



Quality Manual
ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: **03**

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Page: 1 of 22

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Quality Manual

ALA/93/57 Project - Peru

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Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 2 of 22

0.1. TABLE OF CONTENTS

SECTION	TITLE	PAGE
0.0	Front page	1
0.1	Table of contents	2
1	Introduction to the ALA/93/57 Project	3
2	Scope and field of application	4
3	Referenced documents and definitions	4
4	Quality system elements	5
4.1	Co-Direction responsibility	5
4.2	Quality system	10
4.3	Contract review	12
4.4	Design control (not applicable)	13
4.5	Document control	13
4.6	Purchasing	14
4.7	Control of customer-supplied product (not applicable)	15
4.8	Service identification and traceability	15
4.9	Control of service provision	15
4.10	Evaluation of service quality	16
4.11	Control of inspection, measuring and testing equipment (not applicable)	17
4.12	Service status	17
4.13	Nonconforming services	18
4.14	Corrective and preventive action	18
4.15	Handling, storage, packaging, preservation and delivery (not applicable)	18
4.16	Control of quality records	19
4.17	Internal quality audits	20
4.18	Training	21
4.19	Servicing (not applicable)	22
4.20	Statistical techniques (not applicable)	22



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 3 of 22

1. INTRODUCTION TO THE ALA/93/57 PROJECT

The Project “Export Promotion for Small and Medium-sized Companies”, ALA/93/57 – Peru, has its origin in the cooperation given by the European Union to Peru for the development of small-sized and medium-sized companies’ exports.

For this purpose, a Financial Agreement between the European Commission and Peru was signed to enhance the competitiveness of Peruvian companies. This Agreement became effective as from May 06, 1996 (Financial Agreement and Addendum N° 1 and N° 2).

Prompex, as the official governmental organization in charge of promoting exports in Peru, is the national counterpart for the ALA/93/57 Project, which facilitates the implementation of the programs and their sustainability over time.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 4 of 22

2. SCOPE AND FIELD OF APPLICATION

2.1. SCOPE

This Manual describes the quality system of the ALA/93/57 Project to comply with the requirements of the ISO 9002:1995 Standard, Quality Systems– Model for quality assurance in production, installation and servicing.

2.2. FIELD OF APPLICATION

This Manual is applicable to all activities covered by the quality system of the ALA/93/57 Project as a part of their technical assistance and training programs.

3. REFERENCED DOCUMENTS AND DEFINITIONS

3.1. REFERENCED DOCUMENTS

- NTP-ISO 8402:1995 Quality management and quality assurance – Vocabulary.
- NTP-ISO 9002:1995 Quality systems – Model for quality assurance in production, installation and servicing.
- NTP-ISO 9004-2:1994 Quality management and quality system elements. Part 2: Guidelines for services.
- Field Manual. Cooperation European Union – Latin America (Manual de Terreno), 1995
- Financial Agreement (VIII/1112/93/ES) between European Commission and the Republic of Peru
- ALA/93/57-M-02 Organization and Functions Manual
- Overall Operating Plan
- Annual Operating Plan

3.2. DEFINITIONS

- **Beneficiary company:** Small-sized and medium-sized companies, and producer and exporter associations that are provided with services by the ALA/93/57 Project, and are interpreted as customers in the requirements of the NTP-ISO 9002: 1995 Standard.
- **Contract:** Applications, letters of compromise, inter-institutional agreements, among others.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 5 of 22

- **External documents:** Standards, regulations and other documents of external origin affecting the quality system of the ALA/93/57 Project.

4. QUALITY SYSTEM ELEMENTS

4.1. CO-DIRECTION RESPONSIBILITY

4.1.1. Quality Policy

a. Quality Policy

It is the ALA/93/57 Project's quality policy to ensure that services offered by the Project to Peruvian small-sized and medium-sized companies that export non-traditional products are in keeping with their needs and expectations, in each of its areas of operation: technical assistance, business promotion, and business information, and that such services are consistent with the objectives of the ALA/93/57 Project.

The satisfaction of the beneficiary company is the result of the teamwork; therefore, all personnel of the ALA/93/57 Project are responsible for quality of services provided.

The Co-Direction is responsible for supervising the compliance with this quality policy, as well as ensuring that it is communicated to and understood by all personnel of the ALA/93/57 Project, for which the available internal means of communication will be used (Quality Committee meetings, e-mail and posters)

b. Quality Objectives

The quality objectives and indicators as defined in the Financing Agreement and taken by the Co-Direction are found in the Project Planning Matrix of the Overall Operating Plan. The main objectives are:

- To increase Peruvian small-sized and medium-sized companies' non-traditional exports.
- To improve the competitiveness of companies exporting non-traditional products.

4.1.2. Organization

4.1.2.1. Responsibility and authority

The ALA/93/57 Project has an Organization and Functions Manual (ALA/93/57-M-02), where the responsibilities, functions and authorities of all personnel of the ALA/93/57



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 6 of 22

Project are described in detail. Apart from this, the responsibility and authority of personnel of the ALA/93/57 and consultants contracted to perform technical assistance activities of the ALA/93/57 Project concerning the quality system are detailed in this section.

Likewise, specific functions for all members of the organization are defined in the quality procedures and instructions.

Below, the general responsibilities of quality system personnel are described:

- a. **Co-Direction** - includes the European Co-Director and the National Co-Director, which share the responsibility for managing the quality system and supervising the compliance with the quality policy defined in this Manual, which includes arranging for, if necessary, corrective and preventive action to direct the quality system toward the set quality objectives.

Also, they are responsible for coordination of the activities of the **“Program of Assistance to Exporter’s and Producer’s Associations”**.

- b. **Management Representative**.- is one of the Co-Directors or the person appointed by the Co-Direction having the responsibility and authority to ensure that the requirements of the NTP ISO 9002 Standard are established and implemented and that the internal procedures of the quality system are met and maintained, and also to inform the Co-Direction about the operation of the quality system.
- c. **Coordinator of the Program “Exporta Calidad”**.- is one of the Co-Directors or the person appointed by the Co-Direction, being responsible for coordinating all activities for communication, provision and evaluation of services under the Program “Exporta Calidad” among the ALA/93/57 Project, consultants and beneficiary companies.
- d. **Coordinator of the Program “Exporta Perú”**.- is one of the Co-Directors or the person appointed by the Co-Direction, being responsible for coordinating all activities for communication, provision and evaluation of services under the Program “Exporta Perú” among the ALA/93/57 Project, consultants and beneficiary companies.
- e. **Coordinator of the Program “E-Commerce”**.- is one of the Co-Directors or the person appointed by the Co-Direction, being responsible for coordinating all activities for communication, provision and evaluation of services under the Program “E-Commerce” among the ALA/93/57 Project, consultants and beneficiary companies.
- f. **Administration**.- is responsible for the administrative and financial operation.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 7 of 22

- g. **Secretariat.**- is responsible for general maintenance and retention of external documents.
- h. **Treasury.**- is responsible for preparing receipts and drawing cheques, as well as checking the supporting documentation related to revenues and payments.
- i. **Accounting.**- is responsible for keeping accounting records on the financial and budgetary operations.
- j. **Quality Committee.**- is a working group consisting of the European Co-Director (the Committee's coordinator), the National Co-Director (a member), Management Representative (a member), Administration (a member), Administration (a member), and Secretariat (a member). The Quality Committee's functions are:
- To prepare work plans for implementation of the quality system of the ALA/93/57 Project.
 - To develop and analyze proposals for improvement of the quality system of the ALA/93/57 Project.
 - To review the quality system of the ALA/93/57 Project on an annual basis.
 - To identify the training needs of the ALA/93/57 Project's personnel on an annual basis.

To perform the functions described above, the Quality Committee holds monthly meetings, in which other persons being a member of the ALA/93/57 Project may participate (as guests).

The organization chart of the quality system is shown in Section 4.1.4

4.1.2.2. Resources

The human, economic and financial resources of the ALA/93/57 Project, as well as capital assets from the international cooperation and the Peruvian Government are administered by the Co-Direction, under the Financing Agreement signed between Prompex and the European Union.

4.1.3. Co-Direction Review

The Co-Direction Review is carried out in the following ways:

4.1.3.1. Review of the ALA/93/57 Project management

Every three months, the Co-Direction prepares a report according to the guidelines as established in the Financing Agreement between the European Commission and the



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 8 of 22

Peruvian Government, the General Operating Plan (POG) and the Annual Operating Plan (POA); the achievements, the progress in the achievement of results, critical matters, the counterpart's participation and the sustainability of activities developed are recorded and analyzed in such quarterly reports.

Based on the analyzed management indicators, the Co-Direction presents the conclusions on its quarterly management and the recommendations for management improvement. In addition, the Co-Direction also considers the Advisory Committee's* conclusions and recommendations for review, every time it is called.

* Advisory Committee: is an organ of discussion, analysis, information exchange and recommendation, consisting of entities from different trade associations, the Peruvian Government and the European Union. It meets at least once a year to facilitate the performance of the ALA/93/57 Project.

4.1.3.2. Review of the Quality System of the ALA/93/57 Project

Annually, the Co-Direction together with the other members of the Quality Committee reviews the quality system to ensure its suitability and effectiveness. In this review, the need for changes to the quality system of the ALA/93/57 Project is evaluated.

As input data for quality system review, the following is considered:

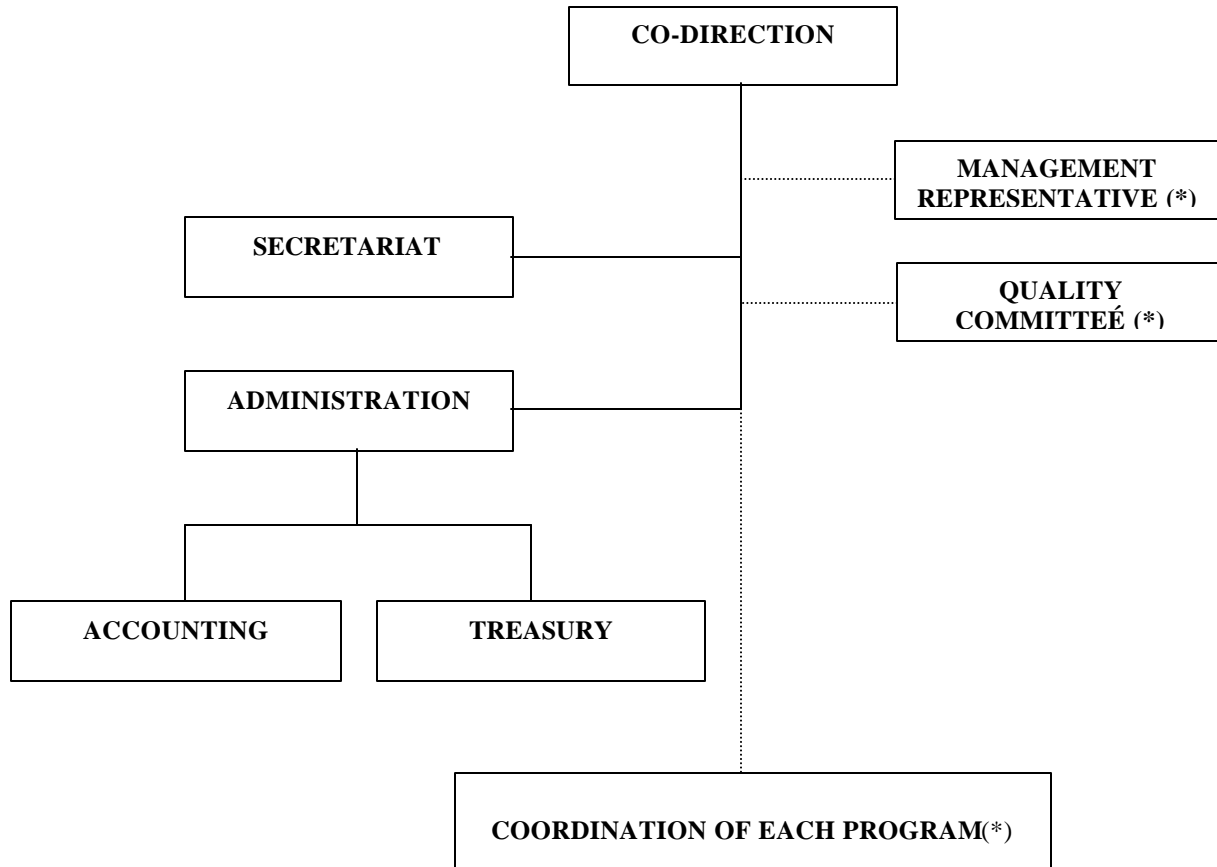
- Follow-up of actions arising from the previous reviews of the quality system.
- Information resulting from the quarterly reviews of the ALA/93/57 Project management.
- Results of quality system audits (internal and external audits).
- Performance of programs of technical assistance and training.

The outcome of the quality system review includes:

- Identification and evaluation of opportunities for improvement.
- Identification of needs for changes to the quality management system and the quality objectives.
- Identification of needs for material, human and training resources.

The Co-Direction reviews are recorded on the Quality Committee's Minutes, which are retained by the Secretariat of the ALA/93/57 Project.

4.1.4. Organization Chart of the Quality System



(*) This function does not imply a position within the organization.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 10 of 22

4.2. QUALITY SYSTEM

4.2.1. General

The ALA/93/57 Project maintains a documented quality system as described in this Manual, to ensure the quality of services offered to its customers and meet the requirements of the ISO 9002:1995 Standard.

4.2.2. Quality system documentation

Within the ALA/93/57 Project, the quality system documentation is structured at the following levels:

Level I

- Quality Manual: a document describing the quality system according to the quality policy and objectives and the applicable standard.
- Organization and Functions Manual: a document defining the organization and responsibilities and authority of the ALA/93/57 Project's personnel.

Level II

- Procedures: documents describing the way to perform a process, where a sequence of responsibilities can be defined.
- Instructions: documents describing the way to perform an activity; such activity is carried out by a person.
- Technical specifications: documents stating the quality characteristics for services provided.

Level III

- Application Manuals: documents providing the necessary tools (such as plans, flowcharts, forms) to perform a specific service or activity.

Level IV

Other quality documents: records, standards, external documents, among others.

- Records: documents giving objective evidence of the activities performed and the results obtained to demonstrate the effective functioning of the quality system.
- External documents: standards, regulations and other documents of external origin affecting the quality system of the ALA/93/57 Project.

Also, this Quality Manual has been structured according to the requirements of the NTP-ISO 9001:1995 Standard as follows:

- 4.1. Co-Direction responsibility
- 4.2. Quality system
- 4.3. Contract review
- 4.4. Design control
- 4.5. Document control
- 4.6. Purchasing
- 4.7. Control of customer-supplied product
- 4.8. Service identification and traceability
- 4.9. Control of service provision
- 4.10. Evaluation of service quality
- 4.11. Control of inspection, measuring and testing equipment
- 4.12. Service status
- 4.13. Nonconforming services
- 4.14. Corrective and preventive action
- 4.15. Handling, storage, packaging, preservation and delivery
- 4.16. Control of quality records
- 4.17. Internal quality audits
- 4.18. Training
- 4.19. Servicing
- 4.20. Statistical techniques

For the quality system of the ALA/93/57 Project, the following elements are not applicable:

- Design control (4.4)
- Control of customer-supplied product (4.7)
- Control of inspection, measuring and testing equipment (4.11)
- Handling, storage, packaging, preservation and delivery (4.15)
- Servicing (4.19)
- Statistical techniques (4.20)

4.2.3. Quality Planning

The development of activities is focused on the direct work with companies through technical assistance and training for small-sized and medium-sized companies having capacity and potential for exporting, with a very clear aim: improving the quality of products and the business management systems to increase the competitiveness.

The ALA/93/57 Project plans its activities through its Operating Plans, based on a previous analysis of the conditions of the different sectors involved and the small-sized and medium-sized companies at which technical assistance and training services are aimed.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 12 of 22

The ALA/93/57 Project has designed special programs to help small-sized and medium-sized companies in accessing to the international markets. They have been documented and form part of the quality system described in this Manual, and are:

- Program “Exporta Calidad”
- Program “Exporta Perú”
- Program “E-Commerce”
- Program “Assistance to Exporters’ and Producers’ Associations”

4.3. CONTRACT REVIEW

4.3.1. General

This Section describes the arrangements to ensure that the customer receives from the ALA/93/57 Project appropriate information on the characteristics, scope and terms of the service offered, and that the service provision is confirmed only when the technical and economic conditions exist to perform the service.

4.3.2. Contract Review

The sequence of activities, the responsible persons and details for this requirement are detailed in the procedure *ALA/93/57-P-01 Contract Review*.

Below, the general guidelines for these activities are described.

4.3.2.1. Information on Characteristics and Terms of the Service

In addition to advertising made by the ALA/93/57 Project, it provides companies applying and qualifying for the service provision with the relevant information on the characteristics and terms of the service.

The ALA/93/57 Project only offers services to small-sized and medium-sized exporting companies qualifying under the criteria established in the Financing Agreement and in the Overall Operating Plan (POG).

4.3.2.2. Confirmation of the Service

Compromises for service provided by the ALA/93/57 Project are reviewed prior to the service confirmation to ensure that they are consistent with the quality policy and objectives set by the ALA/93/57 Project, and that the ALA/93/57 Project has the capability to provide the service. For this purpose, it is verified that:

The applicant company / association:



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 13 of 22

- has been informed about the relevant characteristics of the service.
- has been qualified and selected according to the established criteria.

4.3.2.3. Service Changes

The ALA/93/57 Project will accept any changes to a service that is in process, only when such changes are feasible and cause no damages to the ALA/93/57 Project, and comply with the criteria specified in Section 4.3.2.2, in the case of which the Co-Direction is responsible for reviewing and approving them.

4.4. DESIGN CONTROL

This element is not a requirement of the NTP-ISO 9002:1995 Standard.

4.5. DOCUMENT CONTROL

4.5.1. General

This Section describes the arrangements to control documents required for the functioning of the quality system.

4.5.2. Document approval and issue

The ALA/93/57 Project has established a procedure to control documents required for the quality system (*ALA/93/57-P-02 Document Control*).

The documentation control includes document review and approval for adequacy prior to issue, and update when necessary.

This control ensures that the pertinent issues of appropriate documents are available at all areas where they are used, that documents remain legible and accessible, and that documents of external origin are identified.

The ALA/93/57 Project prevents the unintended use of obsolete documents; to this effect, they are suitably identified.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: **03**

Page: 14 of 22

4.5.3. Document changes

The above-mentioned procedure defines the way of making changes to documents. The functions designated to make changes have access to all information upon which to base the document review and approval.

4.6. PURCHASING

4.6.1. General



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 15 of 22

- **ALA/93/57-P-03 Purchasing Products and Services** (in the event of services for associations, excluding business management services)
- **ALA/93/57-P-04 Contracting Professional Services** (in the event of technical assistance services for the ALA/93/57 Project, excluding those offered within the Programs)
- **ALA/93/57-P-08 Subcontracting Consultants** (in the event of technical assistance, training or support services for beneficiary companies or associations within the Programs)

The above procedures are in keeping with the Financing Agreement, the Peruvian regulations and rules and those established by the European Commission's Delegation in Peru.

4.7. CONTROL OF CUSTOMER-SUPPLIED PRODUCT

This element is not applicable to the ALA/93/57 Project due to the nature of its services.

4.8. SERVICE IDENTIFICATION

For a suitable identification of all activities developed, the ALA/93/57 Project identifies each of the activities performed (technical assistance and training services) with the number of Work Sheet, which is a correlative number generated from the Register of "Correlative Numbers of Work Sheets", that is for use of Administration.

4.9. CONTROL OF SERVICE PROVISION

4.9.1. General

The ALA/93/57 Project has established and maintains specifications for service provision and service quality control. The evaluations for quality control of all services are described in Clause 4.10 herein.

4.9.2. Provision of technical assistance and training services

The technical assistance services offered by the ALA/93/57 Project are provided through subcontracted consultants, and performed on the basis of the bid for services accepted by the beneficiary company/association and the ALA/93/57 Project and providing for specifications established by the ALA/93/57 Project in the following documents:



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 16 of 22

- *ALA/93/57-E-01 Specifications for Provision of Technical Assistance*
- *ALA/93/57-E-02 Specifications for Training*

The tools for developing the specific activities have been grouped, according to the technical assistance and training programs offered by the ALA/93/57 Project, into the following application manuals:

- *ALA/93/57-M-03 Application Manual for the Program Exporta Calidad*
- *ALA/93/57-M-04 Application Manual for the Program Exporta Perú*
- *ALA/93/57-M-05 Application Manual for the Program E-Commerce*

4.9.3. Assistance to Exporters' and Producers' Associations

The ALA/93/57 Project gives assistance to exporters' and producers' associations according to the guidelines for service established in the specifications:

- *ALA/93/57-E-03 Specifications for Assistance to Exporters' and Producers' Associations.*

The tools to develop the activities for this service have been defined in:

- *ALA/93/57-M-06 Application Manual for Assistance to Exporters' and Producers' Associations.*

4.10. EVALUATION OF SERVICE QUALITY

4.10.1. General

The ALA/93/57 Project has established and maintains documented procedures to perform the quality control of technical assistance, training and support services to associations, in order to verify whether such services meet the specified requirements, and obtain a basis for improvement.

4.10.2. Evaluation of service quality

The ALA/93/57 Project evaluates the services provided so as to determine the degree of achievement of the originally set objectives and the general degree of customer satisfaction with the activity in which the customer participates, ensuring thus that the service is provided according to the established specifications. The procedures for this purpose are:

- *ALA/93/57-P-11 Evaluation of Technical Assistance*
- *ALA/93/57-P-13 Evaluation of Training*



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 17 of 22

The evaluation of quality of the service provided by the consultant subcontracted for an association is carried out by the association itself, according to the provisions in the document:

- *ALA/93/57-M-06 Application Manual for Assistance to Exporters' and Producers' Associations.*

To contribute to improving the service provided by the professional service providers (companies or independent consultants), they are informed about their results of performance evaluation, together with the resulting conclusions and observations, by the ALA/93/57 Project.

4.11. CONTROL OF INSPECTION, MEASURING AND TESTING EQUIPMENT

This element is not applicable, since the services offered by the ALA/93/57 Project do not imply the use of inspection, measuring and testing equipment.

4.12. SERVICE STATUS

To monitor effectively the service performance and status, and ensure that all established controls are exerted, Coordination has the form "Company Status Matrix" available, which is included in the corresponding Application Manual.

4.13. NONCONFORMING SERVICES

It is the responsibility of the ALA/93/57 Project's each member to identify and report on nonconforming services. The potential service nonconformities are identified as far as possible before the customer is affected. The guidelines to be followed when a nonconforming service is identified are detailed in the next clause herein.

4.14. CORRECTIVE AND PREVENTIVE ACTION

4.14.1. General

This Section describes the arrangements to identify and control services that do not conform to the requirements to meet the customer's needs and to prevent the customer from being affected, as well as to identify potential improvements in service provision.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 18 of 22

4.14.2. Corrective action

The ALA/93/57 Project takes corrective action to eliminate the causes of nonconformities to avoid that the customer is affected and to prevent recurrence. The procedure *ALA/93/57-P-12 Corrective Action on Nonconforming Services* defines the requirements for identification of nonconformities (including customer complaints), investigation of the cause of nonconformities and determination of the corrective action needed to eliminate the cause of nonconformities, as well as recording of the results of actions taken and their follow-up.

4.14.3. Preventive action

Potential causes of nonconformities are eliminated to prevent the customer from being affected, according to the above procedure. Handling of potential problems is similar to that of nonconformities, which includes identification of potential nonconformities and their causes, determination and implementation of necessary preventive action, and recording of the results and review of preventive action taken.

4.15. HANDLING, STORAGE, PACKAGING, PRESERVATION AND DELIVERY

This element is not applicable to the ALA/93/57 Project due to the nature of its services.

4.16. CONTROL OF QUALITY RECORDS

4.16.1. General

This Section describes the arrangements to control quality records, in such a manner that they are maintained to demonstrate conformance to specified requirements and the effective operation of the quality system.

4.16.2. Control of quality records

The ALA/93/57 Project controls the records required by the quality system to give evidence of conformance to the requirements and the effective operation of the quality system.

In the quality system procedures, records generated as a result of their application are identified, indicating the relevant forms if any. Also, the location of each record as well



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 19 of 22

as the responsible for maintaining it are specified in the procedures. In addition, a ***Master List of Records***, including identification, classification and the responsible for quality records, is available.

All quality records are filed in an orderly manner and stored and retained in such a way that they are readily retrievable in facilities that provide a suitable environment to prevent damage or deterioration and to prevent loss.

The maintenance and retention of records on electronic media is under the responsibility of Administration, that supervises that such activities are performed by a subcontracted service, according to the instruction:

- ***ALA/93/57-I-04 Electronic Record and Data Security***

Quality records shall be retained until the completion of the ALA/93/57 Project, the date when the Co-Direction will decide on the final destination of such records.

4.17. INTERNAL QUALITY AUDITS

4.17.1. General

This Section describes the arrangements to plan and implement internal quality audits, in order to verify the operation and effectiveness of the quality system.

4.17.2. Internal quality audits

The ALA/93/57 Project carries out internal quality audits on all quality system elements on a yearly basis, to determine whether the quality system complies with planned arrangements and has been effectively implemented and is maintained.

Internal quality audits are scheduled on the basis of the status and importance of the activity or area to be audited, as well as the results of previous audits. Audits are carried out by personnel independent of those having direct responsibility for the activity being audited.

The ALA/93/57 Project has established the procedure *ALA/93/57-P-07 Internal Quality Audits*, for the purpose of describing responsibilities and requirements for auditing, as well as ensuring independence, recording results and reporting to the Co-Direction .

The Co-Direction takes timely corrective action on deficiencies found during the audit, by performing follow-up activities, including verification and recording of the implementation and effectiveness of the corrective action taken.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 21 of 22

4.18. TRAINING

4.18.1. General

This Section describes the arrangements to identify and meet training needs of all personnel of the ALA/93/57 Project.

4.18.2. Training and development

The document *ALA/93/57-M-02 Organization and Functions Manual* (MOF) defines the responsibilities and authority of each job, as well as the minimum requirements needed for performing it. All personnel contracted by the ALA/93/57 Project shall meet the minimum qualification requirements specified in the MOF.

The Co-Direction is responsible for induction of new personnel, which consists in providing information on the ALA/93/57 Project's processes, quality policy and objectives, as well as their responsibilities, including those related to the quality system.

The Co-Direction identifies training needs of personnel on a yearly basis, through Quality Committee's meetings. This identification is made according to the following criteria:

- Responsibilities defined in the Quality Manual and the MOF
- Prevention and/or correction of deficiencies
- Work and performance improvement

Then, the Co-Direction establishes the annual training plan covering the identified needs. Such training may be in-house or external.

The outcome of identification of training needs and the training plan are recorded on Quality Committee's Minutes, which are filed and retained by the Secretariat of the ALA/93/57 Project.

Personnel training records contain the following elements:

- List of training courses given to personnel by the ALA/93/57 Project
- Résumé of each member of the ALA/93/57 Project
- For external training: certificates (grades achieved if applicable)
- For in-house training: syllabus, name of lecturer, duration, list of participants and, if applicable, grades achieved.

These records are kept on a file ("Contracts – Administration"). Administration is responsible for updating, retaining and arranging such file.



Quality Manual ALA/93/57 Project

Code: ALA/93/57-M-01

Issue N°: 03

Page: 22 of 22

4.19. SERVICING

This element is not applicable to the ALA/93/57 Project due to the nature of its services.

4.20. STATISTICAL TECHNIQUES

This element is not applicable to the ALA/93/57 Project, since there is no need for statistical techniques to manage the data used.