



Cambodian Mine Action Standards

Chapter 19

Quality Management in Mine Action

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Quality Management in Mine Action

Introduction

This standard sets out general principles of quality management (QM), applicable to all activities within mine action organizations. The main body of the standard sets out the minimum requirements for a mine action quality management system (QMS). It does not seek to introduce new concepts to the mine action sector, or impose additional burdens, but rather to consolidate and define much of what already takes place in mine action programmes and encourage greater consistency with QM as understood and practised in other sectors and industries.

The mine action sector has tended to focus on the quality of one particular product, cleared land, to the exclusion of others. More recently, efforts have been made to broaden the scope of QM in mine action to embrace processes, services and products. Quality is a concept that is also applicable to other activities that are increasingly addressed by CMAA and Mine action operators.

All QM relies upon the availability of information: to inform the planning process; to direct implementation; to check performance against requirements; and to take action to improve the quality and safety of processes, services and products

QM in mine action is focused on satisfying the requirements of beneficiaries, donors and other stakeholders. An effective QMS doesn't only require commitment from the highest levels of management but also requires the people who implement mine action procedures, processes and activities to understand their roles and responsibilities and have the capacity, skills and knowledge necessary to fulfil their functions reliably and consistently.

The process approach is based on recognition that, in order to have confidence in the quality of a product or output from a process, it is necessary to have confidence in the inputs to that process and the activities within the process, a) assessment of suppliers/providers (including accreditation); b) quality control of inputs to a process; c) in-progress monitoring during activities; d) QC of outputs prior to release land; and e) post-release surveys of recipients and beneficiaries (post clearance monitoring assessments, beneficiary satisfaction surveys, etc.).

The concept of continual improvement is at the heart of any effective QMS. It also reflects basic principles of professional commitment and an underlying desire to do a good job. Improvement relates not just to identifying existing problems within a system, but also to identifying opportunities to make things better. The driver behind continual improvement processes is the PDCA cycle (plan – do – check – act). PDCA cycles occur at every level, and within every mine action activity.

1 Scope

This standard provides guidelines and requirements for the implementation of a quality management system (QMS) for mine action activities in Cambodia. It is primarily intended for application by Cambodian mine action and victim assistance authority (CMAA), but its principles should be used to form the basis of internal QMS employed by mine action operators. The mine action operators' own QMS shall be consistent with this CMAS (QMS).

This standard is used in conjunction with other relevant CMAS chapters, especially CMAS 02 Accreditation of Mine action operators and Licensing of operation and CMAS 03 Monitoring of Mine action operators.

2 References

A list of normative references is given in Annex A. Normative references are documents to which reference is made in this standard and which form part of this standard.

3 Terms and definitions

A general terms and definitions used in this CMAS is explained as below:

Quality in Mine Action is “the degree to which a mine action service, product or output fulfils requirements’.

Process is a “set of interrelated or interacting activities that use inputs to deliver an intended result”

Inputs are “resources required for a process or intervention including: people; money; materials; equipment; information and energy”.

Output is “the result of a process”. Outputs include “The products, capital goods and services which result from a development intervention.

Outcomes are “the likely or achieved short-term and medium-term effects of an intervention’s outputs”

Impacts are the “positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended”

Quality Management (QM) is “Management with regard to quality. QM can include establishing quality policies and quality objectives, and processes to achieve these quality objectives through quality planning, quality assurance, quality control and quality improvement.”

Quality Assurance (QA) is “part of quality management focused on providing confidence that quality requirements will be fulfilled”. QA is a confidence-building process, based on evidence, that the quality requirements are likely be met. QA encompasses all pro-active activity undertaken by an organization to increase confidence in the likelihood that requirements will be met.

Quality Control (QC) is “part of quality management focused on fulfilling quality requirements”. QC addresses the question “did we get what we wanted?”

Competence is the “ability to apply knowledge and skills to achieve intended results”
Improvement is “activity to enhance performance”.

Conformity is “fulfilment of a requirement”, **nonconformity** is “non-fulfilment of a requirement’.

An interested party is a “person or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity”. In mine action an interested party is often called a *stakeholder*. The term stakeholder is used in this standard.

Consistency

4 Purpose

The overall aim of mine action QM is to provide confidence (to the beneficiary, the mine action organisation, the CMAA, the donor and to other stakeholders) that quality requirements have been met or exceeded, and that mine action products and services are ‘fit for purpose’.

5 Needs and expectations

The needs and expectations of stakeholders shall be identified, analysed, assessed and appropriately reflected in the QMS. Mine Action Programme stakeholders include, but are not limited to:

- a) Cambodian mine action and victim assistance authority (CMAA);
- b) Beneficiaries;
- c) Monitoring bodies;
- d) Mine action operators;
- e) Government ministries and agencies;
- f) International institutions;
- g) International and national donors;
- h) Commercial investors and land developers;
- i) Implementing partners
- j) Mine victims;
- k) Land owners and users; and
- l) Local communities, society and the general public, women, girls, boys and men.

6 Gender and diversity groups

The QMS shall take into account, and appropriately reflect, the different needs, expectations and requirements of gender and diversity groups.

The QMS should collect, report and analyse data relating to gender and diversity aspects of its planning, prioritization, implementation, monitoring, evaluation and review functions. Sex and age disaggregated data (SADD) should be used.

7 QMS Extent

The extent of the QMS shall be determined and documented in light of:

- a) the context of the mine action operators;
- b) the needs and expectations of stakeholders; and
- c) the products, services and outputs of the mine action operators.

In determining the scope of the QMS, CMAA and operators should take into account the needs for connectivity between the QMS and wider systems of results based management (RBM) including intended results, outcomes and impacts arising from mine action work.

8 Mine action products, services and outputs

CMAA and mine action operators shall identify mine action products relevant to their operations. As a minimum the following mine action products shall be subject to QM:

- a) released land (C1, C2 and C3);

- b) Explosive Ordnance for disposal (destruction, transfer etc.);
- c) data, information and reports;
- d) recruited and trained personnel;
- e) procured mine action equipment;
- f) prosthetics and orthotics;
- g) mine risk education materials;
- h) Other products identified by CMAA and mine action operators as being relevant to the scope of their operations.

9 Mine action processes

CMAA and mine action operators shall identify, define and document processes relevant to their operations. As a minimum the QMS shall include processes relating to:

- a) Delivery of products/services to end users/beneficiaries including;
 - Land release;
 - Risk education (e.g. materials and communication);
 - Victim assistance (e.g. prosthetic manufacture);
 - Stockpile management;
- b) Direct support to processes that deliver product/services including;
 - Planning, prioritization and tasking;
 - Recruitment and training;
 - Procurement and equipment management; and
 - Information management.
- c) Other significant aspects of the CMAA and Operator's operations, activities, outputs and objectives.

10 Leadership and commitment

Successful development, adoption, implementation and continual improvement of a QMS is dependent upon leadership and continued commitment from the highest levels within CMAA and Mine Action Operators.

CMAA and Mine action operators shall:

- a) establish, document and maintain a quality policy;
- b) establish, document and maintain quality objectives, consistent with the overall strategic direction and context of their own operation;
- c) monitor and review the progress and performance of the QMS and take action as necessary to ensure that quality objectives are achieved;
- d) integrate the QMS into their wider strategic goals, objectives and result based management (RBM) systems;
- e) ensure that adequate resources are available to maintain the QMS;
- f) communicate the importance of conforming to the requirements of the QMS; and
- g) ensure that the integrity of the QMS is maintained whenever changes are planned and implemented.

CMAA and Mine action operators shall ensure that any mine action activities are focused on identifying, understanding and satisfying the needs of end users, beneficiaries and other significant stakeholders.

11 Quality Policy

A mine action quality policy shall be established and documented. The mine action quality policy shall:

- a. Be appropriate to the purpose, functions and strategic objectives
- b. Include a commitment to satisfying applicable requirements including:
 - Cambodia Mine Action Standards (CMAS);
 - Other applicable national and international conventions, laws, treaties, regulations, standards and agreements.
- c. Include a commitment to the continual improvement of mine action processes, products and services, as well as the QMS; and
- d. Provide a framework for setting quality objectives.

The policy shall be communicated to, and be understood by, all those with functions and responsibilities within QMS. The quality policy should be made available to all stakeholders.

12 Objective setting

CMAA and mine action operators shall specify relevant and achievable quality objectives that are:

- a) relevant to the scope of their mine action processes, products and services;
- b) consistent with their quality policy;
- c) measurable;
- d) monitored, reviewed and updated;
- e) include relevant aspects of stakeholder satisfaction.
- f) reflect applicable operational requirements;
- g) allow monitoring of performance against deadlines, schedules, budgets and other criteria as appropriate;

13 Planning of the QMS

When planning a mine action QMS relevant mine action operators shall take action to ensure that the QMS can achieve its intended results including:

- a) understanding the requirements and expectations of mine action stakeholders;
- b) preventing or reducing nonconformity; and
- c) enhancing performance.

Planning of the QMS shall include:

- d) what will be done;
- e) what resources will be required;
- f) who will be responsible;
- g) when action will be completed; and
- h) how the performance of the QMS will be monitored and evaluated.

When changes are made to the QMS, mine action operators shall:

- i) specify the purpose of the changes;
- j) identify potential consequences of the changes;
- k) ensure the continued integrity of the QMS;
- l) ensure that adequate resources are available to implement the changes; and
- m) communicate any changes to responsibilities.

14 Mine action resources

Adequate resources shall be provided to perform functions, including QM functions, necessary to maintain confidence in the safety, efficiency and effectiveness of mine action services and products.

14.1 People

CMAA and Mine action operators shall:

- a) determine the competence requirements of job functions affecting the performance of mine action processes and products
- b) confirm the competence of staff on the basis of appropriate education, training and/or experience;
- c) where necessary, take action to ensure the competence of workers through recruitment, transfer or additional training;
- a) monitor the effectiveness of training; and
- b) retain appropriate records of training and competence.

Mine action staff shall be made aware of:

- c) the quality policy;
- d) quality objectives relevant to their job functions;
- e) the significance of their roles and responsibilities in relation to the quality of mine action processes, services and products; and
- f) the quality and safety implications of not conforming with the QMS.

14.2 Equipment

CMAA and Mine action operators shall:

- a) determine equipment requirements necessary to deliver safe, efficient and effective mine action processes, products and services;
- b) specify requirements, communicate requirements to suppliers and implement procurement processes;
- c) ensure that equipment is checked on receipt to confirm that it satisfies requirements;
- d) establish maintenance schedules in accordance with manufacturer's recommendations and as required by prevailing circumstances and conditions;
- e) ensure that adequate training of equipment operators is carried out;
- f) ensure that equipment is tested before operational use;
- g) implement operational controls, checks and tests to confirm the continued suitability and functioning of equipment;
- h) ensure that non-conforming equipment is marked and/or segregated to avoid its inadvertent use;
- i) ensure that appropriate repair or disposal action is carried out on non-conforming equipment; and
- j) maintain and retain equipment documentation appropriate to the type, value and significance of the equipment.

14.3 Information

CMAA and Mine action operators shall:

- a) determine information requirements necessary to deliver safe, efficient and effective mine action;
- b) establish policies and procedures as required to ensure that mine action information can be collected/accessed by mine action operators and stakeholders;
- c) ensure that necessary information is collected, reported, analysed and disseminated by competent persons in accordance with requirements (in the form of standards, policies, SOPs, forms, templates, etc.);

- d) manage mine action information in accordance with CMAS ;
- e) retain, secure, protect and back up mine action information;
- f) ensure that mine action information is available to stakeholders in a timely and easy-to-access form;
- g) identify and respond to continual improvement opportunities relating to mine action information and its management; and
- h) seek feedback from mine action information users to determine levels of satisfaction.

If necessary, CMAA should seek the establishment of legislation and other appropriate legal instruments to ensure the availability of mine action information from relevant sources.

CMAA and mine action operators should determine and implement appropriate policies, procedures and practices in relation to mine action information that increase transparency and accountability and that make it easier for stakeholders to access information 'on demand' as well as 'on request'.

15 Infrastructure and working environment

CMAA and mine action operators shall ensure that buildings, equipment (including medical items), software and transport are suitable for safe and efficient mine action activities.

CMAA and mine action operators shall ensure that the mine action working environment is suitable for the safe, efficient and effective implementation of mine action processes. The working environment shall, so far as circumstances allow, be:

- a) safe;
- b) non-discriminatory and non-confrontational;
- c) stress-reducing; and

The nature of mine action is such that work may take place under difficult conditions. CMAA and Mine action operators shall, at all times, take all reasonable measures to satisfy the requirements of this standard with respect to working environment.

As a minimum CMAA and mine action organizations shall ensure that mine action operations comply with CMAS 09, 10, 11 (worksite safety occupational health and personnel protective equipment).

Under circumstances where there is reason to believe that working conditions may adversely influence the safety and/or quality of mine action processes and products, CMAA and mine action operators should implement additional measures to address the situation, or suspend operations until more appropriate conditions prevail.

16 Mine action operations

16.1 Requirements for mine action products and services

CMAA and Mine action operators shall determine the requirements for the mine action products and services within their scope of operations. In determining requirements authorities/managers shall take into account:

- a) applicable standards;
- b) accreditation agreements;
- c) applicable laws, regulations and other legislation;
- d) contracts, memoranda of understanding and other relevant agreements;
- e) work plans, task orders and other operational direction; and
- f) requests and preferences expressed by beneficiaries and other stakeholders.

16.2 Planning of mine action processes, products and services

Mine action operations shall be planned and controlled to a level necessary to satisfy requirements and to maintain confidence amongst interested parties in the safety and quality of mine action processes, services and products.

Mine action operational planning shall:

- a) be based upon up to date and relevant information;
- b) reflect the requirements of agreed objectives;
- c) be consistent with quality and other policies;
- d) define intended activities;
- e) identify resources;
- f) specify roles and responsibilities;
- g) reflect gender and diversity considerations;
- h) reflect environmental considerations;
- i) set target milestones and/or completion dates;
- j) describe how results will be monitored and evaluated; and
- k) be documented.

CMAA and mine action operators shall take effective action to access, collect, or otherwise obtain, information necessary for planning purposes.

CMAA and mine action operators shall take appropriate and effective action to ensure that all information necessary for effective and efficient mine action planning is made available to relevant stakeholders.

16.3 Control of mine action processes, products and services

CMAA and mine action operators shall ensure that processes, products and services conform to requirements.

Methods to check conformity include, but are not limited to:

- a) accreditation of mine action operators (in accordance with CMAS 02);
- b) assessment of mine action organizations through questionnaires/visits;
- c) review of the supplier's previous performance;
- d) monitoring of operators performance (in accordance with CMAS 03); and/or
- e) inspection of operators provided product (in accordance with CMAS 03).

The level of checking shall be determined on the basis of:

- f) the safety and quality significance of the process, service or product being provided;
and
- g) the effectiveness of the operator's own QMS.

The same level of conformity shall be ensured in relation to externally provided processes, services and products as to those provided from within the mine action operators. Externally provided processes, services and products are those that:

- h) will be incorporated into the organisation's own mine action products and services; and
- i) are provided directly to beneficiaries on behalf of the mine action organisation.

Mine action processes, services and products relating to the land release process destruction, management or other handling of explosive ordnance should always be subject to accreditation by the CMAA (in accordance with CMAS 02).

CMAA and mine action operators shall retain documented information necessary to demonstrate conformity of externally provided processes, services and products.

16.4 Identification and traceability of mine action products and processes

Mine action resources, products and materials shall be identifiable and traceable to a level necessary to:

- a) maintain stakeholder confidence in the safety and quality of mine action services and products;
- b) identify nonconforming products;
- c) support root cause analysis in the event of nonconformity;
- d) allow operational analysis of the effectiveness and efficiency of mine action processes

and products; and

e) support continual improvement of mine action processes, products and services.

The following mine action products and resources shall, as a minimum, be identifiable and traceable:

- f) released land: uniquely identified and mapped;
- g) survey and clearance teams uniquely identified and traceable to tasks and sites;
- h) survey and clearance equipment/assets (handheld detectors, deep search detector / locators, animal detection systems, mechanical demining machinery): uniquely identified and traceable to tasks and sites;
- i) Explosive Ordnance (EO) discovered, destroyed, transported, managed or stored: identified by type and quantity and located (in accordance with minimum data collection requirements in CMAS 04 & 08
- j) prosthetic devices provided to mine/UXO victims: uniquely identified and traceable to users; and
- k) mine and ERW risk education lessons; uniquely identified and traceable to location of delivery.

Additional and/or more detailed identification and traceability procedures should be implemented where stakeholder requirements and the prevailing circumstances and conditions justify doing so.

16.5 Process controls

Appropriate controls shall be applied to mine action processes to ensure conformity to requirements, including:

- a) people: checks to confirm competence, fitness and availability in adequate numbers;
- b) equipment: checks to confirm adequate performance:
 - accredited/accepted (if required);
 - complete;
 - serviceable;
 - tested prior to, during and after use;
- c) documentation: procedures, work instructions and forms are available on site
- d) measures: effectiveness and efficiency performance indicators, deadlines, targets, etc. are established and understood on site.

Process controls shall, in the first instance, be applied by mine action operators in respect of their own processes using appropriate supervisory and internal monitoring functions.

Additional monitoring of process performance should be conducted by CMAA QM teams in accordance with CMAS 03.

16.6 Release of product

Mine action operators shall implement procedures to verify that requirements have been met before products are released to recipients.

Mine action operators shall retain documented information on the release of mine action products including evidence of conformity to requirements. The documented information shall, as a minimum, be traceable to:

- a) the organisation delivering the product;
- b) the organisation responsible for quality checking of the product (if applicable); and
- c) the person authorizing release.

Specific requirements relating to release of land are detailed in CMAS 15.

16.7 Control of nonconforming products (Cleared land)

If there is any doubt about the conformity of product it shall not be released. Non-conforming product shall be identified and its unintentional release prevented.

In the event that product is found or suspected to be nonconforming, action shall be taken in accordance with CMAS 03 reflecting the nature of the nonconformity, its significance for stakeholder confidence and safety, and its implications within the QMS to:

- a) segregate/mark nonconforming product to ensure it is not inadvertently released (until it has been corrected);
- b) correct the nonconformity (if possible); and
- c) prevent recurrence of the nonconformity.

Other actions may include:

- d) return of the product to operators to correct (if appropriate);
- e) informing the intended product recipient and relevant stakeholders such as donors; and
- f) agreeing with the intended recipient to release the product without further action.

16.8 Post-delivery activities

Following delivery of mine action services and products CMAA and mine action operators shall:

- a) check that requirements have been satisfied;
- b) check for any undesirable or adverse consequences and take action to prevent their reoccurrence; and
- c) analyse performance data in support of continual improvement processes.

Stakeholder feedback shall be obtained as part of mine action product performance monitoring processes.

Long term monitoring of mine action product performance should be carried out in accordance with CMAS 03 through:

- d) analysis of data held in mine action information management systems;
- e) analysis of data from information management systems external to the mine action sector ; and
- f) pro-active surveys of locations and regions where product has previously been released to customers.

17 Communication and participation

Mine action operators shall communicate with relevant workers, beneficiaries, donors, authorities and other stakeholders:

- a) to provide information relating to mine action products and services;
- b) to ensure awareness and understanding necessary for competent mine action;
- c) when planning and reviewing the QMS;
- d) as required by conventions, treaties, standards, SOPs, agreements and contracts;
- e) when handling enquiries, contracts, tasking including changes; and
- f) in order to obtain and respond to stakeholder feedback.

The form, content and frequency of communication shall be determined on the basis of each stakeholder's relationship with the mine action operators.

CMAA and mine action operators shall gather and share relevant information, expertise and resources with mine action stakeholders.

CMAA and mine action operators shall be as transparent and accountable in their mine action communication processes as is consistent with legal and commercial limitations.

Mine action planning, implementation and monitoring shall include participation of relevant workers and stakeholders.

CMAA and mine action operators should seek to establish collaborative relationships with other mine action partners, providers and stakeholders. CMAA and mine action operators should recognise improvements and achievements made by mine action operators, partners and other stakeholders.

18 Documentation

The mine action QMS shall be documented in accordance with this standard and shall include additional documentation as necessary for the safe, efficient and effective implementation/delivery of mine action processes, services and products. In determining the level of documentation CMAA shall take into account:

- a) the size of the mine action organisations;
- b) the complexity of those mine action processes carried out by the organisations;
- c) the complexity of interactions between mine action processes within the organisations and with external stakeholders; and
- d) the competence of workers.

As a minimum mine action quality documentation shall include:

- e) quality policy;
- f) quality objectives;
- g) management review outputs and results;
- h) Standard Operating Procedures (SOPs) appropriate to the scope of the organisations' activities;
- i) quality, safety and environmental management procedures (which may form part of the body of SOPs);
- j) operational records as required by applicable national standards and by the approved SOPs;
- k) QA and QC records as defined within the QMS;
- l) Records of any nonconformity and any corrective actions in accordance with CMAS 03;
- m) records of stakeholder feedback;
- n) other operational records and reports as required by CMAA; and
- o) other records required to satisfy stakeholder requirements.

Mine action documentation shall be:

- p) uniquely identified and/or described;
- q) appropriately formatted (language, templates, media, etc.); and
- r) reviewed and approved by an appropriate manager.

Mine action operator shall ensure that:

- s) mine action documentation is available for use when and where it is needed;
- t) externally provided documentation is kept up to date;
- u) changes to documents are controlled to ensure that only the current version is in use; and
- v) mine action documentation is appropriately protected, stored and preserved.

The purpose of mine action documentation is to communicate information. When assessing the quality of mine action documentation, and considering whether it is fit for purpose, CMAA and mine action operators should take into account:

- clarity - for the intended readership in the appropriate language;
- completeness – the extent to which the document addresses all relevant points and topics; and
- brevity – the extent to which the document does not include unnecessary material, or material that is already available in other documentation.

Mine action documentation shall be retained for a period consistent with:

- applicable Cambodian legislation and law

- Cambodia mine action standards; and/or
- beneficiaries, donor and other relevant stakeholder requirements.

Documentation relating to the release of land (C1, C2 and/or C3) is of particular importance and should be subject to formal long-term archiving in country.

Mine action operators and relevant international institutions should take appropriate additional action to satisfy themselves that land release documentation will continue to be available irrespective of events in the country.

19 Performance

19.1 Monitoring, analysis and evaluation

Monitoring, analysis and evaluation of performance is a critical function in any QMS. The mine action operators shall determine:

- a) what needs to be monitored and measured;
- b) methods for monitoring, measurement, analysis and assessment;
- c) how and when results from mine action will be analysed.

Monitoring in a mine action QMS should be carried out in accordance with the requirements of CMAS 03 Monitoring of Mine action organizations.

The results of monitoring shall be used to assess:

- d) the extent to which products and services meet requirements;
- e) the degree of stakeholder satisfaction;
- f) the performance of the QMS;
- g) the effectiveness of planning, prioritisation and tasking functions;
- h) the effectiveness of risk management functions; and
- i) the performance of external suppliers (if applicable).

Evaluation of mine action interventions should be carried out and the results of evaluations should be considered during management reviews of the QMS.

19.2 Quality audit

A quality audit is a particular form of monitoring activity. It implies a degree of formality that may be less evident during routine monitoring activities.

Mine action operators should implement a programme of internal audits of the QMS in accordance with CMAS 03.

Additional implementation of external audits on mine action operators should be required (by donors, commercial clients and others funding mine action work) in accordance to CMAS 03.

20 Improvement

Opportunities to enhance performance may arise at any time and be identified by anyone. CMAA and mine action operators shall implement measures to encourage workers, managers and other stakeholders to bring real or potential nonconformities, and other opportunities for improvement, to the attention of relevant managers.

Mine action operators shall establish processes to identify, assess and act on opportunities for improvement to the QMS and to mine action processes, services and products.

Improvement through correcting, preventing or reducing nonconformities and other undesirable effects shall be managed in accordance with CMAS 03.

21 Management reviews

Management reviews should be conducted by the senior management of mine action operators at appropriate intervals to ensure the continued effectiveness, suitability and alignment of the QMS with the organisation's strategic objectives.

Management reviews should be conducted at least annually, or more frequently in light of prevailing circumstances and conditions.

Management reviews should take into account:

- a) the status of actions arising from previous reviews;
- b) changes in the mine action context relevant to the QMS;
- c) performance of the QMS including:
 - stakeholder satisfaction
 - extent to which quality objectives have been met
 - performance of processes, products and services
 - nonconformities and corrective actions
 - monitoring, measurement, audit and evaluation results
 - external suppliers performance
- d) performance of resources; and
- e) opportunities for improvement.

Management reviews shall include decisions and actions related to:

- f) opportunities for improvement;
- g) changes to the QMS; and
- h) resource needs, suitability and competence.

Actions arising from management reviews shall state what action will be taken, who will be responsible, by when action will be completed and how effective implementation of action will be checked. The results of management reviews shall be communicated to workers, managers and stakeholders.

22 Responsibilities

22.1 Cambodian Mine Action Authority (CMAA)

- a) establish, communicate and maintain a QM policy based on CMAS
- b) ensure that mine action operators working in Cambodia establish appropriate quality objectives;
- c) establish, accredit and audit a quality monitoring teams, in accordance with the requirements of CMAS 03;
- d) review the quality performance of the mine action operators as required in CMAS 03
- e) ensure appropriate follow-up action is taken in light of the conclusions and recommendations of the QM reviews.

22.2 Mine Action Operators

- a) establish and maintain an effective and documented QMS;
- b) establish a quality policy appropriate to the scope of the organisation's own activities and consistent with any mine action quality policy;
- c) establish quality objectives in line with the organisation's quality policy;
- d) apply management practices, and QM and operational procedures which lead to mine action activities that meet or exceed agreed, specified standards, and that also meet or

exceed requirements specified in the contract, accreditation agreement, other relevant formal agreements and applicable rules and regulations;

- e) maintain, ensure the accuracy and validity, and make available documentation (including SOPs and other written procedures), reports, records, (including internal monitoring and quality reports), and other data on their activities in accordance with CMAS 03;

22.3 Donors, clients and other stakeholders

- a) Donors, clients and other stakeholders specify and agree their service/product/output requirements to mine action operators in clear and unambiguous terms; and
- b) Include details of the national QM requirements.

Annex A: Normative References

The following normative documents contain provisions, which, through reference in this text, constitute provisions of this part of the standard:

- a) CMAS 15 Land release;
- b) CMAS 02 Accreditation of mine action organizations;
- c) CMAS 03 Monitoring of mine action organizations;
- d) CMAS 16 Cluster Munition Remnant Survey;
- e) CMAS 06 Clearance requirements of demining;
- f) CMAS 07 Clearance requirements of ERW
- g) CMAS 09 Safety and Occupational Health – General requirements;

Phnom Penh date October 2019

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