

# AMAS 02

Third Edition  
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## Quality Management

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Mine Action Coordination Centre of Afghanistan (MACCA)  
Post Box : 520 Kabul – Afghanistan  
E-mail : [mapa@unmaca.org](mailto:mapa@unmaca.org)

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### **Warning**

This document is current with effect from the date shown on the cover page. As the Afghanistan Mine Action Standards (AMAS) are subject to regular revision, users should consult with the MACCA ([mapa@MACCA.org](mailto:mapa@MACCA.org)) in order to verify its status.

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Programme Director  
United Nations Mine Action Centre  
Kabul Afghanistan  
Email: [mapa@MACCA.org](mailto:mapa@MACCA.org)

## Amendment Record

### Management of AMAS Amendments

The AMAS series of standards are subject to formal review on a yearly basis; however this does not preclude amendments being made within the year for reasons of operational safety and efficiency or for editorial purposes. As amendments are made to this AMAS they will be given a number, and the date and general details of the amendment shown in the table below.

As formal reviews of each AMAS are completed new editions may be issued. Amendments up to the date of the new edition will be incorporated into the new edition and the amendment record table cleared. Recording of amendments will then start again until a further review is carried out.

Amendment Number	Amendment Date	Amendment to Section #	Amendment Details
01	01/03/09	2.2.1. e, 2.2.2.	The representative of DMC added to accreditation boards (provisional, operational and appeal accreditation board)
	01/03/09	2.3.2	Provisional Accreditation Process: SOPs should be specific to applicant organization, or if copied from other accredited organizations, the agreement of mother organization shall be obtained and/ or if paraphrased the reference should be provided
	01/03/09	2.3.4.c	Operational Accreditation Process: <u>Desk Assessment:</u> The organization is also to present the concept of operations to accreditation board.

## **QUALITY MANAGEMENT (QM)**

### **02.1 Introduction**

02.1.1 The aim of Quality Management (QM) is to provide confidence to the beneficiaries (funding bodies), the mine action contractor(s) and the Government of Afghanistan (GoA) that mine action and quality requirements have been met and that cleared land is indeed safe for use. QM comprises three complementary components, namely accreditation, monitoring and post-clearance inspection.

### **02.2 Accreditation**

02.2.1 Accreditation is the procedure by which a mine action organization is formally recognized as competent and able to plan, manage and operationally conduct mine action activities safely, effectively and efficiently.

Accreditation is fundamental to the whole QM process. Having thorough and comprehensive accreditation procedures from the outset ensures that a mine action organization is established, staffed, equipped, and has the required systems, procedures and support structures in place prior to any work commencing in Afghanistan. Furthermore, the accreditation process checks that the organization is working in accordance with its documented systems and procedures and capable of achieving required standards in accordance with the terms of the contract. As a result of the accreditation process an operational accreditation agreement is reached with the organization on the standards to which mine action activities are to be carried out. This agreement then forms the basis for all follow-on monitoring activities.

### **02.3 Monitoring**

02.3.1 Monitoring is the observation, inspection or assessment of worksites, facilities, equipment, activities, processes, procedures and documentation by suitable qualified personnel to confirm that a mine action organization is working in accordance with its accreditation agreement. Monitoring is essentially a passive activity however it may be acceptable to incorporate post clearance inspection into monitoring as a means of progressively checking the quality of work.

### **02.4 Post-clearance inspection**

02.4.1 Post-clearance inspection is the process of measuring, examining, testing or otherwise comparing a sample of cleared land with the clearance requirements. Post clearance inspections supplement accreditation and monitoring and provide additional confidence that clearance requirements have been met.

### **02.5 Achieving confidence**

02.5.1 Objective confidence refers to the mathematical probability of achieving the required level of clearance (sampling). Subjective confidence involves human factors such as perception, judgment and opinion (monitoring).

It may not be necessary for all the components of QM to be carried out to achieve the required level of confidence. If for example, thorough and comprehensive accreditation and monitoring are carried out, it may not be necessary to carry out post clearance inspections.

## Accreditation

### 02.6 Scope

02.6.1 This standard provides specifications and guidelines for the implementation of the accreditation system of mine action organizations and their field operations in Afghanistan. Although this standard focuses on mine/ERW clearance, the concept of accreditation can be applied to other components of mine action including, impact surveys, technical surveys, dog/mechanical assets, Explosive Ordnance Disposal (EOD), Battle Area Clearance (BAC), Mine Risk Education (MRE) & Victim Assistance (VA).

### 02.7 General requirements

#### 02.7.1 Afghanistan Statutory Requirements

The basic considerations for obtaining and retaining an operational accreditation are that:

- a) In accordance with Afghanistan Statutory Requirements, no mine action organisation will be permitted to manage and conduct mine action activities in country without receiving accreditation from the Mine Action Centre for Afghanistan (MACCA);
- b) In accordance with Afghanistan Statutory Requirements, a mine action organisation seeking accreditation to operate in country shall be registered with such Ministries and/or government bodies that the laws and Government of Afghanistan may require<sup>1</sup>.

#### 02.7.2 Accreditation board

Each stage of the accreditation process is conducted on behalf of the MACCA by an appointed accreditation board. The board assess the mine action organization's ability to plan, manage and/or conduct mine action operations safely, effectively and efficiently in compliance with AMAS and the terms of the contract. On completion of the accreditation process, the board recommends whether or not the mine action organization should be issued accreditation for which it has applied.

#### 02.7.3 Composition

Depending on which phase of accreditation is being undertaken accreditation boards shall be formed that will comprise, but not be restricted to, some or all of the following appointments:

- a) Chief Operations, MACCA;
- b) Senior Operations manager, MACCA;
- c) Chief Quality Management, MACCA;
- d) Senior Quality Management Associate, MACCA;
- e) Representative from DMC
- f) MACCA Specialist (mechanical, MDD, EOD/BAC, MRE/VA...)

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<sup>1</sup> International/National Non Governmental Organisations (NGOs) must register with the Ministry of Finance whereas International/National Commercial Organisations must register with the Afghan Investment Support Agency (AISA).

02.7.4 The board will comprise of appointments suitably qualified and experienced and will apply the accreditation requirements in a fair and equitable manner.

When accreditation incorporates specific activities i.e. MDD, MRE etc then the accreditation body shall include the relevant MACCA “specialist” or in his absence a MACCA representative with relevant qualifications and operational experience.

#### 02.7.5 Board responsibilities

##### A. General responsibilities

Accreditation boards have the following general responsibilities:

- a) Respond and/or react in a timely fashion to queries and/or applications from prospective or currently operational mine action organizations concerning accreditation;
- b) Assess and process applications in a timely manner ensuring delays do not impact unnecessarily on the effectiveness of the applicants;
- c) Specify and provide AMAS for the accreditation of mine action organizations and operations;
- d) Accredite mine action organizations and their sub-units;
- e) Act with independence, impartiality and integrity during the accreditation process;
- f) Issue certificates authorizing mine action organizations to plan, manage and/or conduct mine action activities/tasks.

#### Specific responsibilities

02.7.6 Whenever possible and/or practicable boards shall comprise of those appointments detailed with “primary responsibilities” (re: section 2.2.2.1). Depending on the accreditation type and phase, on the practicalities and circumstances, on the specific requirements and availability of appointments at the time, the board may require input or assistance from some or all of the other appointments listed below:

##### a) Provisional Accreditation board:

- 1) Chief Operations MACCA (chairman);
- 2) Chief Quality Management, MACCA;
- 3) Senior Quality Management Associate, MACCA (secretary);
- 4) Representative from DMC
- 5) MACCA Specialist (mechanical, MDD...) as required.

##### b) Operational Accreditation board (also convened whenever suspension and/or termination of operational accreditation are recommended):

- 1) Chief Operations or MACCA (chairman);
- 2) Senior Operations manager, MACCA;
- 3) Chief Quality Management, MACCA;
- 4) Senior Quality Management Associate, MACCA (secretary);
- 5) Representative from DMC
- 6) MACCA Specialist (mechanical, MDD...) as required.

- c) Appeal Accreditation board (whenever an organization appeals from suspension and/or termination of operational accreditation):
- 1) Representative from a Mine Action Community in Afghanistan (chairman);
  - 2) Programme Director, MACCA;
  - 3) Representative of appealing Mine Action Organization;
  - 4) Representative from DMC, Government of Afghanistan
  - 5) Chief of Operations, MACCA;
  - 6) Chief Quality Management, MACCA;
  - 7) Senior Quality Management Associate, MACCA (secretary);
  - 8) MACCA Specialist (mechanical, MDD...) as required.

## **02.8 Accreditation process at MACCA level**

### **02.8.1 Provisional accreditation**

Provisional accreditation is the procedure by which a mine action organization is recognized competent and able to plan and manage mine action activities safely, effectively and efficiently. International organizations such as the United Nations Organization for Project Services (UNOPS) have already introduced accreditation schemes. Provisional accreditation may also in practice be incorporated in the tendering process for mine action contracts - especially bilateral -where accreditation will become a major component of the pre-selection process.

In Afghanistan some donors may wish to specify that provisional accreditation is obtained from the MACCA before bidding for a contract (bilateral agreement). Provisional accreditation will only be considered for those organizations that are not included in the UNOPS Portfolio and can demonstrate an intention to bid for a mine action contract in Afghanistan. Therefore it will be possible to accredit a limited number of organizations that are bidding for mine clearance contracts being awarded by a donor on a bilateral basis.

Provisional accreditation requests will be considered on an ad-hoc basis and not processed for organizations that are not able to demonstrate an intention to bid for a mine action contract in Afghanistan.

Provisional accreditation will also be provided on an ad-hoc basis to organizations already operationally accredited by the MACCA but not currently active in-country (physically present but not running any contract). As long as those organizations get a new contract, operational accreditation will be de facto provided to them again.

### **02.8.2 Provisional accreditation process**

A) Provisional accreditation does not apply to:

- a) Organizations registered at UN level (UNOPS portfolio) and bidding for UN contracts;
- b) Organizations registered at UN level (UNOPS portfolio) and bidding for bilateral contracts, unless otherwise stated by the donor/funding body.

B) Provisional accreditation applies to:

- a) Organizations not registered at UN level (UNOPS portfolio) and bidding for bilateral contracts; as per UNOPS rules it should be noted that those organizations are not allowed to bid for UN contracts.

- b) Organizations completing a contract and having no further contracts (operational accreditation then reverts to provisional).
- C) The provisional accreditation process is conducted as follows:
- a) The organization applies for provisional accreditation and provides evidence of bidding for contract(s) in Afghanistan;
  - b) The organization completes an application form for provisional accreditation (see Annex A1) and sends it back to the MACCA together with a copy of their SOPs (SOPs should be specific to applicant organization, or if copied from other accredited organizations, the agreement of mother organization shall be obtained and/ or if paraphrased the reference should be provided)
  - c) On successful evaluation of documentation the organization will be issued with a provisional accreditation certificate (see Annex A2). Provisional accreditation will be provided by the MACCA for a finite duration, normally for a period of one month until such time the contract is awarded. The contractor then will be subjected to operational accreditation by the MACCA.

### 02.8.3 Operational accreditation

Operational accreditation is the procedure by which a mine action organization and its sub-units and/or sub-contractors are recognized competent and able to carry out particular mine action activities in Afghanistan; this refers to as certification in order to distinguish between accreditation in line with Generic organizational standards that all organizations seeking accreditation must meet to be included in the UNOPS Portfolio and its accreditation in line with Project specific standards, which apply to the specific mine action services provided by an organization in Afghanistan.

Operational accreditation provided by the MACCA refers to the capabilities required to carry out a particular or combined mine action activities including but not limited to, impact surveys, technical surveys, manual clearance, dog/mechanical assets, Explosive Ordnance Disposal (EOD), Battle Area Clearance (BAC), Mine Risk Education (MRE) & Victim Assistance (VA) in Afghanistan.

On completion of the accreditation process the QM system and routine QA monitoring - as outlined in AMAS / Chapter 2 / Section 2 - will take precedence and will be implemented on mine action organizations' tasks for the remaining period that operational accreditation is in force.

### 02.8.4 Operational Accreditation process

The operational accreditation process is segmented into a desk assessment and a field assessment.

- A) Operational accreditation applies to:
- a) Organizations registered at UN level (UNOPS portfolio) and contracted by the UN and/or a bilateral donor/funding body to implement a mine action contract in Afghanistan.
  - b) Organizations not registered at UN level (UNOPS portfolio) and contracted by a bilateral donor/funding body to implement a mine action contract in Afghanistan.

B) The operational accreditation process (a template is attached at Annex B1) is conducted as follows:

a) The organization applies for operational accreditation and provides evidence of relevant contract(s) in Afghanistan;

b) The MACCA will detail the procedure in written form and provide the organisation a copy of Afghan Mine Action Standards (AMAS); the type and terms of the contract will also determine the specific documentation that may be requested by the MACCA (Copy of the SoW and/or concept of operations, SOP..);

c) Phase 1: Desk assessment<sup>1</sup>: All aspects of the organization's capabilities will be assessed – in accordance with the terms of the contract - including but not restricted to planning, logistics, administration, medical and other relevant pertinent activities such as licensing MDD, mechanical<sup>2</sup> etc. Training will be routinely and regularly monitored by the MACCA HQ and/or regional specialists as applicable. On completion of training programmes the organization shall submit a written declaration (see Annex B2) and relevant accompanying records. The organization is also to present the concept of operations to accreditation board.

d) Phase 2: Field assessment: This is an assessment of the organization's competency in practically planning, managing, conducting and/or performing mine action activities in an operational environment and capacity for which the organization wishes to be accredited. The assessment will determine that relevant activities are performed in a safe, effective and efficient manner in accordance with the internal organization's SOP, AMAS and the terms of the contract. The following applies:

- i. Field assessment should be started on completion of training and prior to deployment onto tasks (MDD & Mechanical assets shall be assessed prior to deployment) and on submission/receipt of annex B2 and other relevant documentation (copy of registration at Government level, MDD/Mechanical assets licensing documents..)
- ii. The assessment will cover all specific mine action and associated activities being undertaken by the organisation, its sub-units and/or sub-contractor(s), if any. It will cover the competency of individuals, teams, support, supervisory and managerial elements in all relevant facets of the pertinent activity;
- iii. In exceptional circumstances (i.e. delay in importation/custom clearance of equipment) the organisation, upon submission of annex B2 and associated documents may be granted a temporary operational accreditation accompanied by written authority allowing it to deploy specified sub-units/assets to designated tasks. In such circumstances field assessment will be conducted on-site as soon as practically possible after deployment.

e) On successful evaluation of phase 2 the organization will be issued with an operational accreditation certificate (see Annex B3) indicating that the organization, its sub-units

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<sup>1</sup> Desk assessment is conducted during the mobilization and preparation phase of the contractor in country (approximately 4 up to 6 weeks).

<sup>2</sup> Additional requirements for granting operational accreditation to operate MDD and Mechanical assets are described in AMAS / Chapter 15 & 16 respectively.

and/or sub-contractors are authorized to conduct those activities for which they have been assessed as competent.

#### 02.8.5 Extending and/or modifying an operational accreditation

02.8.6 A pre-requisite condition to extend and/or modify an operational accreditation is that there must be an amendment to the existing contract.

##### A) Modification or changes in the management system

02.8.7 If the management of the organization intends to make major or significant changes to its management structure which could impact on its management capability, the MACCA may require a revision of the accreditation. For this reason, the accredited organization shall inform the MACCA of any intended modification to its management system, or other changes that may affect compliance with its operational accreditation. The MACCA shall determine whether the announced changes require any form of re-assessment, either desk or on-site.

##### B) Modification or changes to operational procedures

02.8.8 In the same way, the organization shall inform the MACCA of any intended modification to the operational procedures of one or more of its sub-units, or of the introduction of new or modified equipment. The MACCA shall determine whether the announced changes require a desk or on-site re-assessment. If the changes are minor and are consistent with AMAS, then no further action should be necessary. If the changes are significant, then the MACCA shall consider conducting an on-site assessment. For clearance tasks, this may normally require a "tightened" inspection regime to be temporarily applied. If the changes are substantial and the conditions and scope of the original operational accreditation are no longer valid, then the MACCA shall require the organization to request new operational accreditation.

##### C) Increasing the number of sub units using the same SOPs

02.8.9 The accredited organization shall inform the MACCA of any intended increase in the number of its sub-units. If it is intended that the additional sub-units will apply the same operational procedures and use the same equipment, then no further action should be necessary. If the changes are significant, then the MACCA shall consider conducting an on-site assessment. For clearance tasks, this will normally require a "tightened" inspection regime to be temporarily applied. If the changes are substantial and the conditions and scope of the original operational accreditation are no longer valid, then the MACCA shall require the organization to request new operational accreditation.

#### 02.8.10 Duration of operational accreditation

Operational accreditation will be in force for the duration of the contract. Should the contract be suspended or extended, the accreditation shall be suspended or extended accordingly. Should an organisation run several contracts, the certificate will mention the reference numbers and titles of each project. The deadline for expiration will be considered on an ad-hoc basis and determined according to the contracts and the operational accreditation will be updated and/or reviewed as required.

#### 02.8.11 Suspension or termination of operational accreditation

In accordance with Article 12 of the National Mine Action Law, the MACCA has the authority to suspend or terminate the accreditation of a mine action organization for reasonable justification.

#### D) Suspension

02.8.12 Upon decision of the accreditation board, the MACCA may suspend operational accreditation in the following cases (see AMAS / Chapter2 /Section 2 for further details):

- a) Monitoring shows non-compliance with the requirements of the accreditation;
- b) Improper use of the accreditation agreement;
- c) In the event of failure to disclose major and/or significant management and/or operational changes.

#### E) Termination

02.8.13 Upon decision of the accreditation board, the MACCA may terminate an accreditation in the following cases:

- a) Expiration of the contract and the accredited organization goes out of business in Afghanistan;
- b) The organization does not wish to prolong the accreditation agreement;
- c) Requirements or provisions of standards or laws are changed and the organization cannot ensure compliance with the new requirements or provisions;
- d) Monitoring reveals that non-compliance with the accreditation agreement is of a serious nature, such as repeated violations of the provisions for safety and occupational health, repeated failure to apply accredited management systems and/or operational procedures;
- e) Refusal to allow monitoring and/or inspection to take place or repeated interference with monitoring and/or inspections;
- f) Premature release of cleared land in breach of contractual obligations or the application of processes known to place staff or the local population at unacceptable risk;
- g) Inadequate measures taken following the suspension of an accreditation.

02.8.14 Before the termination of an operational accreditation agreement, the MACCA shall determine measures to be taken to re-clear land released prior to the termination of the accreditation agreement. The responsibility for re-clearing land and the cost of such re-clearing will either lie with the organization or the MACCA and such responsibilities should be specified in the contract.

02.8.15 Appeals against suspension and/or termination of operational accreditation

Any mine action organization willing to appeal against suspension and/or termination decisions that it feels unfair, or when new evidence comes to light, shall submit a written letter to the Program Director, MACCA within three days upon receipt of such decision. The accreditation board will be convened at the earliest and shall include the use of independent arbitration from a member of the international community in Afghanistan, likely a representative from the mine action community.

## Monitoring

### 02.9 Scope

02.9.1 Monitoring is an essential part of the quality management process. Together with accreditation and post clearance inspections, it provides the MACCA with the necessary confidence that the land is safe for its intended use.

As part of its mandate, the MACCA, as the appointed representative of the Government of Afghanistan (GoA), is required to ensure that the standards, processes and procedures implemented whilst conducting mine action activities are in accordance with AMAS, mine action organizations' internal SOP and contractual obligations.

### 02.10 General principles, implementation and conduct of monitoring

02.10.1 Monitoring examine the mine action organization's capability (people, equipment and procedures) and observe how this capability is being applied. External monitoring complements the organization's own internal monitoring system. It verifies that the organization's Quality Assurance (QA) procedures and internal Quality Control (QC) inspections are appropriate and are being applied but it does not replace the organization's responsibility for ensuring the application of safe, effective and efficient operational procedures.

The monitoring system comprises the following:

- a) Internal QA/QC processes throughout the life-cycle of a project;
- b) External QA processes and procedures carried out prior to the commencement of and during mine action activities;
- c) External QC processes restricted to confirmatory checks based on the results of external QA monitoring visits (QA completion forms).

02.10.2 The system includes the appointment of monitoring bodies<sup>1</sup> to carry out the task at various levels. Any monitoring body shall be adequately staffed, equipped and trained to monitor the organization and its sub-units in an effective and appropriate manner.

### 02.11 Monitoring Bodies – General Responsibilities:

02.11.1 Internal Monitoring Body ((appointed by the mine action organization):

Mine action organizations shall ensure that adequate and suitable resources are appointed in order to implement the required internal monitoring system so as to adhere to and implement the QM system as required. This is considered as an integral part of effective command, control and supervisory procedures within the organization. The internal QM management policy shall be included into the mine action organization's SOP and should be adhered to during operations any time.

02.11.2 External Monitoring Body (appointed by the MACCA):

The external monitoring body monitors the organization and its sub-units to confirm that the management systems and operational procedures are consistent with the terms of accreditation, AMAS and the terms of the contract. Such monitoring shall be random, non-intrusive and shall not interfere with the conduct mine action activities. The frequency of monitoring shall be dependent on

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<sup>1</sup> The term "body" when further referred to within this chapter means one or more of those appointments detailed.

the task and the previous performance of the organization and be agreed between the MACCA and the organization. Depending on circumstances the body shall be formed that will comprise, but not be restricted to, some or all of the following appointments:

- a) MACCA Quality Management Associate: Primary responsible for coordinating monitoring activities at regional level;
- b) MACCA Quality Management Inspector: primary responsible for conducting monitoring activities at regional level;
- c) MACCA Operations Associate and Assistants to support and assist external process monitoring as requested.

#### 02.11.3 External Quality Management Body (appointed by the MACCA):

Overall external quality management will be provided by a Quality Management Body responsible for the quality management of the monitoring process and auditing the external monitoring body. This will essentially be in the form of an appraisal of MACCA quality management people at field level including existing monitoring reports and an assessment of preventive/corrective actions implemented (re-training, changes in procedures..) including timelines/deadlines for implementation. Depending on circumstances the body shall be formed that will comprise, but not be restricted to, some or all of the following appointments:

- a) MACCA Chief of Quality Management: Primary responsible for coordinating and ensuring the integrity and impartiality of the QM process;
- b) MACCA Senior Quality Management Associate: Responsible for auditing the external monitoring process when requested to ensure integrity and impartiality of the QM system;
- c) Area Manager to support and assist as requested.

### **02.12 Monitoring Bodies – Specific Responsibilities:**

#### 02.12.1 Internal Monitoring Body (appointed by the mine action organization):

02.12.2 The organization's internal monitoring body has the following responsibilities:

- a) Conduct internal QA/QC of the operational tasks in accordance with AMAS, internal organization's SOP and the terms of the contract;
- b) Record the results of the internal QA/QC monitoring conducted on the relevant organization's forms/reports ensuring all major (critical) and minor (non critical) non conformities are clearly recorded;
- c) Make available documentation concerning internal on site visits and inspections as required to the external monitoring body;
- d) Provide external monitoring body access to all sites, personnel and other facilities which need to be visited;
- e) Acknowledge conclusions/suggestions and/or recommendations made by the external monitoring body and ensure appropriate follow up action is implemented and adhered to.

#### 02.12.3 External Monitoring Body (appointed by the MACCA):

02.12.4 As a minimum the following requirements are to be implemented and adhered to:

- a) At the beginning of each month the external monitoring body, specifically the QM Associate is to provide a monitoring plan for the next month to the Area Manager;
- b) Although not always possible and/or practicable to adhere to the monthly monitoring plan (e.g. logistical and security constraints), deviation from the schedule is not to be the norm and should only apply in specific circumstances. In all cases it is to be authorized by the Area Manager or his replacement;

02.12.5 The external monitoring body is to ensure that it is fully aware of all aspects of the organization's activities prior to conducting a visit. This shall include:

- a) All relevant documentation including contract (statement of work), accreditation documents, clearance plans and/or implementation plans;
- b) Copy of AMAS and internal organization's SOP;
- c) Reports from previous monitoring visits of the task and/or the team and/or the site as relevant;
- d) Results of sampling inspections and accident/incident investigation reports, if any;
- e) All other information deemed relevant to assist the external monitoring body.

02.12.6 During every visit the external monitoring body shall:

- a) Conduct an inspection of at least one specific activity, completing the relevant QA completion form and associated check-list(s). As a minimum the QA completion form is to be completed;
- b) Identify any non conformity and take appropriate action(s) depending on the circumstances and severity of the non conformity;
- c) Identify and suggest corrective actions to the organization and ensure they are implemented through a follow up plan;
- d) Compile all relevant documentation (QA completion forms and QA check lists) and submit to the Area Manager within 24h of the visits.

02.12.7 External Quality Management Body (appointed by the MACCA):

The specific responsibilities of the individuals and/or the body as a whole are:

- a) Ensure compliance with the QM system at all levels by auditing the external monitoring body on a regular basis;
- b) Accompany the external monitoring body when ever possible or practicable to ensure QM processes and standards are being adhered to and met;
- c) Identify shortcomings in individual monitoring skills and practices, non conformities with the system at any level and improvements to the system;
- d) Identify and suggest corrective actions to the external monitoring body and ensure they are implemented;
- e) Maintain and further develop the QM database in order to identify trends of performance by teams/organizations.

## **02.13 Implementation and conduct of external monitoring - highlights**

### 02.13.1 General:

Prior to the visit, the external monitoring body shall inform the organization of the objectives and Programme, and any preparation required (such as ensuring the availability of certain documents or key staff). The actual date and timings of site visits may be given in advance or visits may be unannounced. Unannounced visits tend to observe organizations in their normal working mode, while announced visits tend to be more productive and less disruptive. A combination of both will be appropriate.

### 02.13.2 On-site external monitoring shall include but not restrict to:

- a) Visits to management, logistic and administrative offices or facilities including but not limited to, explosive storage areas, medical facilities and equipment maintenance areas;
- b) Visits to sub-unit locations including worksites and supporting workplaces;
- c) Observing mine action activities, including internal QA and QC procedures, and destruction of mines and Explosive Remnants of War (ERW). This is particularly important if the mines and ERW are being destroyed in bulk away from the worksite;
- d) Observing the level of community involvement within the community liaison function and its applicability to the mine action activities in process; and
- e) If appropriate, observing the field testing and evaluation of equipment.

### 02.13.3 Management practices and documentation:

External monitoring shall include the inspection of management documentation, such as qualifications, training records, insurance cover, and general occupational health practices and records. The monitoring shall also pay particular attention to compliance with the organization's Quality Plan. Samples of all documentation and records referred to above shall be selected randomly and samples shall be representative of all relevant documentation.

### 02.13.4 Worksite safety:

The worksite procedures shall be consistent with AMAS. The monitoring body shall assess the suitability of the worksite layout and safety procedures, and how effectively the procedures are being applied.

The external monitoring body shall have the responsibility to stop operations at a worksite if individual safety or the safety of the team or other individuals has been placed at risk. The monitoring body shall record the reasons for doing so, compile any evidence and immediately inform the Quality Management Body and the organization headquarters. Operations may only then recommence once all the safety faults have been rectified.

### 02.13.5 Clearance activities:

The external monitoring body shall observe clearance activities to ensure that they are consistent with AMAS and the terms of the contract. Where specific assets are being used, the monitoring body shall also assess the effectiveness and suitability of equipment. This may include the inspection of MDD,

mechanical assets and/or a sample of critical equipment (such as mine detectors), and examining records of equipment maintenance, repairs, upgrades and modifications. Maintenance facilities and tools shall also be inspected.

#### 02.13.6 Storage, transportation and handling of explosives:

The external monitoring body shall ensure that storage, transportation and handling of explosives are AMAS compliant, and that the procedures are being applied effectively. The monitoring body shall also confirm the availability of documented procedures for the accountability and transfer of explosive items and accessories, and confirm that these procedures are being applied.

#### 02.13.7 Medical support:

The external monitoring body shall assess the medical support available on site including the qualifications of the medical staff, medical equipment, stores, supplies and medicine provided to the medical staff, and vehicles for casualty evacuation. Documented procedures for treatment and casualty evacuation shall be examined. The monitoring body shall invite the organization to demonstrate its treatment and casualty evacuation procedures as required by AMAS.

#### 02.13.8 Investigation of Incidents:

The external monitoring body shall assess the suitability of the organization's procedures for reporting incidents and conducting post-incident investigations. Reports of recent incidents shall receive special attention.

#### 02.13.9 Community liaison:

This function forms an important part of the clearance process and as such shall be assessed by the external monitoring body to ensure that the affected communities are a part of the whole process, including before, during and after each task or activity. The community liaison role may be filled by a separately accredited MRE team on behalf of the organization, or by a person trained for the task.

### **02.14 Major (critical) and Minor (non critical) Non Conformities**

#### 02.14.1 General:

During external monitoring visits the body may identify non compliances with AMAS and/or internal SOP. All instances of non conformities shall be appropriately recorded and considered. The circumstances and/or severity of non conformities will determine the subsequent action(s) taken. The following provide guidance on non conformities.

#### 02.14.2 Major (critical) non conformities:

A major (critical) non conformity can generally be defined as a "breach" of AMAS that is considered to be life threatening. The following list, although non exhaustive, gives examples of major (critical) non conformities identified as such by the MACCA:

- a) Missing mine or ERW;
- b) Safety distances not being adhered too
- c) Ambulance or evacuation vehicle not available on site or not AMAS compliant;

- d) Medical equipment required for casualty stabilization/evacuation not available on site
- e) CASEVAC procedures not being practiced or recorded
- f) PPE not available on site, not worn correctly in accordance with AMAS or not serviceable
- g) Any significant deviation from AMAS that can potentially impact on safety and/or can potentially lead to a demining incident/accident (e.g. marking/clearance procedures, demolition procedures...);
- h) No means of communication on clearance site
- i) Poor command/control by the command element as long as it may potentially impact on safety and/or potentially lead to a demining incident/accident;
- j) Carelessness of deminer as long as it may potentially impact on safety and/or potentially lead to a demining incident/accident (e.g. missed signal)

02.14.3 There may be occasions when other major (critical) non conformity may occur. The following list, although not exhaustive, provides examples of such major (critical) non conformities that may be recorded:

- a) Repeated failure to apply accredited management systems;
- b) Refusal to allow monitoring or inspection to take place;
- c) Repeated interference with monitoring or inspections;
- d) Premature release of cleared land in breach of contractual obligations;
- e) Application of processes known to place staff or the local population at unacceptable risk.

02.14.4 Minor (non critical) non conformities:

02.14.5 A minor (non critical) non conformity can generally be defined as a “breach” of AMAS that is not considered to be life threatening and/or can be rectified immediately without further training or additional resources being required/deployed. Minor (non critical) non conformities can generally be defined but should not restrict to:

- a) Any deviation from AMAS that does not potentially impact on safety and/or cannot potentially lead to a demining incident/accident;
- b) Poor command/control by the command element as long as it does not potentially impact on safety and/or may not potentially lead to a demining incident/accident;
- c) Carelessness of deminer as long as it does not potentially impact on safety and/or may not potentially lead to a demining incident/accident.

## 02.15 Confidence level

02.15.1 Confidence can be subjective and objective. Objective confidence refers to the mathematical probability of achieving the required level of clearance (sampling) and is not addressed here. Subjective confidence involves human factors such as perception, judgment and opinion. Subjective confidence may be:

- a) HIGH: Management systems & operational procedures in place are fully compliant with AMAS & the terms of the contract and there is a strong perception that the cleared area will be safe for use;

- b) **MEDIUM**: There is still a need for the organization to improve its management systems & operational procedures in accordance with AMAS & the terms of the contract to ensure that they will remove and/or destroy all mine/ERW hazards from the area;
- c) **LOW**: There are serious concerns about the organization's ability to carry out the task in accordance with AMAS & the terms of the contract and remove and/or destroy all mine/ERW hazards from the area.

02.15.2 Each monitoring visit shall be allocated a unique confidence level by ticking the appropriate box in the QA completion form. The confidence level will also determine the level of external quality control (sampling).

## **02.16 Suspension of task(s)**

02.16.1 During monitoring (in exceptional cases) there may be justification to suspend tasks for safety reasons. The following list, although not exhaustive, gives examples when the external monitoring body may suspend a task on behalf of the MACCA:

- a) Where one or several major (critical) non conformities have been observed that either individually or as a whole either cannot be adequately and effectively rectified immediately or that as a whole constitute a threat to life;
- b) Where there is a current or imminent threat from external factors to the security and safety of the organization or other personnel;
- c) When there is any encroachment into hazardous areas that cannot be resolved;
- d) Where there is a reoccurrence of minor (non critical) non conformities within a team that affect safety and identified during separate monitoring visits;
- e) As a result of a demining accident/incident.

02.16.2 Following the suspension of any task, the Quality Management Body is to be immediately informed. All relevant information is to be clearly and appropriately recorded. Only when the issues have been resolved/rectified and only on the recommendation of the Quality Management Body are suspended tasks allowed to become operational again.

02.16.3 The suspension of a task may also result in the suspension or termination of operational accreditation (re: Chapter 2 / section 1 / paragraph 2.3.7).

## **02.17 Re-audit**

02.17.1 Re-audit will be conducted by the external monitoring body as directed by the Area Manager. When ever possible or practicable the Quality Management Body (at least one individual) will accompany the external monitoring body. Re-audit aims to identify and confirm that problems, non conformities and/or other such issues have been resolved. For example it must be appropriately and clearly annotated that re-audit is being conducted on a particular task or asset.

02.17.2 Such inspections are to be conducted in an opened manner in consultation with the organization's staff. The external monitoring body must ensure objectivity and impartiality when conducting re-audits. If after conducting a re-audit identified concerns have not been resolved, the Quality Management Body in consultation with the Chief of Operations, MACCA may re-consider the accreditation license.

02.17.3 The following are examples of circumstances when re-audit may be required:

- a) After the suspension of a task as described in paragraph 2.6;
- b) Following changes in management/supervisory personnel;
- c) Following changes in AMAS, the organization's SOP or the terms of the contract;
- d) When introducing new equipment;
- e) After completing a training course;
- f) When resuming operations after a lengthy period of inactivity.

## 02.18 Sampling

02.18.1 Sampling is the process of measuring, examining, testing or otherwise comparing a sample of cleared land with the clearance requirements. Sampling supplements accreditation and monitoring and provide additional confidence that clearance requirements have been met.

02.18.2 Internal QC: In addition to mine action organizations own internal QA processes and procedures, they shall also implement a system of internal QC that accurately records all internal QC carried out in a timely fashion and that allows immediate identification of the following factors should it be necessary:

- a) Details of the individual/asset that QC'd a specific area;
- b) The exact areas that has been subjected to QC;
- c) The date/time that QC was conducted;
- d) The method of QC (sampling plan).

02.18.3 The results of sampling are greatly influenced by the way in which a sample is selected. Rigorous procedures (criteria) for sampling are therefore required. If procedures are not established and are not followed, then the inspections could be influenced by personal opinion and bias which would undermine the results - and in the case of mine action will reduce confidence that the land is safe for its intended use.

02.18.4 Sampling must be incorporated into day to day activities so that progressive inspections are carried out. Samples must be randomly selected and carried out in accordance with the methodology and acceptance criteria clearly specified<sup>1</sup>.

02.18.5 External QC: External QC processes conducted by the external monitoring body restrict to confirmatory checks following QA monitoring visits where required and practicable. The following applies:

---

<sup>1</sup> Note: There may be situations where donors or commercial clients clearly direct that sampling shall be carried out as part of funding agreements or commercial contracts.

- a) Sampling will not be conducted following monitoring visits that turn out to be fully satisfactory (confidence level = high);
- b) Sampling of a portion of the area cleared on that day will be conducted by the external body following monitoring visits that turn out to be not fully satisfactory (confidence level = medium) or unacceptable (confidence level = low);
- c) Sampling conducted by the external body will be conducted in line with the sampling methodology and acceptance criteria developed by the organization. Records of such inspections and results shall be included in the QA completion form (section 6 / conclusions by QMI);
- d) If a sampling lot fails inspection, the external monitoring body shall require the lot to be cleared again. The MACCA may then decide to suspend accreditation for the organization for a pre-determined period until such time the requirements for more extensive corrective action are identified and addressed (re: Chapter 2 / section 1 / paragraph 2.3.7). Failed lot shall not be offered for re-inspection until the organization has taken preventive and corrective action as agreed with the MACCA.

**APPLICATION FORM FOR PROVISIONAL ACCREDITATION**

**Project Reference number(s) & title(s):**

- 
- 

**Mine Action Organization's name:**

Notes to applicants

1. Answer all questions (if not applicable, clearly mention N/A).
2. Reply in the following format.
3. Retain a copy of your complete submission.
4. If a joint venture is proposed, all mine action organizations involved are to submit the required information.
5. Project financial data is to be given in US Dollars (\$US) unless otherwise requested.

CONTENT	
SECTION	
1	Structure and Organization
2	Financial Statement
3	Joint Venture Information
4	Resources – Personnel
5	Resources - Equipment and Facilities
6	Resources – Other
7	Experience - Geographical and Relevant Projects
8	Experience - Ongoing Relevant Projects
9	Other Information

**1. Structure and organization**

1.1 Mine action organization details

<b>Name of organisation:</b>	
<b>Mailing address:</b>	
<b>Telephone:</b>	
<b>Telefax:</b>	
<b>E-mail:</b>	
<b>Web site URL:</b>	
<b>Charity Registration Number:</b> <i>(for NGOs)</i>	
<b>National Mine action organisation Registration Number:</b> <i>(for commercial organisations)</i>	

## 1.2 Structure

*Insert details and organizational diagram, including names.*

## 1.3 Proposed in-country representation

*Include details of proposed mine action organization structure in-country, including arrangements for sub-contractors or joint ventures. Do not include full details of Joint Venture organizations. Complete Section 3 with this information.*

## 1.4 Technical information

*This refers to the experience of the mine action organization and not any individuals employed by it.*

AREA	DETAILS
Years experience in mine action	
<b>Specific areas</b>	
Survey (Impact & Technical):	
Manual clearance:	
Mine detection dogs:	
Mechanical clearance:	
Explosive Ordnance Disposal (EOD) & Battle Area Clearance (BAC):	
Mine Risk Education:	
Victim Assistance:	
Others:	

## 1.5 Project management capability

*Explain the organization's background capability and methodology for project management.*

## 1.6 Logistic planning procedures

*Explain the organizations policy and methodology for logistic planning. This should include details of procurement, equipment evaluation, maintenance and repair schedules.*

## 1.7 Standard Operating Procedures

*Provide copy of organization's SOP.*

## 1.8 Quality management policy

*Explain and provide evidence of the organization's quality management policy and procedures.*

## 1.9 Safety and occupational health

*Describe and provide evidence to support the organization's safety and occupational health policy.*

## 1.10 Existing accreditation

<b>ISO:</b>	
<b>National:</b>	
<b>National Mine Action Authorities:</b> <i>(List current and/or past accreditation with other NMAA)</i>	
<b>Others:</b>	

## 2. Financial Statement

### 2.1 Capital (\$US)

<b>Capital</b>	
<b>Authorised</b>	
<b>Issued</b>	

### 2.2 Annual value of recent mine action work (\$US)

COUNTRY	PROJECT	2007	2006	2005	2004	2003	2002	REMARKS

### 2.3 Insurance

*Please provide details of insurance coverage, for both staff life, medical and third party liability insurance. If self-insured then provide financial evidence of compliance with AMAS.*

### 2.4 Litigation record

*Please provide the organization's history of litigation or arbitration from contracts executed in the last six years or currently under execution. Please indicate for each case year, name of employer, cause of litigation, matter in dispute, disputed amount and whether the award was for or against the organization.*

## 3. Joint Venture Proposals

*If the organization intends to enter into a joint venture for the project, please provide the following information, otherwise state "not applicable".*

### 3.1 Mine action organisation details

<b>Name of organisation:</b>	
<b>Mailing address:</b>	
<b>Telephone:</b>	
<b>Telefax:</b>	
<b>E-mail:</b>	
<b>Web site URL:</b>	
<b>Charity Registration Number:</b> <i>(for NGOs)</i>	
<b>National Mine action organisation Registration Number:</b> <i>(for commercial organisations)</i>	

## 4. Resources - Personnel

### 4.1 Proposed Project Personnel / Management Experience

*Describe the formal qualifications and experience of the HQ management team and list membership of relevant, recognised professional institutes or bodies.*

POSITION	STATUS	NAME	QUALIFICATIONS	EXPERIENCE
----------	--------	------	----------------	------------

	(INT/NAT)			
Project/Programme Manager				
Operations Director				
Technical Supervisor(s)				
Quality Manager				
Safety Manager				
Others..				

#### 4.2 Management training programmes

*Describe and provide evidence to support any organizational management training programmes.*

#### 4.3 Employees skills development programmes

*Describe and provide evidence to support the organization's employee skills development programmes.*

### 5. Resources - equipment and facilities

*Please indicate the demining equipment and facilities considered by the organization to be necessary for the undertaking of the project. Indicate whether this is already in the mine action organization's ownership or will be purchased, leased or hired.*

### 6. Resources - Others

*If it is foreseen that any part of the contract will be sub-contracted, state the type of work to be undertaken by the sub-contractor(s) and, if known, give the name and address of the sub-contractor(s) to be used.*

#### 6.1 Mine action sub-contracted organisation details

<b>Name of organisation:</b>	
<b>Mailing address:</b>	
<b>Telephone:</b>	
<b>Telefax:</b>	
<b>E-mail:</b>	
<b>Web site URL:</b>	
<b>Charity Registration Number:</b> <i>(for NGOs)</i>	
<b>National Mine action organisation Registration Number:</b> <i>(for commercial organisations)</i>	

### 7. Experience - geographical and projects

*List all countries in which work similar to this project has been undertaken. The name of the Contracting & Donor/Funding Body Reference MUST be included in the Remarks column:*

COUNTRY	PROJECT/PROGRAMME	YEAR	VALUE (\$USD)	REMARKS

### 8. Experience - ongoing relevant projects

*List all countries in which work similar to this project is currently being undertaken:*

COUNTRY	PROJECT/PROGRAMME	YEAR	VALUE (\$USD)	REMARKS

**9. Other relevant information (optional)**

I certify that all information stated in this application is true and complete to the best of my knowledge. I authorize the MACCA to verify the information provided in the application.

I understand that any misstatements may lead to non-issuance of provisional accreditation.

Signed:

Appointment:

Date:

## PROVISIONAL ACCREDITATION

1. This certificate indicates that the provisional accreditation assessment of **XXX** and its sub-units have been completed and is deemed competent to plan and manage the following mine action activities<sup>1</sup>:

- Landmine Impact Survey
- Technical Survey
- Manual Clearance
- Mechanical Clearance
- Mine Detection Dogs
- Explosive Ordnance Disposal
- Battle Area Clearance
- Mine Risk Education
- Victim Assistance
- Others (specify)

2. This certificate authorizes **XXX** to bid for Project Reference Number(s) &/or Title(s):

▪  
▪

3. Expiration Date of Accreditation: dd/mm/yyyy

4. Validation of Accreditation:

Issued by: xxx  
Chief, Quality Management

Date: dd/mm/yyyy  
Signature:

Authorized by: xxx  
Chief of Operations

Date: dd/mm/yyyy  
Signature:

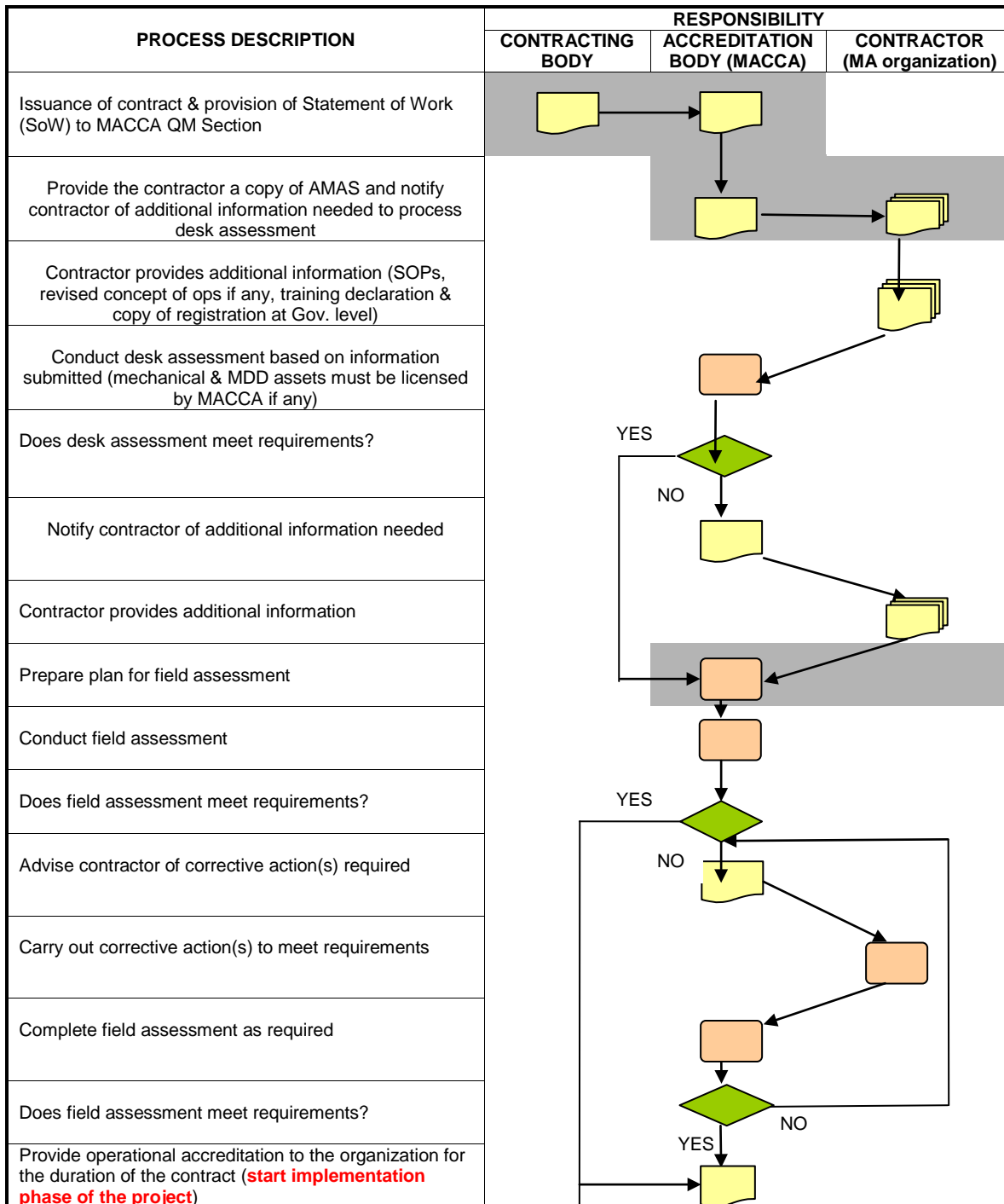
Mine Action Centre for Afghanistan (MACCA)  
House 95, Street Jeem, Chaharahi-e-Zamdaq, Wazir Akbar Khan –  
Kabul  
P.O. Box: 520 Central Post Office Kabul – Afghanistan  
Tel: +93(0)70-043 447/+93(0)798-010 460  
email: info@MACCA.org

مرکز ماین پاکي برای افغانستان  
خانه 95، سرک جیم، چهاراهی زنبق، وزیر اکبر خان – کابل  
پست بکس 520، پسته خانه مرکزی کابل

تلیفون: +93(0)798-010 460/ +93(0)70-043 447  
پست الکترونیک: info@MACCA.org

<sup>1</sup> **NOTE:** This certificate **does not** authorize the organization to conduct "live" mine action activities. Should it be awarded the contract the organization and its sub-units must ultimately complete relevant training in the mine action activities they are intended to be employed in and undergo operational accreditation

OPERATIONAL ACCREDITATION PROCESS FLOWCHART



↑ MOBILISATION & PREPARATION PHASES ↓

## DECLARATION<sup>1</sup>

1. This document declares that **XXX** has acknowledged AMAS to be the minimum standards and accepted methods for conducting mine action operations in Afghanistan and that the internal organization's SOP conforms to the minimum technical standards outlined in AMAS.
2. This document also declares that **XXX** and its sub-units/sub-contractors have undergone suitable and sufficient internal training in accordance with internal organization's SOP and AMAS and are considered by the signatory as fit for purpose, capable and competent to conduct those mine action activities for which they have been contracted/employed:

- Landmine Impact Survey
- Technical Survey
- Manual Clearance
- Mechanical Clearance
- Mine Detection Dogs
- Explosive Ordnance Disposal
- Battle Area Clearance
- Mine Risk Education
- Victim Assistance
- Others (specify)

3. Project(s) Reference Number(s) &/or Title(s):

- 
- 

I, (print name) ----- as the authorized representative of (print organization name) ----- confirm the details of this declaration.

Signature:

Organisation Stamp

Date:

---

<sup>1</sup> A copy of this declaration is to be sent to the Chief Quality Management, MACCA as part of desk assessment requirements. On written acknowledgement from the Chief Quality Management (in his absence the Senior Quality Management Associate) confirming receipt of this declaration and assuming that other pre-requisite conditions are met (registration at Govt level, licensing of mechanical assets and/or MDDs if required), field assessment can be arranged.

## OPERATIONAL ACCREDITATION

1. This certificate indicates that the operational accreditation assessment of **XXX** and its sub-units have been completed and are authorized to conduct the following mine action activities in Afghanistan:

- Landmine Impact Survey
- Technical Survey
- Manual Clearance
- Mechanical Clearance
- Mine Detection Dogs
- Explosive Ordnance Disposal
- Battle Area Clearance
- Mine Risk Education
- Victim Assistance
- Others (specify)

2. Project(s) Reference Number(s) &/or Title(s):

- a.
- b.

3. GoA Registration Reference number & Expiration date:

4. Expiration Date of Accreditation: dd/mm/yyyy

5. Validation of Accreditation:

Issued by: xxx

Chief, Quality Management

Date: dd/mm/yyyy

Signature:

Authorized by: xxx

Chief of Operations

Date: dd/mm/yyyy

Signature: