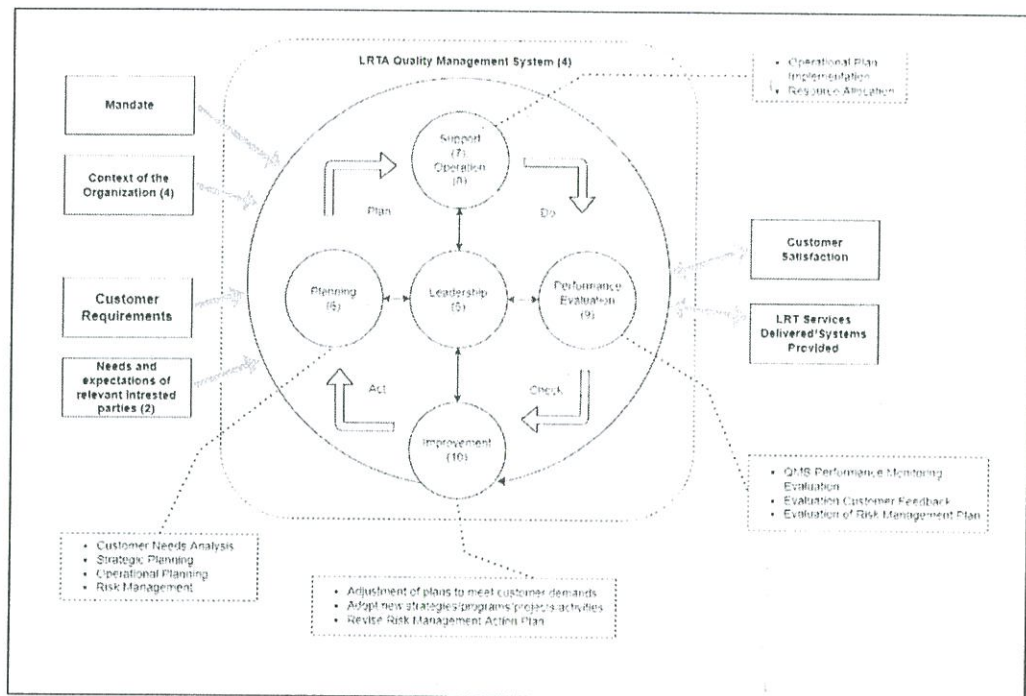

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Figure 4.2 LRTA Quality Management System Framework



4.4.2 LRTA shall maintain documented information to support the operation of its processes; and retain documented information to have confidence that the processes are being carried out as planned.

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