

NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH
APPROVAL SHEET

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QUALITY MANAGEMENT SYSTEM MANUAL

DOCUMENT NO.: NCAP-QM-01

**NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY
RESEARCH**

NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 00	Eff. Date:
Sec Title: INTRODUCTION	Rev. No: 00	Page 1 of 7
PREPARED BY MR	APPROVED BY Director	ISSUED BY MR

0.1 CONTENTS

Sec. No	Sec. Title	Standard Clause Ref. No.	No of Pages
		ISO 9001:2008	
00	Introduction	-	07
0.1	- Contents		
0.2	- Foreword		
0.3	- Structure of the Manual		
0.4	- Manual Issue Procedure		
0.5	- Manual Revision, Updation & Amendment Procedure		
0.6	- Company Profile		
0.7	- Distribution List +		
01	Scope	1	01
	- General	1.1	
	- Application (Exclusions, if any)	1.2	
02	References, List of Procedures, Manuals, Regulatory Requirements	2	03
03	Terms, Definition, Abbreviations	3	04
04	Quality Management System	4	03
	- General	4.1	
	- Documentation Requirements	4.2	
	- General	4.2.1	
	- Quality Manual	4.2.2	
	- Control of Documents	4.2.3	
	- Control of Records	4.2.4	

QUALITY MANAGEMENT SYSTEM MANUAL			
Doc. No: NCAP-QM-01		Sec. No: 00	Eff. Date:
Rev. No: 00	Sec. Title: INTRODUCTION		Page 2 of 7

Sec. No	Sec. Title	Standard Clause Ref. No.	No of Pages
		ISO 9001:2008	
05	Management Responsibility	5	05
	- Management Commitment	5.1	
	- Customer Focus	5.2	
	- Quality Policy	5.3	
	- Planning	5.4	
	- Quality Objectives	5.4.1	
	- Quality Management Systems Planning	5.4.2	
	- Responsibility, Authority & Communication	5.5	
	- Responsibility & Authority	5.5.1	
	- Management Representative	5.5.2	
	- Internal Communication	5.5.3	
	- Management Review	5.6	
	- General	5.6.1	
	- Review Inputs	5.6.2	
	- Review Outputs	5.6.3	
06	Resource Management	6	02
	- Provision of Resources	6.1	
	- Human Resources	6.2	
	- General	6.2.1	
	- Competence, Awareness & Training	6.2.2	
	- Infrastructure	6.3	
	- Working Environment	6.4	

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 00	Eff. Date:
Rev. No: 00	Sec. Title: INTRODUCTION	Page 3 of 7

Sec. No	Sec. Title	Standard Clause Ref. No.	No of Pages
		ISO 9001:2008	
07	Product Realization <ul style="list-style-type: none"> - Planning of Product Realization - Customer Related Processes <ul style="list-style-type: none"> - Determination of requirements related to the product - Review of Requirements related to the product - Customer Communication - @ Design & Development <ul style="list-style-type: none"> - Planning - Inputs - Outputs - Review - Verification - Validation - Changes - Purchasing <ul style="list-style-type: none"> - Purchasing Process - Purchasing Information - Verification of Purchased Product - Production & Service Provision <ul style="list-style-type: none"> - Control of production and service provision - @ Validation of processes for production and service provision - Identification & Traceability - @ Customer Property - Preservation of product - @ Control of Monitoring and Measuring Equipment 	7 7.1 7.2 7.2.1 7.2.2 7.2.3 7.3 7.3.1 7.3.2 7.3.3 7.3.4 7.3.5 7.3.6 7.3.7 7.4 7.4.1 7.4.2 7.4.3 7.5 7.5.1 7.5.2 7.5.3 7.5.4 7.5.5 7.6	06

QUALITY MANAGEMENT SYSTEM MANUAL			
Doc. No: NCAP-QM-01		Sec. No: 00	Eff. Date:
Rev. No: 00	Sec. Title: INTRODUCTION		Page 4 of 7

Sec. No	Sec. Title	Standard Clause Ref. No.	No of Pages
		ISO 9001:2008	
08	Measurement, Analysis and Improvement <ul style="list-style-type: none"> - General - Monitoring & Measurement <ul style="list-style-type: none"> - Customer Satisfaction - Internal Audit - Monitoring & Measurement of Processes - Monitoring & Measurement of Products - Control of Non-conformances - Analysis of Data - Improvement <ul style="list-style-type: none"> - Continual Improvement - Corrective Action - Preventive Action 	8 8.1 8.2 8.2.1 8.2.2 8.2.3 8.2.4 8.3 8.4 8.5 8.5.1 8.5.2 8.5.3	04
9	Process Mapping	-	01
10	Organization Chart (<i>Extract</i>)	-	01

- @ The Requirements of Quality Management System for this activity are not applicable in the Organization. (*For justification, refer details in **Section 1.2 – Exclusions***)
- + May not be part of “Uncontrolled Copy” of this Manual which is meant for distribution to External Agencies.

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 00	Eff. Date:
Rev. No: 00	Sec. Title: INTRODUCTION	Page 5 of 7

0.2 FOREWORD

This Quality Manual describes the Quality Management System – Requirements adopted by NCAP. The Manual lists down the Procedures and measures stipulated for ensuring the Quality of services provided by NCAP.

The Quality Management System has been formulated on the basis of ISO 9001:2008. This Section titled "Introduction" explains the Structure, Issue and Updation procedure of the Quality Manual. The Manual and the information incorporated herein are the property of NCAP. It must not be reproduced in whole or in part or otherwise disclosed without prior consent in writing from NCAP.

0.3 STRUCTURE OF THE MANUAL

This Quality Manual is structured as shown in the content pages of the Manual. Different sections are arranged sequentially as per clause number of ISO 9001: 2008. The main clause number of ISO 9001: 2008 have also been indicated along with title of each Section. For all Sections, relevant sub-clause numbers under the main clause of ISO 9001:2008 have been indicated in the text there under. Quality Manual pages are numbered serially with page number indication. First page of each Section of Master Copy of the manual bear signature(s) of Preparing, Approving Authority & Issuing Authority in Original. The current revision number of each section and edition number of manual is also indicated. Revision no. "00" has been given to first issue of the Section. This manual is available in English Language only.

0.4 MANUAL ISSUE PROCEDURE

The **Management Representative** is authorized by Director to carry out the activities of preparing, issuing, maintaining and updating of this Quality Manual.

The distribution of the Manual and the amendment(s) are controlled by Management Representative.

The Controlled Copy bears name of the approving, preparing and issuing authority and Water Mark of "CONTROLLED and APPROVED" on each page.

Management Representative issues additional copies of the Manual, required by external agencies, if any, and such copies of the Manual issued bears Water Mark of "**UNCONTROLLED COPY**". These uncontrolled copies do not come under the purview of document amendment procedure and are not used within the division.

0.5 MANUAL REVISION, UPDATION AND AMENDMENT PROCEDURE

The Quality Manual is reviewed periodically by the Management Representative in consultation with the related sections. No revision is implemented, unless it has been approved by competent authority and formally issued.

Each revision is introduced formally by the Management Representative as per "Document

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 00	Eff. Date:
Rev. No: 00	Sec. Title: INTRODUCTION	Page 6 of 7

Control Procedure (SYS-P-01)".

When revisions take place, the revisions are indicated by the revision number in each of the revised sections and recorded in the Amendment Sheet of Quality Manual. If there are more than 20 amendments in the manual, the complete manual is to be revised to next edition number.

The Management Representative if required, retains soft copy of the earlier version of the Section(s) / Page(s) duly Water Marked as "**OBSOLETE COPY**" for reference.

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QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 00	Eff. Date:
Rev. No: 00	Sec. Title: INTRODUCTION	Page 7 of 7

0.6 NCAP PROFILE

The National Centre for Agricultural Economics and Policy Research (NCAP), is a premier agricultural economics research institution in India. The Indian Council of Agricultural Research (ICAR) established NCAP in 1991 with a view to strengthen agricultural economics research through integration of economics input in planning, designing, and evaluation of agricultural research programs and enhancing the competence in agricultural policy analysis within the National Agricultural Research System. NCAP undertakes and sponsors research in agricultural economics and policy analysis in technology policy, sustainable agriculture, market and trade, institutional change and growth and modeling in agriculture. NCAP has 18 research scientists including the Director. Dr. Ramesh Chand, is the Director of NCAP. A Management Committee consisting of senior research administrators and other stakeholders representative including the farmers, advise NCAP on research administration relations to Agricultural Economics and Policy Planning in Indian Perspective. A number of other internal committees also facilitate the decentralized management of the activities of NCAP..

0.7 DISTRIBUTION LIST

Copies of controlled Quality System Manual are made available only to the following officers:

S. No.	COPY HOLDERS	COPY No.
1.	Director	1
2.	Management Representative	MASTER

	NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH	
	QUALITY MANAGEMENT SYSTEM MANUAL	
Doc. No: NCAP-QM-01	Sec. No: 01	Eff. Date:
Sec Title: SCOPE (Clause 1)	Rev. No: 00	Page 1 of 1
PREPARED BY MR	APPROVED BY Director	ISSUED BY MR

1.0 SCOPE

1.1 General

NCAP has adopted Quality Management Systems based on ISO 9001:2008 which specifies the requirements for a Quality Management System in order to:

- Demonstrate its ability to consistently provide service(s) that meet(s) customers' and for meeting applicable statutory and regulatory requirements,
- Enhance customer satisfaction through the effective compliance of the system, including the processes for continual improvement of the system and the assurance of conformity to customer and meeting applicable statutory & regulatory requirements

The Scope for Quality Management System Related to ISO 9001:2008 is

“Research and development activities in agricultural economics as well as policy analysis in technology policy, sustainable agriculture, market and trade, institutional change & growth & modeling in agriculture along with disseminate knowledge and capacity building”

1.2 Application

Quality Management Systems laid down in International Standard ISO 9001:2008 as applicable to NCAP, except the following **exclusions** from Clause 7 of ISO 9001:2008 standard which are given below:

Exclusions

- Clause 7.3 – Design and Development: NCAP does not design any services. The services which are being offered by the organization are either as per the requirements and specification provided by the customers or as per the guidelines specified by the regulatory authority.
- Clause 7.5.2 – Validation of Special Processes: The NCAP does not have any such activities where the outputs cannot be checked / verified for its conformity. Hence, this clause is not applicable to the activities of NCAP.
- Clause 7.5.4 – Customer Property: There is no Customer property received, stored in NCAP hence this clause is not applicable to the activities of NCAP.
- Clause 7.6 – Control of Monitoring and Measurement Equipment: NCAP does not use any monitoring and measurement equipment to provide evidence of conformity of output to determined requirements.

NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 02	Eff. Date:
Sec Title: REFERENCE (Clause 2)	Rev. No: 00	Page 1 of 1
PREPARED BY MR	APPROVED BY Director	ISSUED BY MR

2.0 REFERENCES

The List of References, which include Standards, Manuals, Procedures and applicable product / services Regulatory Requirements used in developing and implementing the systems is given below :

Standards:

ISO 9000:2005	Quality Management Systems – Fundamentals & Vocabularies
ISO 9001:2008	Quality Management Systems – Requirements
ISO 9004:2009	Managing for the sustained success of an organization- A Quality Management Approach

Regulatory Requirements (For the services provided by the MoU Division)

Statutory and legal requirements are limited to RTI Act.

List of Procedures / Process Documents

Sr. No.	Title of Procedure	Document Number
1.	Policy Research	NCAP-P-01
2.	Capacity Building	NCAP-P-02
3.	Library Management	NCAP-P-03
4.	Agricultural Knowledge Management Unit	NCAP-P-04
5.	Purchase and Store Management	NCAP-P-05
6.	Customer Feedback	NCAP-P-06
7.	Control of Documents	SYS-P-01
8.	Control of Records	SYS-P-02
9.	Internal Audit	SYS-P-03
10.	Control of Non Conforming Product	SYS-P-04
11.	Corrective Action	SYS-P-05
12.	Preventive Action	SYS-P-06
13.	Management Review	SYS-P-07

	NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
	QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01		Sec. No: 03	Eff. Date:
Rev. No: 00	Sec. Title: TERMS, DEFINITIONS & ABBREVIATIONS		Page 1 of 2
PREPARED BY MR		APPROVED BY Director	ISSUED BY MR

3.0 TERMS, DEFINITIONS & ABBREVIATIONS

In this Quality Management System Manual and related procedures / instructions, following terms / definitions and abbreviations have been used :

3.1 Terms:

Company/Organization	:	National Centre For Agricultural Economics And Policy Research
Supplier	:	The consultants/ agencies/ suppliers providing materials and / or services to NCAP, including outsource agencies
Customer	:	The Customer / end user to whom services are provided by NCAP.

3.2 Definitions:

3.2.1 Product/Service:

Product is defined as "results of a process".

3.2.2 Process:

Process is defined as "an activity or set of inter-related or interacting activities, which transforms inputs into outputs".

3.2.3 Quality:

Degree to which a set of inherent characteristics fulfils customer expectation and needs (*requirements*).

3.2.4 Customer Satisfaction:

Customer's perception of the degree to which the customer's requirements have been fulfilled

3.2.5 Quality Management System:

Management systems to direct and control on organization with regard to quality.

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 03	Eff. Date:
Rev. No: 00	Sec. Title: TERMS, DEFINITIONS & ABBREVIATIONS	Page 2 of 2

3.2.6 Quality Objective:

Something sought, or aimed for, related to quality.

3.2.7 Quality Control:

Part of quality management focused on fulfilling quality requirements.

3.2.8 Quality Assurance:

Part of quality management focused on providing confidence that quality requirements will be fulfilled.

3.2.9 Quality Improvement:

Part of QMS management focused on increasing the ability to fulfill requirements.

3.2.10 Continual Improvement:

Process of enhancing Quality Management System to achieve improvements in overall product, in line with organization's Quality Policy

3.2.11 Effectiveness:

Extent to which planned activities are realized and planned results achieved.

3.2.12 Efficiency:

Relationship between the result achieved and the resources used.

3.2.13 Abbreviations:

QMS	Quality Management System	NCAP	National Centre For Agricultural Economics And Policy Research
QM	Quality Manual		

Note: The abbreviations which are used in the procedures are detailed in the respective Procedures.

			NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
			QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01		Sec. No: 04		Eff. Date:	
Sec Title: QUALITY MANAGEMENT SYSTEM (CI.4)		Rev. No: 00		Page 1 of 3	
PREPARED BY MR		APPROVED BY Director		ISSUED BY MR	

4.0 Management Systems

4.1 General Requirements

NCAP has established, documented and implemented Quality Management Systems. The NCAP maintains and continually improves the effectiveness of QMS in accordance with the requirements of ISO 9001:2008. NCAP has, therefore,

- determined the processes, required for the Quality Management Systems, through a gap analysis, including the outsourced processes, if any; that affect conformity with requirements and implemented these processes throughout the NCAP, except for the exclusion as mentioned at Chapter 01 (*Refer 1.2*). NCAP has also identified the controls over their processes in order to ensure product/ service and statutory & regulatory requirements conformity.
- determined the sequence and interaction of these processes which is shown in Process Flow Diagram(s) enclosed as Section 9 of this manual.
- determined the criteria and the methods needed to ensure that both the operation and control of these processes are effective. This has been done while planning for the processes. (*Refer Section 7.1*).
- ensured the availability of resources and information necessary to support the operation and monitoring of these processes (*Refer Section 6 & 7.1*). These have been determined and verified at the time of planning the processes.
- decided to monitor, measure (where applicable) and analyze the above identified processes through Management Review meetings, Periodic Audits (Internal/External), Work Instruction (*Refer Section 8*), and
- implemented actions necessary to achieve the planned results and deciding, thereon, the continual improvement of these processes.

These processes are managed by the organisation in accordance with the requirements of ISO 9001:2008.

4.2 Documentation Requirements

4.2.1 General

The Quality Management System documentation of the NCAP includes:

- Documented statement of Quality Policy and Quality Objectives, (*Refer Section 5.3 & 5.4.1 of this Manual*)

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:04	Eff. Date:
Rev. No: 00	Sec. Title: QUALITY MANAGEMENT SYSTEM (CI.4)	Page 2 of 3

- b) Quality Manual,
- c) Documented procedures and records wherever required by ISO 9001:2008 and where the absence of these procedures/records can affect the conformity to the requirements of product/service and / or compliance with NCAP's Quality Policy and Quality Objectives. *(Refer Chapter 5.4.2)*
- d) Applicable documents determined by the NCAP to ensure the effective planning, operation and control of its processes

The NCAP has developed "**Documentation Structure**" as given below:

Level 1	-	Quality Manual
Level 2	-	Procedures (System, NCAP)
Level 3	-	Work Instructions
Level 4	-	Formats

Wherever, the Standard has required the "**Documented Procedures**", the same have been established, documented, implemented and maintained. While planning for the processes, apart from these procedures, Instructions by NCAP have also been determined based on the type of the activity, complexity of the processes and the existing competence of personnel.

The above documents used in the NCAP are in hard copies. However, soft copy is available in the computer, for the ease of editing, printing and as backup.

4.2.2 Quality Manual

The NCAP has established and maintained a Quality Manual that includes the applicable **Scope** of the Quality Management Systems *(Refer Section 1.1)*, including details of and justification for any **Exclusions** *(Refer Section 1.2)*. Wherever the procedures have been established, the same have been referenced in the relevant Sections. Wherever no procedures are required, the required methodologies as adopted and implemented to meet the requirement of the standard have been explained in the Manual itself. The interactions between the processes of the QMS have also been described in the Manual by including the "Process Mapping" of the services provided by the NCAP. *(Refer – Section 9)*

4.2.3 Control of Documents

Documents required by QMS (refer documentation structure under 4.2.1) are controlled. The NCAP has established a "**Documented Procedure**" which defines the controls needed to effectively implement QMS.

The controls defined in the procedure include the methods:

- a) To approve documents for adequacy prior to issue, from designated approving authorities,

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:04	Eff. Date:
Rev. No: 00	Sec. Title: QUALITY MANAGEMENT SYSTEM (CI.4)	Page 3 of 3

- b) To review and update, are revised with due approval from approving authorities,
- c) To ensure that changes and the current revision status of documents are identified through establishing distribution and maintaining revision / issue number,
- d) To ensure that relevant versions of applicable documents are available at the points of use,
- e) To ensure that documents, while distributing and use, remain legible and are readily identifiable by their document numbers, revision status and titles,
- f) To ensure that documents of external origin, as necessary, like documents from Regulatory authorities, international / other national standards, gazette notifications etc. are determined and identified list are updated periodically and their distribution controlled, and
- g) To prevent the unintended use of obsolete documents by withdrawing the same and substituting with revised version, and to apply suitable identification, if they are retained for any legal / reference purposes.

Procedure No: SYS-P-01 Control of Documents

4.2.4 Control of Records

While planning for the processes (*Refer Section No. 7.1*), the NCAP has determined, established and maintained applicable "Quality Records" which provide evidence of conformity to requirements and of the effective operation of the Quality Management Systems. These records serve the objective evidence and are part of the Quality Management System.

The NCAP has established a "**Documented Procedure**" which defines the controls needed for identification, storage & protection, retrieval, retention time, and disposition of records. The retention period of the records are decided based on Govt. / Legislative requirements. In case no such requirements are there, the same is decided based on NCAP's own requirements.

Records are maintained in such a manner that these remain legible, readily identifiable and retrievable.

Procedure No: SYS-P-02 Control of Records

NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 05	Eff. Date:
Sec Title: MANAGEMENT RESPONSIBILITY (CI.5)	Rev. No: 00	Page 1 of 5
PREPARED BY MR	APPROVED BY Director	ISSUED BY MR

5.1 Management commitment

The Top management of the NCAP is committed to the development and implementation of the Quality Management System and continually improve its effectiveness by

- Communicating to all employees of the organization, the importance of meeting customer as well as statutory and regulatory requirements through regular training programs, display of documents and departmental meetings,
- establishing the Quality Policy,
- ensuring that Quality objectives are established,
- conducting regular management reviews and
- Ensuring the availability of resources for improvements when required.

5.2 Customer focus

The Management of the NCAP ensures that customer requirements, Statutory and Regulatory requirements are determined while developing Procedures and are fulfilled with the aim of enhancing customer satisfaction. While reviewing the requirements, the implied needs and expectation of the customers are also identified. The same are conveyed to the respective functions for ensuring that these are met. As a part of Management Review, focus is made for communicating related requirements to all Functions for percolating them down the line in their departments and ensuring their conformance.

5.3 Quality Policy

The management of NCAP has defined the quality policy as given below.

The policy of the organization is displayed at all strategic locations within the organization, so that all employees are in a position to read and understand it. The statement of the Quality Policy is mentioned below:

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:05	Eff. Date:
Rev. No: 00	Sec. Title: MANAGEMENT RESPONSIBILITY (CI.5)	Page 2 of 5

QUALITY POLICY

NCAP is committed to strengthen agricultural economics research for providing economically viable, socially acceptable and environmentally sustainable policy options for science-led agricultural growth with the aim of conducting research on economic and policy aspects of agriculture and provide policy inputs to stakeholders and capacity development in agricultural economics and policy research.

Towards this, we shall,

- Continue to align our actions with the organizational values,
- Implement a Quality Management System to international standards,
- Continually improve our performance by periodical review of quality objectives and RFD documents.

Date:

DIRECTOR

Place:

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:05	Eff. Date:
Rev. No: 00	Sec. Title: MANAGEMENT RESPONSIBILITY (CI.5)	Page 3 of 5

5.4 Planning

5.4.1 Quality Objectives

Top management of NCAP ensures that Quality Objectives, including those needed to meet requirements for Services [Refer Section 7.1 (a)] are established at relevant functions and levels within the organization. Based on the management priorities, financial and technological options the objectives and targets are finalized. The action plans / quality management programs are prepared for the finalized quality objectives. The objectives for NCAP are identified in the Result Framework Document which is monitored at periodic intervals. These are compiled by the Management Representative and discussed in the management review meetings. The progresses of these objectives are also reviewed in Management Review Meetings.

Reference: Result Framework Document

5.4.2 Quality Management System Planning

The Management of the NCAP ensures that

- a) The planning of the Quality Management Systems is carried out in order to meet the requirements given in Section 4.1, as well as to meet Quality Objectives. While planning for the services, the relevant functions determine the requirements of respective documentation which is in line with the requirements given in section 4.1 of this manual. A Process Mapping diagram along with identified procedures is enclosed in Section 09 of Quality Manual.
- b) The integrity of the Quality Management Systems is maintained when changes are planned and implemented. As and when any change in any documentation is envisaged, the other concerned documents are also modified as per procedure for Document Control. (Refer Item 4.2.3 of this manual)

5.5 Responsibility, Authority and Communication

5.5.1 Responsibility and Authority

The Indian Council of Agricultural Research has defined the responsibilities and authorities of the Director and Head of Departments within the Quality Management System and communicated the same within the NRCE.

The responsibility and authority of different key personnel in relation to Quality Management Systems are demarcated keeping in view the main activity of each section. In addition, they are also responsible for:

- identifying Quality related problems encountered in their area of activity,
- initiating action to prevent the occurrence of any nonconformity related to Quality,
- initiating, recommending or providing solutions through designated channels,
- verifying the effectiveness of solutions implemented, and

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:05	Eff. Date:
Rev. No: 00	Sec. Title: MANAGEMENT RESPONSIBILITY (CI.5)	Page 4 of 5

- control of nonconforming products / activities in their area

Specific responsibilities of the key functions are assigned by Director and the same are handed over to concerned person. Quality Manual also includes an Organization Chart (*extract*) for key functions.

The organization chart (*extract*) of the NCAP is given in section 10 of this manual.

Reference: Powers* delegated to the Directors of Research Institutes Laboratories and other field officers declared as Heads of Departments vide ICAR.

5.5.2 Management Representative

The Director has appointed Admin Officer (NCAP) as **Management Representative**, who, irrespective of other responsibilities, has the responsibility and authority that includes:

- a) Ensuring that processes needed for the Quality Management System are established, implemented and maintained;
- b) Reporting to top management on the performance of the Quality Management System and any need for improvement;
- c) Ensuring the promotion of awareness of customer requirements throughout the division by holding awareness programmes, conducting meetings or displaying these requirements at appropriate locations.

MR is also responsible for liaison with external agencies on matters related to Quality Management System.

5.5.3 Internal communication

All section of NCAP has identified the necessary communications to be sent to other departments, Top Management, Statutory/Regulatory Bodies and Customers. These communications are communicated through various means such as Office Orders/Memo, e-mail, Circulars, Hard Copies, Division bulletin and Website. All communications emerging from the respective departments are mentioned in their processes under 5.3 Process Output.

5.6 Management review

5.6.1 General

Director periodically reviews the NCAP Quality Management System to ensure its continuing suitability, adequacy and effectiveness. The Quality Management System of the NCAP is reviewed at planned intervals (at least once in a financial year) in the Management Review meeting which comprises of Director, all Section Head and the Management Representative.

The review includes assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives. Records of management reviews including the minutes of Management Review Committee meeting are maintained by Management Representative.

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:05	Eff. Date:
Rev. No: 00	Sec. Title: MANAGEMENT RESPONSIBILITY (Cl.5)	Page 5 of 5

5.6.2 Review input

The inputs for Management Review Committee meeting in the form of Agenda, includes information for the period under review on all elements of ISO 9001:2008. However, more focus is laid down on the following activities:

- Follow-up actions from previous management reviews,
- Results of audits including the trends of non-conformities;
- Customer feedback, (Customer Satisfaction / Dissatisfaction & Complaints)
- Process performance and product conformity,
- Status of corrective and preventive actions,
- Changes that may affect the quality management system, and
- Recommendations for improvement especially for product/process characteristics.

5.6.3 Review output

The minutes of the management review meeting are recorded and maintained for a specified period. The output from the management review in the form of Minutes of Management Review Committee Meeting and action plans include any decisions and actions related to:

- Improvement of the effectiveness of the Integrated Management System and its processes,
- Improvement of services related to customer requirements, and
- Resources needs for further improvements in the system.

Procedure No: SYS-P-07 Management Review

NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 06	Eff. Date:
Sec Title: RESOURCE MANAGEMENT (Cl. 6)	Rev. No: 00	Page 1 of 2
PREPARED BY MR	APPROVED BY Director	ISSUED BY MR

6.1 Provision of Resources

NCAP determines and provides the resources like competent personnel, proper working environment and adequate infrastructure needed to implement and maintain Quality Management Systems as per ISO 9001:2008 and continually improve their effectiveness. Equipment and instruments needed for work and verification for these systems are identified, procured and Procedures are laid down to ensure that the same are in a fit condition for carrying out work and verification activities.

Concerned Heads identify the resources required for implementing, performing and verification activities related to the NCAP's Quality Management System. These are further examined, reviewed and provided as and when required, to enhance customer satisfaction and improving work conditions for meeting relevant requirements. These resources are identified at the time of planning for service realization and periodically reviewed (*Refer Chapter No. 7.1*). Necessary identified resources are planned and provided to meet and improve upon the customer / legislative requirements.

6.2 Human Resources

6.2.1 General

NCAP has identified the competence level required for the personnel having direct and indirect responsibilities and carrying out the activities in different areas of the departments. The competence for various functions have been determined on the basis of requirements related to appropriate education, training, skills and experience for the specific jobs. Hence the personnel performing such work which affects service quality are assigned the tasks on the basis of defined competence. The job descriptions are also used for identifying the training needs of the personnel to make them competent to do their activities.

6.2.2 Competence, Training and Awareness

NCAP ensures selection of competent persons at different level. Newly recruited persons are given on the job training before assigning independent duties.

The controls exercised for making the personnel competent are:

- To determine the required minimum competence for the personnel performing work affecting conformity to service quality in terms of criticality of the process through defined Competence,
- To provide structured / unstructured training (i.e. on job / Induction training / coaching under the supervision of their seniors) to the employees whose competence observed is not to the mark to satisfy and meet their training needs;

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:06	Eff. Date:
Rev. No: 00	Sec. Title: RESOURCE MANAGEMENT	Page 2 of 2

- c) To evaluate, after a defined period, the effectiveness of the structured / unstructured training provided to know the progress in their achievements,
- d) To ensure that the NCAP personnel are fully aware of the relevance and the importance of their activities including their involvement and contribution to the achievement for the identified Quality objectives, and
- e) To maintain the records of education, training, skills and experience of all personnel as Records.

6.3 Infrastructure

NCAP identifies and determines the required infrastructure at the time of Planning for Service Realization (*Refer Section No. 7.1*). The infrastructure considered during planning includes:

- a) adequate buildings for providing services, for equipment and records storage.
- b) adequate workspace for working and better house keeping, document processing and storage.
- c) required associated utilities like air conditioning, lighting
- d) required service equipment (both hardware and software) which can meet for converting the inputs into required outputs at relevant stages of processing and can meet the customer requirements,
- e) supporting services, such as transport for movement within the division; required means of communication (*like Telephones, e-mail, Tele-fax, mobile, etc*) and Information systems based on the risks (like Internets, Computerized Data Bases, their Backups, Disc Crash, their annual maintenance etc.)

NCAP reviews the infrastructure every year. As per the identified requirements, the NCAP provides the infrastructure needed to achieve conformity to product requirements.

6.4 Work Environment

NCAP determines and manages the required work environment needed to achieve conformity to service requirements. At the time of planning for Service Realization (*Refer Section No. 7.1*), the requirements of Work Environment are considered & examined and wherever required, reviewed for their up-gradation. The following applicable work environment factors are considered at the time of planning:

- Temperature, humidity, lighting, as appropriate to the nature of the work being performed;
- Human factors such as ergonomics (*space required for effective working*)

The work conditions and environment are always improved for meeting the service requirements. These requirements are met by providing the adequate facilities and conducting regular maintenance for their upkeep

NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 07	Eff. Date:
Sec Title: PRODUCT REALIZATION (CI.7)	Rev. No: 00	Page 1 of 4
PREPARED BY MR	APPROVED BY Director	ISSUED BY MR

7.1 Planning of Product Realization

NCAP uses multi-disciplinary approach for Planning for the service realization. While Planning for service realization, it is ensured that the requirements of the other processes of the Quality Management System (see 4.1) are consistent with the anticipated requirements. Quality Process Planning is carried out while preparing the process documents.

The relevant Instructions, Circulars, Manuals etc for operation and verification are issued/made available to concerned personnel. Necessary Quality Procedures are prepared and records are developed. These documents also identify such characteristics / indicators for services which need to be constantly monitored to meet the specified requirements. If required, arrangements for providing necessary training are also made.

All applicable requirements are communicated to the concerned for ensuring its implementation during the processing of documents at various stages. Statutory and Regulatory requirements are also given due consideration during the development and preparation of relevant Process Control Documents. The resources, infra-structure (both Hardware and Software), work environment and competency of required personnel are determined.

Following are considered, as appropriate, at the time of development, updating / modification for improvement in the existing processes:

- identified quality objectives and requirements for the service;
- the need to establish processes, documents, and provide resources specific to meet the requirements of the service;
- required verification, validation, monitoring, measurement, inspection and test activities specific to the services provided at relevant stages of processes and the criteria for the service acceptance;
- Records needed to provide objective evidence that the realization processes and resulting service fulfill requirements.

Wherever the processes need to be upgraded for improvements, decisions are taken during regular review meetings for the same.

The output of this planning in the form Quality System Procedures, Work Instructions, Defined responsibilities, resource identification are made and provided at the relevant stages of processing for implementation.

References:

Policy Research

Capacity Building

Library Management

Agricultural Knowledge Management Unit

NCAP-P-01

NCAP-P-02

NCAP-P-03

NCAP-P-04

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QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:07	Eff. Date:
Rev. No: 00	Sec. Title: PRODUCT REALIZATION	Page 2 of 4

7.2 Customer Related Processes

7.2.1 Determination of Requirements Related to service

NCAP, determines

- requirements specified by the customer, including the requirements for post service activities,
- requirements not stated by the customer but necessary for the fulfillment of intended use,
- statutory and regulatory requirements related to the service (if any), and
- Implied needs and expectation or additional requirements considered necessary and required by customer.

7.2.2 Review of Requirements Related to service

NCAP reviews the requirements related to the service. This review is conducted against the Standard Guidelines / Instructions / Norms prior to the commitment to provide services to the customer and ensures that :

- Service requirements are clearly defined.
- NCAP has the ability to meet the defined requirements.

As and when any amendment to service requirements is received, NCAP ensures that the same is reviewed for its ability to comply and the relevant documents are amended accordingly. These modified documents are conveyed to relevant functions for making them aware of the changed requirements for immediate compliance.

7.2.3 Customer Communication

NCAP has determined and assigned responsibilities for implementing effective arrangements for communicating with customers in relation to:

- Information on services.
- Enquiries, including amendments, and
- Customer feedback, including resolving customer complaints. Such feed backs are reviewed and analyzed for root cause of the problems. The decisions are taken for corrective and preventive actions including further improvements in the services / processes.

Reference: *Customer Feedback*

NCAP-P-06

7.3 Design and Development

This element of ISO 9001:2008 is not applicable in any of activities of the Organization. (Refer Section 1.2 – Exclusion).

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:07	Eff. Date:
Rev. No: 00	Sec. Title: PRODUCT REALIZATION	Page 3 of 4

7.4 Purchasing

7.4.1 Purchasing process

The NCAP has implemented a system for the control and development of suppliers to ensure that the purchases conform to the specified requirements, at reasonable cost and in time.

Prospective suppliers are selected and approved. Approved suppliers are listed for placement of orders. Required items are purchased from approved suppliers to ensure their conformance to specified requirements. The organization has implemented a documented process for Purchase.

7.4.2 Purchasing information

Purchasing documents contain data clearly describing the complete details of the item ordered or job to be carried out. Purchasing documents are reviewed and approved prior to issue, for their adequacy of requirements. The company has implemented a documented procedure for Purchasing.

7.4.3 Verification of Purchased Product

Purchased items are verified during the receiving of material and before issue to the user department. The sole responsibility of verifying the suitability or otherwise of the purchased product and or service lies with the indenting department heads or in some cases the indenting individual. Final payment is always made only after a verification and acceptance by department head or individual.

In case of services purchased the indenting departmental head or individual is responsible for producing report periodically for payments of milestone based or periodical payments.

Reference: Purchase and Store Management

NACP-P-05

7.5 Production and service provision

7.5.1 Control of Production and Service Provision

NCAP plans and carries out service under controlled conditions. The applicable controls are identified and the same are provided at the relevant stages of working.

This may include:

- the availability of information through Instruction manuals, Work Instructions / Operating Instruction, Circulars, Methods and Sources which describes the characteristics of the service,
- the availability of reference records/Guidelines at the place of use,
- the use of suitable equipment which are adequate for the relevant processing
- the availability and use of appropriate software for monitoring and measuring the identified characteristics,
- the implementation of monitoring and measurement at defined intervals, and
- the implementation of release, delivery criteria and post delivery activities.

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:07	Eff. Date:
Rev. No: 00	Sec. Title: PRODUCT REALIZATION	Page 4 of 4

References:

<i>Policy Research</i>	<i>NCAP-P-01</i>
<i>Capacity Building</i>	<i>NCAP-P-02</i>
<i>Library Management</i>	<i>NCAP-P-03</i>
<i>Agricultural Knowledge Management Unit</i>	<i>NCAP-P-04</i>

7.5.2 Validation of Processes for Production and Service Provision

This element of ISO 9001:2008 is not applicable to the activities of the Organization. (Refer Section 1.2 – Exclusion).

7.5.3 Identification and Traceability

A project number uniquely identifies each project. The corresponding project files of the project are maintained by the Project Investigator and the PME department separately. The documents prepared in NCAP are provided with unique identification. Only conforming documents are approved and issued for use.

7.5.4 Customer Property

This element of ISO 9001:2008 is not applicable to the activities of NCAP. (Refer Section 1.2)

7.5.5 Preservation of Product

- Documents prepared (hard / soft copies) are appropriately preserved and protected.
- The preservation / protection include the following as appropriate
 - Providing unique identification
 - Storage at safe location
 - Proper handling
 - Providing safeguard from damaged, loss, theft etc.

Reference: *Purchase and Store Management* *NACP-P-05*

7.6 Control of Monitoring and Measuring Equipment

NCAP is not using any equipment for monitoring and measurement hence this clause is excluded for the requirements of Quality Management System. (Refer Section 1.2 – Exclusion).

NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No: 08	Eff. Date:
MEASUREMENT, ANALYSIS & IMPROVEMENT(CI.8)	Rev. No: 00	Page 1 of 4
PREPARED BY MR	APPROVED BY Director	ISSUED BY MR

8.1 General

NCAP has planned and implemented the monitoring, measurement, analysis and improvement of processes for demonstrating conformity of the services; ensuring conformity of the Quality management system, and continually improves the effectiveness of the Quality management system. Statistical techniques are used only for the purpose of preparing Trend Graph wherever applicable to demonstrate the effectiveness of Quality Management System.

8.2 Monitoring & Measurement

8.2.1 Customer Satisfaction

All the In-house and externally funded projects are periodically reviewed and assessed by Research Advisory Committee (RAC), once in six months, separately for effective stake holder need address.

At the end of the project, a detailed project report is sent to the concerned stakeholder or published at website/journal/institute publication. In some cases the draft project report is first sent and subsequently the final report is sent to the party after incorporating necessary inputs, if any, from the stake holder.

The Heads of Department or Project Investigator ensure to organize getting feedback from stakeholder on performance effectiveness of NCAP with respect to each project handled, either during execution of the project (mid course) or definitely at time of discussing the draft results with the stakeholder. The customer feedback form adopted by NCAP is generally followed to seek the feedback. The feedbacks received are appropriately evaluated for further improvement in QMS practice.

Refer: *Customer Feedback*

NCAP-P-05

8.2.2 Internal Audit

NCAP has established a “**Documented Procedure**” to ensure that all planned arrangements as given at Section 7.1, requirements of ISO 9001 and quality management system requirements as established by NCAP, which have an influence on service quality, are subjected to internal quality audits at a pre-determined schedule to verify the compliance with all aspects of Quality Management Requirements. The procedure defines the responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records.

The internal quality audits are planned and coordinated to ensure that entire quality system is audited at a specified frequency. The procedure defines to establish the audit criteria, scope, frequency and methods of auditing. The auditors are selected in a manner to ensure objectivity and impartiality in the audit process. A schedule for audits, based on the status and importance of the process and results of earlier non-conformances observed, is prepared and responsibility assigned to the personnel for conducting the audits. It is ensured that Auditors do not audit their own work activities. The auditors, during the audit, also verify the results of earlier non-conformances. The audit reports are documented. The reports of the audits form the basis of taking suitable corrections

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:08	Eff. Date:
Rev. No: 00	Sec. Title: MEASUREMENT, ANALYSIS & IMPROVEMENT	Page 2 of 4

and corrective actions by concerned Section Head. The Section Head take the required corrections and corrective action without any undue delay. Other non-conformances are prioritized and accordingly actions are started to avoid their recurrence of the same.

Follow-up activities include the verification of the corrective actions taken either by actual verification at site or by verifying the related documentation, depending upon the criticality of the non-conformances. The results of the action taken are reviewed and discussed in Management Review Meeting.

Reference: *Procedure of Internal Audit* *SYS-P-03*

8.2.3 Monitoring and Measurement of Processes

NCAP has defined the parameters for the different processes for the satisfaction of the requirements. All processes are suitably monitored by respective Section Head in order to ensure that the parameters meet requirements.

NCAP has developed systems and identified suitable methods for monitoring all such processes and the indicators have been defined and the same are mentioned in the relevant "**Process documents**".

These indicators are monitored and measured at the specified frequency as mentioned in the above documents to ensure that these processes achieve the planned results. When planned results are not achieved, the non-conforming outputs are corrected and the suitable corrective actions, as applicable as per guidelines are taken to ensure conformity of the services (*outputs*).

8.2.4 Monitoring and Measurement of Product/Service

NCAP has defined the characteristics for the different outputs achieved at appropriate stages of the process for meeting the requirements. All these characteristics are monitored and measured by defined personnel in respective Section in order to ensure that their output requirements meet Internal as well as external customer requirements.

These characteristics have been defined in the procedure documents as applicable to the relevant stages of process.

For all identified characteristics, the acceptance criteria for the evidence of conformity have also been defined.

NCAP ensures that all Quality requirements are planned & implemented and that their verification records are maintained to verify that at each stage of process, the characteristics conform to applicable methods.

8.3 Control of Non-conforming Services

NCAP has established a "**Documented Procedure**" to ensure that services, which do not conform to its specified requirements, are suitably identified and controlled to prevent their unintended use. The related responsibilities, authorities and manner for dealing with such nonconforming services have also been defined in the procedure.

This procedure also defines the controls for dealing with the nonconforming service by one or more

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:08	Eff. Date:
Rev. No: 00	Sec. Title: MEASUREMENT, ANALYSIS & IMPROVEMENT	Page 3 of 4

of the following ways:

- a) By prioritizing the non-conformance, analyzing them and taking immediate action, based on their criticality, for their elimination; and
- b) By authorizing its use, release or acceptance under concession by NCAP authorized personnel.
- c) Service delivery is reviewed each month by each Section Head and any service below satisfactory level is examined for initiating corrective & preventive action
- d) The written complaints are also a source of information on operational errors.
- e) All errors are corrected within the time frame and necessary corrections made and wherever it is not possible to correct the error it is approved by the competent authority. The data of all critical errors is used for planning corrective and preventive actions to prevent recurrence of similar errors.

The records indicating the nature of non-conformities, and the subsequent actions taken for reducing and eliminating them are maintained. The trends of nonconformance are periodically reviewed for further deciding continuous improvements in the product and process.

Reference: *Control of Nonconforming Services* *SYS-P-04*

8.4 Analysis of Data

NCAP determines, collects and analyses appropriate data to demonstrate the suitability and effectiveness of the QMS and evaluates for deciding the continual improvement of the Quality Management System. The data is collected at the specified periodicity and the designated executives provide the same to Management Representative. The data is compiled and trend graphs are made to indicate the comparison. This data is analyzed during the Management Review meetings to decide the further improvements.

During the Management Review Meetings, the data is analyzed as a minimum for focusing the information relating to :

- a) Customer satisfaction
- b) Conformance to service requirements,
- c) Characteristics and their trends in processes and of services
- d) Opportunities for preventive action, and

8.5 Improvement

8.5.1 Continual improvement

NCAP aims to utilize the analysis of process related data and continually enhances for making improvements for the effectiveness of the quality management systems.

Continual improvement Objectives are identified by making use of Quality Policy, Objective, feedback for improvements through audit results, analysis of data, corrective and preventive actions and the discussions held in management review.

Each Section Head reviews the progress made against the set Quality Objectives periodically and

QUALITY MANAGEMENT SYSTEM MANUAL		
Doc. No: NCAP-QM-01	Sec. No:08	Eff. Date:
Rev. No: 00	Sec. Title: MEASUREMENT, ANALYSIS & IMPROVEMENT	Page 4 of 4

decides for corrective action in case of any significant deviation.

The status of achievement against all set QMS Objectives is also reviewed in the Management Review Meetings.

Reference: *Procedure of Management Review* *SYS-P-07*

8.5.2 Corrective action

NCAP has established a “**Documented Procedure**” for taking actions to eliminate the cause of non-conformities in order to prevent their recurrence of significant problems by analysis of data.

Through this procedure, it is ensured that controls are exercised for :

- ❖ Reviewing the non-conformities (including customer complaints),
- ❖ Determining the causes of non-conformities by using problem solving techniques,
- ❖ Evaluating the need for action based on criticality of the activities to ensure that non-conformities do not recur,
- ❖ Determining, deciding the corrective action needed based on root cause analysis and implementing the same,
- ❖ Maintaining the records of the results from the action taken and
- ❖ reviewing the effectiveness of corrective action taken

Reference: *Procedure of Corrective Action* *SYS-P-05*

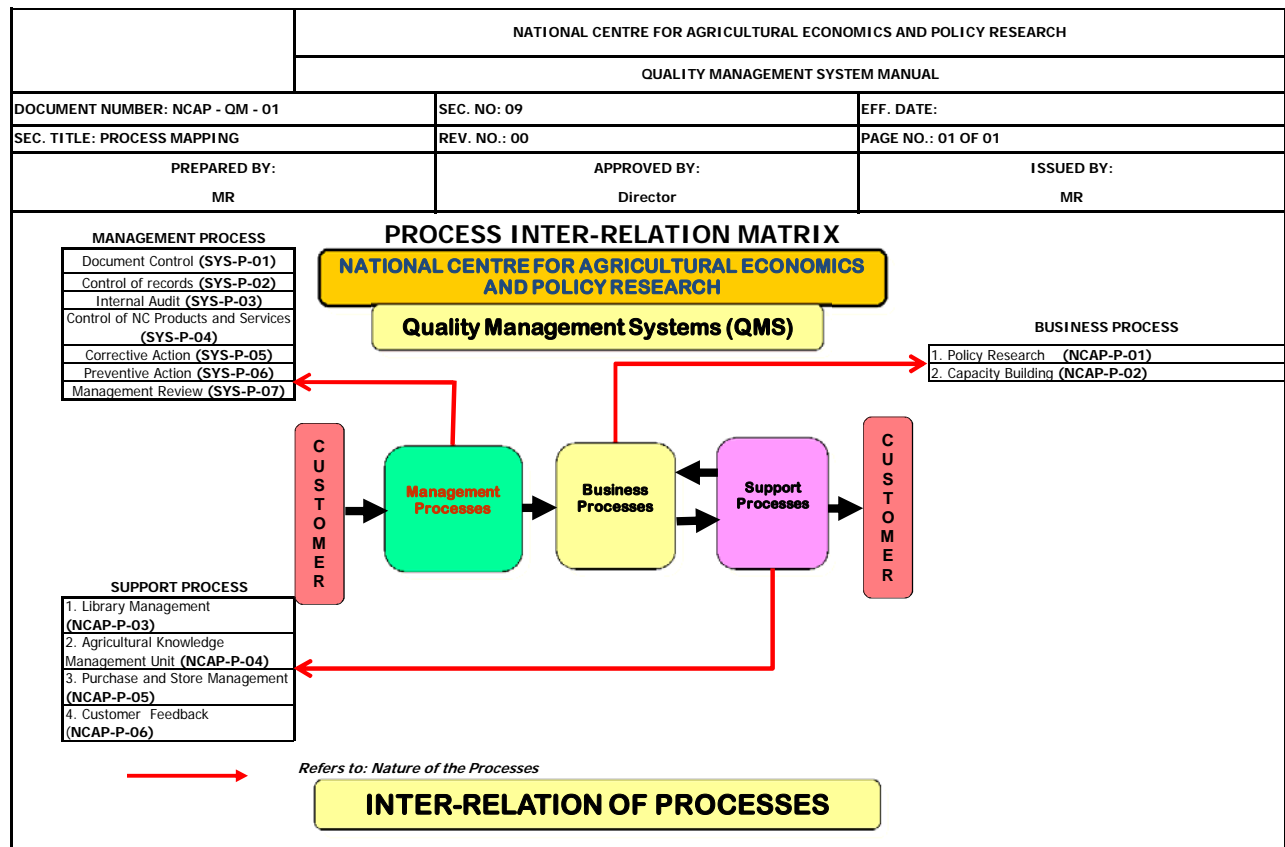
8.5.3 Preventive action

NCAP has established a “**Documented Procedure**” for determining actions for eliminating the causes of potential non-conformities in order to prevent their occurrence. The QMS Records are examined and based on their trends, potential non-conformances are identified. Appropriate Preventive Actions to the effects of the potential problems are decided.

Through this procedure, it is ensured that controls are exercised for :

- ❖ Determining potential service non-conformities and their causes,
- ❖ Evaluating the need for action based on potential problems in the activities to ensure that non-conformities may not occur,
- ❖ Determining the causes of non-conformities by using problem solving techniques,
- ❖ Evaluating the need for action based on criticality of the activities to ensure that non-conformities do not reoccur.
- ❖ Determining, deciding the preventive action needed based on root cause analysis and implementing the same,
- ❖ Maintaining the records of the results from the action taken and
- ❖ Reviewing the effectiveness of preventive actions taken.

Refer: *Procedure of Preventive Action* *SYS-P-06*



	NATIONAL CENTRE FOR AGRICULTURAL ECONOMICS AND POLICY RESEARCH		
	QUALITY MANAGEMENT SYSTEM MANUAL		
DOCUMENT NUMBER: NCAP - QM - 01	SEC. NO: 09	EFF. DATE:	
SEC. TITLE: ORGANIZATION CHART	REV. NO.: 00	PAGE NO.: 01 OF 01	
PREPARED BY: MR	APPROVED BY: Director	ISSUED BY: MR	

ORGANIZATION CHART