

LibMAS 07.40

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QUALITY MANAGEMENT

Responsible National entity:

Libyan Mine Action Centre (LibMAC)
mandated by the Ministry of Defence (MOD)

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**NOTE:**

This document is current at the date shown on this page. The Libyan Mine Action Standards (LibMAS) are subject to regular revision, so users should ensure that they are using the latest version of each document in the standards. The most recent versions of LibMAS are the versions that are posted on the LibMAS pages of the LibMAC website www.lmac.gov.ly

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Foreword

Critical safety, control and quality elements of the International Mine Action Standards (IMAS) have been retained in the Libyan Mine Action Standards (LMAS), so ensuring that they maintain the principles agreed in IMAS guidelines.

The work of preparing, reviewing and revising LMAS is conducted by a technical committee with the support of international, governmental and non-governmental organisations in Libya. The latest version of each standard can be found at LMAC website.

In all LMAS the words “must”, “shall”, “should” and “may” are used in the following way. “Must” or “shall” is used to indicate a requirement, something that must be done in order to conform to the LMAS. “Should” is used to indicate the preferred requirements, methods or specifications, but these may be varied when reasons for doing so are given in writing. “May” is used to indicate a possible method or course of action that should be considered but need not be applied.

In this LibMAS:

- The term “Demining Organisation” refers to any organisation (government, NGO or commercial entity) responsible for implementing demining projects or tasks. Demining Organisations include headquarters and support elements.
- The term “Mine Action Organisation” refers to any organisation (government, military, commercial or NGO/civil society) responsible for implementing mine action projects or tasks. The mine action organisation may be a prime contractor, subcontractor, consultant or agent.

For the purpose of this standard, the words “Demining Organisation” and “Mine Action Organisation” are interchangeable and used to describe the same body.

1. Introduction

- 1.1 The management of mine action activities in Libya is achieved through the Accreditation and monitoring of Mine Action Organisations before and during their work. It may also involve the inspection of demined land before it is released. After Operational Accreditation is granted (reference LibMAS 07.30), monitoring is conducted by Quality Assurance staff operating on behalf of LibMAC.
- 1.2 Monitoring is an essential part of the mine action process. Together with Accreditation and post-clearance inspection, it should provide the LibMAC with the necessary confidence that the Mine Action Organisation has released the land in accordance with its contractual obligations, and that the land is safe for its intended use.
- 1.3 To achieve this, monitoring shall examine the Mine Action Organisation's capability (people, equipment and procedures) and observe how this capability is being applied. External monitoring complements the Mine Action Organisation's own internal Quality Management (QM) system.
- 1.4 It verifies that the Mine Action Organisation's Quality Assurance (QA) procedures and internal Quality Control (QC) inspections are appropriate and are being applied, however does not replace the Mine Action Organisation's responsibility for ensuring the application of safe, effective and efficient operational procedures.
- 1.5 Monitoring will also be used, particularly at the beginning of a mine action project as on-site verification, which is part of the Accreditation of a Mine Action Organisation.

2. Mine Action Quality Management

- 2.1 The aim of mine action Quality Management is to provide confidence that quality requirements have been met and that demined land, whether fully cleared or not, is safe to use. Libya mine action Quality Management has three components:
 - a. Accreditation.
 - b. Quality Assurance (QA) Monitoring
 - c. Post-demining Inspection (Quality Control - QC).

3. Accreditation

- 3.1 Accreditation is the procedure by which a Mine Action Organisation is formally recognised as competent and able to plan, manage and conduct mine action operations safely, effectively and efficiently.
- 3.2 The LibMAC Accreditation procedures are designed to ensure that a Mine Action Organisation is appropriately established, staffed, equipped, and has the required systems, procedures and support structures in place before it is permitted to do any work. See LibMAS 07.30 for a full description of the Accreditation process.

4. Quality Assurance (QA) Monitoring

- 4.1 Quality Assurance is a part of Quality Management designed to provide confidence that quality requirements will be fulfilled. Quality Assurance monitoring involves the observation, inspection or assessment of worksites, facilities, equipment, activities, processes, procedures and documentation, to confirm that a Mine Action Organisation is working safe, efficient and effectively, in accordance with its Operational Accreditation.
- 4.2 The purpose of Quality Assurance monitoring is to confirm that Mine Action Organisations are applying their approved management processes and operating procedures in a way that results in the safe, effective and efficient release of land.
- 4.3 Quality Assurance monitoring serves the interests of the mine action organisations because it helps them to identify problems and to achieve the required results efficiently. The monitors are not police officers. They are there to help the Mine Action Organisation fulfil its aims.
- 4.4 Mine Action Organisations shall have detailed procedures for the conduct of Quality Assurance and Quality Control in their SOPs. These should be validated by the LibMAC during the Accreditation process.
- 4.5 Quality Assurance monitors may visit worksites at any time. In some circumstances, they may be based at the worksite and provide continuous monitoring.
- 4.6 **Note:** When continuous Quality Assurance monitoring is a requirement of an agreement or contract, arrangements must be made to return the costs of the provision to LibMAC.

5. Quality Assurance (QA) Monitoring Objectives

- 5.1 QA monitoring by the LibMAC or appointed representative, who should aim to ensure that:
- a. Internal QA measures are appropriate, and are being carried out effectively by each Mine Action Organisation.
 - b. The Mine Action Organisation is working safely, efficiently, effectively, in accordance with their SOP's and LibMAS.

- c. Work is being conducted as per the Implementation Plan and Task Order.
- d. An appropriate level of confidence is maintained that areas are being demined in accordance with humanitarian standards.
- e. Problems are identified as early as possible in order to prevent incorrect procedures from developing.
- f. Training standards are constantly being maintained.
- g. Any new demining technique is assessed for its suitability and safety prior to operational use.
- h. Regular feedback of monitoring is provided to the management and field operators within Mine Action Organisations.

6. Quality Assurance Monitoring Categories

- a. Quality Assurance monitoring comprises three categories:

- Programmed (External) Quality Assurance (QA) Monitoring.
- Special (External) Quality Assurance (QA) Monitoring.
- Mine Action Organisations (Internal) QA Monitoring.

6.1 Programmed (External) Quality Assurance (QA) Monitoring

6.1.1 Programmed (External) Quality Assurance monitoring should be conducted by LibMAC Quality Assurance monitors prior, during and on completion of Mine Action Organisations operations.

6.1.2 Monitoring should involve arranged and impromptu visits, and should not interfere with the conduct of planned demining activities.

6.1.3 The amount of quality assurance monitoring and establishing an acceptable procedure requires a degree of common sense, otherwise the process becomes difficult to implement and costly in terms of resources and effort.

6.1.4 Each Mine Action Organisation team / site should receive two visits at intervals each month, however this will be determined by the LibMAC, i.e. based on the mine action activity being conducted, the ability of the Mine Action Organisation, past quality assurance monitoring results.

6.1.5 The focus of Quality Assurance monitoring (i.e. subjects, activities) may vary depending on the assets deployed, mine action procedure and factors such as the mine/ERW threat and the soil conditions.

6.1.6 Quality Assurance monitoring may involve visits to:

- a. Management, logistic and administrative offices.

- b. Explosive storage, medical and equipment maintenance facilities.
 - c. Training courses and facilities, including MDD.
 - d. Remote demining camps.
 - e. Central demolition sites.
 - f. Demining operations including survey and clearance.
 - g. Suspensions and completions.
 - h. Community liaison and Mine/ERW risk education activities.
 - i. Test and evaluation of equipment.
 - j. Any other Accredited Mine Action Organisation activities, including Quality Assurance and Quality Control.
- 6.1.7 During these visits the LibMAC Quality Assurance monitor should complete relevant Quality Assurance monitoring forms

6.2 Special (External) Quality Assurance (QA) Monitoring

- 6.2.1 Special (External) Quality Assurance monitoring should be conducted by LibMAC quality assurance monitors based on quality assurance monitoring which has concluded that the Mine Action Organization has regularly demonstrated non-conformity, and/or non-conformity is observed/detected which has resulted in a suspension of operations, personnel, equipment, machines or dogs.
- 6.2.2 Special Quality Assurance monitoring may also be required after a demining incident or accident, particularly in circumstances where it is concluded that the incident or accident was as a result of non-conformity by the Mine Action Organization.
- 6.2.3 The aim of Special Quality Assurance monitoring is to ensure that pertinent corrective action has been applied by the Mine Action Organization within the agreed timeframe and that they are working safe, efficiently and effectively, in accordance with their SOPs, LibMAS and terms of the operational Accreditation.
- 6.2.4 Special Quality Assurance monitoring shall be conducted in an open manner in consultation with the management of the particular Mine Action Organisation and the LibMAC shall inform the Mine Action Organisation of the reasons, purpose and duration of the monitoring.
- 6.2.5 If during Special Quality Assurance monitoring the Quality Assurance monitor confirms that no pertinent corrective action has been taken by the Mine Action Organisation, it may result in a suspension of activities, personnel, equipment, machines, dogs, and possibly the operational Accreditation.

6.3 Mine Action Organisations (Internal) Quality Assurance (QA) Monitoring

- 6.3.1 Mine Action Organisations quality assurance monitoring is a daily ongoing process that

must be undertaken by all the Mine Action Organisations operating.

6.3.2 It is an integral part of effective command, control and supervisory procedures, within the organisation.

6.3.4 The internal Quality Assurance management policy should be included into their SOPs (or other accredited document) and adhered to during mine action operations.

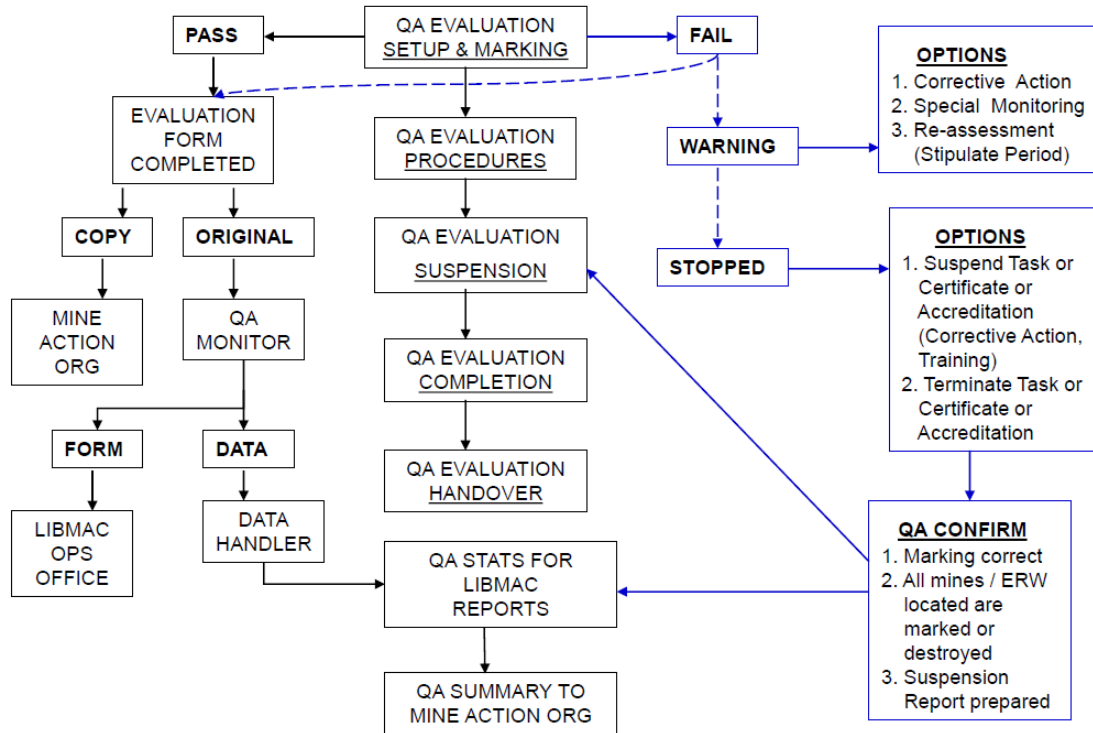


Figure 1: Example of the QA Monitoring Process

7. Post-demining Inspection (Quality Control)

7.1 Post-demining inspection (Quality control) occurs after a Mine Action Organisation has processed ground. The processed ground may have been cleared, or may have been processed in a manner that gives confidence that full clearance procedures are not necessary, i.e. technical survey. Quality Control involves inspection of a finished product (i.e. land which has undergone technical survey or clearance) to confirm that quality requirements have been fulfilled.

7.2 The post-demining inspection is intended to determine whether the land has been processed in the way that was intended, and to confirm whether the selected procedures were appropriate.

7.3 The Mine Action Organisation shall have detailed Quality Control (QC) procedures in their

SOPs during demining operations. This shall include the minimum requirements for conducting QC (i.e. what proportion of the area cleared), the methodology for conducting quality control of ground cleared using detectors, the actions on locating a signal in a cleared area (including pertinent marking), and the methodology for conducting quality control of an excavated area of ground.

- 7.4 During demining operations involving technical survey, mine clearance, battle area clearance and MDD, the Mine Action Organisation shall conduct a minimum of ten percent (10%) quality control of processed ground using an appropriate quality control procedure which is capable of confirming the standard of demining. The minimum required amount of quality control may only be reduced on authorisation by the LibMAC.
- 7.5 Where possible the LibMAC should conduct quality control of Mine Action Organisation demining operations.

8. Preparation for External Quality Assurance (QA) Monitoring

- 8.1 Before conducting QA monitoring of Mine Action Organisation operations, the Quality Assurance monitors should have read:
- a. The mine action organisation's SOPs, Operational Accreditation, and any contract or agreement related to the work being conducted;
 - b. Reports from previous visits by Quality Assurance monitors;
 - c. The results of any post-demining inspections conducted at the worksite;
 - d. Any relevant accident reports; and
 - e. All other information which will help the Quality Assurance monitors to develop a plan for the site visit.
- 8.2 The LibMAC may conduct announced Quality Assurance monitoring and the Quality Assurance monitors should tell the Mine Action Organisation about any preparation they may require (such as ensuring the availability of certain documents or key staff). The actual date and if possible, time of planned monitoring should be given in advance, and if necessary the LibMAC may provide the Mine Action Organisation a Quality Assurance monitoring schedule (or similar).
- 8.3 The LibMAC may however conduct unannounced Quality Assurance monitoring whereas the Quality Assurance monitors should not inform the Mine Action Organisation in advance.
- 8.4 Both announced and unannounced Quality Assurance monitoring have advantages. Announced monitoring may be more productive and less disruptive, however some problems may be concealed from the Quality Assurance monitors. Unannounced monitoring enables the Quality Assurance monitor to observe Mine Action Organisation in their normal working mode, however may be disruptive and key members of staff may be absent; a combination of both may be appropriate.

9. Conduct of External Quality Assurance (QA) Monitoring

- 9.1 Quality Assurance monitors will inspect the work of the Mine Action Organisation in order to confirm that the management systems and operational procedures are consistent with the terms of their Operational Accreditation, SOPs and with LibMAS. This monitoring should be impromptu or may be arranged, and the Quality Assurance monitor should avoid undue interruption to the Mine Action Organisation's operations.
- 9.2 When conducting a Quality Assurance monitoring at a Mine Action Organisation's demining site, the LibMAC Quality Assurance monitor should:
- a. Report to the Control Point (command post, or similar) and introduce themselves to the person in charge of the demining operations, stating the purpose of the visit.
 - b. Ensure that all safety aspects are being adhered to and that demining procedures are being carried out in accordance with the Mine Action Organisations SOPs.
 - c. Adhere to relevant safety procedures whilst at that particular site.
 - d. Be firm, polite and objective in judgement. Remain impartial at all times and do not let personal opinions; family ties or friendships affect the judgement and performance of duties.
 - e. Do not to make changes to Accredited SOPs, unless otherwise agreed between the LibMAC and Mine Action Organisation. Annotate recommendations or changes in the Quality Assurance monitoring form (or other relevant report) for possible further action.
 - f. Any concerns not covered in the Quality Assurance monitoring form or suggestions concerning the demining operation should be noted in Quality Assurance monitoring form, brought to the attention of the demining Site Supervisor (or equivalent), and other relevant parties.
- 9.3 When receiving Quality Assurance monitoring, the Mine Action Organisation staff should:
- a. Support the Quality Assurance monitor by complying with his/her requests during the monitoring.
 - b. Provide the Quality Assurance monitor with a brief of the Mine Action activities and aspects relating to safety.
 - c. Annotate relevant comments and sign the Quality Assurance monitoring form on completion of the Quality Assurance monitoring.

10. Management Practices and Documentation

- 10.1 Quality Assurance monitors will also inspect management documentation, for example: qualifications, training records, insurance cover, and general occupational health practices and records. Routine administrative documents and confidential personal information about employees will not be inspected unless the Quality Assurance monitors have direct instruction from LibMAC to do so.
- 10.2 Samples of all documentation and records referred to above will be selected randomly.

11. Worksite Safety

- 11.1 Quality Assurance monitors should assess the suitability of the worksite layout and safety procedures, and should assess how effectively the procedures are being applied. LibMAS 10.20 provides guidance on demining worksite safety.
- 11.2 Quality Assurance monitors have the authority to suspend operations at a demining worksite if the safety of any person is being placed at risk and the error is not corrected immediately. The Quality Assurance monitors must record the reasons for suspending work and inform the LibMAC office and the Mine Action Organisation headquarters immediately. Operations may only be started again after all safety faults have been corrected and on authorisation by the LibMAC.

12. Medical Support

- 12.1 Quality Assurance monitors should assess the medical support available at demining worksites, including the qualifications of the medical staff, the medical equipment, stores, supplies and drugs available, and the vehicle designated for casualty evacuation. Documented procedures for treatment and casualty evacuation should be examined.
- 12.2 LibMAC should conduct Quality Assurance monitoring of the Mine Action Organisation's casualty evacuation procedures as soon as possible after the start of operations at each new demining site and at least once each month during demining operations. The Mine Action Organisation shall practice the casualty evacuation procedures at each demining site, prior to the commencement of operations and at least once a month during demining operations. The casualty evacuation practices shall be recorded by the Site Supervisor (or equivalent) and a record kept at the site during operations.
- 12.3 When the medical support available does not meet the minimum requirements of LibMAC or the mine action organisation's accredited SOPs and this is not immediately corrected by the organisation, the Quality Assurance monitors may suspend operations

until corrective measures have been taken. The Quality Assurance monitors must record the reasons for suspending work and inform the LibMAC office and the Mine Action Organisation headquarters immediately. Operations may only be started again after all safety faults have been corrected, and on approval from the LibMAC.

13. Community Liaison

13.1 Humanitarian mine action is about serving the people in mine affected communities, so failure to involve the local people is a failure to uphold one of the principles on which humanitarian mine action is based. When a demining worksite has one or more communities close to it or using land that is close by, the Mine Action Organisation must establish community liaison links with community leaders. This is a safety requirement and failure to comply can lead to immediate suspension of accreditation.

13.2 Even when there are no communities close by, the Mine Action Organisation must establish links with the relevant authorities responsible for the area.

13.3 Some aspects of mine action, such as Mine/ERW Risk Education and Victim Assistance, rely heavily on working within a community, so community liaison is integrated in the work and detailed in the SOPs submitted as part of an organisation's Operational Accreditation. Quality Assurance monitors must ensure that the community is appropriately involved in all aspects of a Mine Action Organisation's work. When appropriate, all Mine Action Organisations should provide appropriate Mine/ERW Risk Education as part of their work.

13.4 The community liaison role in a Mine Action Organisation may be filled by a specialist staff member trained for the task.

14. Accidents

14.1 If the Mine Action Organisation has had demining accidents in Libya, the QA monitors should pay special attention to any recommendations made in the accident reports to ensure that corrective measures required by LibMAC have been carried out.

14.2 If corrective measures required by LibMAC have not been carried out, this is a serious breach of safety and the conditions under which Operational Accreditation was granted. The Quality Assurance monitors should suspend operations until they are carried out. The Quality Assurance monitors must record the reasons for suspending work and inform the LibMAC office and the Mine Action Organisation headquarters immediately. Operations may only be started again after all safety faults have been corrected and with permission from the office of the LibMAC Director.

14.3 If corrective measures required by LibMAC have not been carried out, this is a serious

breach of safety and the conditions under which Operational Accreditation was granted. The Quality Assurance monitors should suspend operations until they are carried out. The Quality Assurance monitors must record the reasons for suspending work and inform the LibMAC office and the Mine Action Organisation headquarters immediately. Operations may only be started again after all safety faults have been corrected and with permission from the office of the LibMAC Director.

15. Equipment

- 15.1 QA monitors must assess the condition, effectiveness and suitability of equipment. This includes the inspection of a sample of critical equipment (such as detectors), and examining records of equipment maintenance, repairs, upgrades and modifications. Repair facilities and tools should also be inspected.
- 15.2 When the condition or effectiveness of equipment raises safety issues that are not immediately addressed by the organisation, the Quality Assurance monitors may suspend operations until corrective measures have been taken. The Quality Assurance monitors must record the reasons for suspending work and inform the LibMAC office and the Mine Action Organisation headquarters immediately. Operations may only be started again after all safety faults have been corrected, and on approval from the LibMAC.

16. Demining Procedures

- 16.1 QA monitors must observe demining activities to ensure that they are consistent with the Mine Action Organisation's Operational Accreditation for activities and procedures. Where specialist demining methods are being used, such as the use of mine-detecting dogs or mechanical demining, the monitoring body will include staff with the necessary specialist knowledge to assess the procedures being observed.
- 16.2 When the conduct of procedures raises safety issues that are not immediately addressed by the organisation, the Quality Assurance monitors may suspend operations until corrective measures have been taken. The Quality Assurance monitors must record the reasons for suspending work and inform the LMAC office and the demining organisation headquarters immediately. Operations may only be started again after all safety faults have been corrected, and on approval from the LibMAC and on approval from the LibMAC.

17. Reporting

- 17.1 When conducting announced Quality Assurance monitoring, the head of the Quality Assurance monitors should report to the senior staff of the Mine Action Organisation being monitored at the site before the monitors leave. A Quality Assurance report form

must be completed and the senior staff at the site of the organisation being monitored must be offered the opportunity to add any comments they have to the report. The head of the Quality Assurance monitors and the senior staff at the site of the organisation being monitored must sign the report at the site.

- 17.2 Any concerns involving safety should be reported to the LibMAC before the Quality Assurance monitors leave the site. This will allow the LibMAC to advise whether immediate action is required.
- 17.3 The Quality Assurance monitors will submit the Quality Assurance monitoring report form to the LibMAC Operations office as soon as possible, usually by email and within a day of the report being completed. The LibMAC Operations office will send a copy of the report to the registered office of the Mine Action Organisation being monitored.

18. Corrective Action

- 18.1 Any problems identified in the Quality Assurance monitoring report form must be addressed by the Mine Action Organisation. If the problems are sufficiently serious, the Mine Action Organisation may be required to present its corrected management or operational procedures to the LibMAC, and to demonstrate that it is in full compliance with the stated requirements. In some cases, the Operation Accreditation of the Mine Action Organisation may be suspended until the organisation complies with the requirements.

19. LibMAC Independence, Impartiality and Integrity

- 19.1 The LibMAC approved Quality Assurance staff must be free from any political, commercial, financial and other pressures which might affect their judgement. Any attempt to affect the outcome of Quality Assurance monitoring by applying pressure to staff will lead to the automatic suspension of the organisation's Operational Accreditation and may lead to criminal proceedings being taken against the offending organisation under Libyan law.
- 19.2 To ensure impartiality, Quality Assurance monitors must not have any financial involvement with other Mine Action Organisations, or organisations that design, manufacture, supply, install, use or maintain services or equipment for organisations operating in mine action.

20. Appeals

- 20.1 When the managers of a Mine Action Organisation disagree with the **results of** Quality Assurance monitoring, they may lodge a written appeal against that decision with the office of the LibMAC Director within **two weeks** of the monitoring in question. The appeal should include arguments against the original findings of the monitoring report, with evidence when appropriate. LibMAC will review the the monitoring report and any additional evidence presented. As a result of the appraisal, the original findings of the monitoring report may be amended or upheld. The mine action organisation affected will be notified of the decision in writing within **three days** of the appeal being received at the office of the Director of LibMAC.
- 20.2 When an applicant disagrees with the decision made by the office of the LibMAC Director, the applicant has the right to lodge a formal appeal against that decision with the office of the LibMAC Director within **two weeks** of being notified of the decision. On receipt of the appeal, the LibMAC Director must appoint an appeal tribunal, including at least one independent member from the international mine action community, to hear the appeal as soon as possible. Generally, appeals should be heard within **21 days** of being lodged.
- 20.3 The appeals tribunal has the authority to overturn a Quality Assurance assessment.
Note: All costs associated with appeals against Quality Assurance assessments will be recovered from the appealing organisation whenever an appeal is unsuccessful.

21. Responsibilities

21.1 Libyan Mine Action Centre (LibMAC)

The LibMAC Director will:

- a. Establish a system for the Quality Assurance monitoring of demining organisations;
- b. Monitor the work of the Quality Assurance monitors, ensure that the system is applied in a fair and equitable manner, and that monitoring does not interrupt or delay mine action projects more than necessary; and
- c. Ensure that appropriate action is taken to implement the Quality Assurance monitor's recommendations.

21.2 Mine action Organisation

The Mine Action Organisation must:

- a. Apply management practices and operational procedures for which they have LMAC Operational Accreditation;
- b. Maintain and make available documentation, reports, records and other data on demining activities to the Quality Assurance monitors; and
- c. Provide the Quality Assurance monitors with access to all sites, buildings and other facilities which need to be visited as part of the monitoring requirement.

21.3 Donors and Commercial Funders

- a. When a contract or other formal agreement is prepared by a donor or commercial organisation, that organisation must include the requirements of the LibMAC concerning the Quality Assurance monitoring of all Mine Action Organisations in Libya.

22. General References

- a. International Mine Action Standards (IMAS), in particular, 07.40 Monitoring of Demining Organizations.
- b. LibMAS 07.30, Accreditation of Mine Action Organisations.

23. Record of Amendments

Ser.	Date: D/M/Y	Standard	Section / Paragraph	Amended by: Name / Position / Org.	Comments
1	19/10/15	07.40 Quality Management	All	Doug Ware, Chief of Ops/QA, UNMAS	Revised and add. details to existing Standard