



QUALITY AND POLICY MANUAL



APPROVING AUTHORITY

Title	Name	Signature & Stamp	Date
Director General	Dr MULINDAHABI Charline		30/.../4/2022

The content of this procedure is controlled and shall not be copied. Any changes or amendments shall be kept in track changes until they are approved by the competent authority.

Revision 00

Issued date: 30/.../4/2022

Next revision: 30/.../4/2023

Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

Contents

Acronyms and abbreviations..... 4

1. Record of changes and distribution..... 5

 1.1. Record of changes 5

 1.2. Distribution..... 5

2. Definitions..... 5

 2.1. Introduction..... 5

 2.2. Vision..... 6

 2.3. Mission..... 6

 2.4. Values..... 6

 2.5. Organizational philosophy 7

 2.6 References..... 8

3. Policy and Objectives..... 9

4. Context of the Organisation 10

 4.1 Understanding of the Organisation and its context..... 10

 4.2. Understanding the needs and expectations of the interested parties 12

 4.3. Determination of RMI QMS scope..... 17

 5.4. Quality Management System and its Processes..... 17

5. Leadership 18

 5.1. Leadership and Commitment..... 18



Title	QUALITY AND POLICY MANUAL	Revision 00
5.1.1. General.....		18
5.1.2. Customer Focus.....		19
5.2. Policy		19
5.2.1. Development and Communication of the Quality Policy		19
5.2.2. Organizational Roles, Responsibilities and Authorities		20
6. Planning		21
6.1. Actions taken to address Risks and Opportunities.....		21
6.1.1 Quality objectives and planning to achieve them.....		21
6.1.2 Planning of changes.....		21
7. Support.....		22
7.1. General Resources.....		22
7.2. People.....		22
7.3. Infrastructure.....		23
7.4. Environment for the Operation of Processes		23
7.5. Monitoring and measuring resources.....		24
7.6. Organizational Knowledge		24
7.7. Competence.....		25
7.8. Awareness		26
7.9. Communication.....		26
7.10. Documented information		28
7.10.1. General.....		28



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

7.10.2. Creation, updating, control and storage of documented information	28
8. Operations	29
8.1. Operational Planning and Control.....	29
8.2. Requirements for products and services	29
8.3. Design and development of products and services	29
8.4. Control of Externally Provided Processes, Products and Services	29
9. Performance evaluation	31
9.1. General	31
9.2. Customer Satisfaction	33
9.3. Analysis and evaluation	33
9.4. Internal Audit	34
10. Improvement	36
10.1. General	36
10.2. Non-conformity and corrective action	36
10.3. Continual improvement.....	36
Annexes.....	37
Annex A: RMI Organizational structure.....	38
Annex B: RMI processes and their interactions (Interfaces)	39
Annex C: Processes analysis and risk mitigation.....	40



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

Acronyms and abbreviations

IFMIS: Integrated financial management information system

MIFOTRA: Ministry of Public Service and Labour

MINALOC: Ministry of Local Government

OGA: Organization gap analysis

PCD: Professional capacity building

QMS: Quality management system

RALGA: Rwanda Association of Local Government Authority

RMI: Rwanda Management Institute

RS: Rwanda Standard

SQAO: Senior Quality Assurance Officer

TNA: Training Needs Analysis



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

1. Record of changes and distribution

1.1. Record of changes

Any change of this manual that could be made, is maintained in previous version and mentioned in documented report, kept in RMI archives and its full access is electronically provided to the SQAQO and other organizational members for read-only. The final copy is printed and signed. Only approved document is securely filed in RMI archives.

1.2. Distribution

This document is filed in RMI archives and the approved original printed copy (Master copy) is maintained by the SQAQO and it is the only controlled document. Other organization members can access the document for read only.

2. Definitions

The terms and definitions in ISO 9000: 2015 apply.

2.1. Introduction

Rwanda Management Institute has existed under different names and with different mandates since 1963. RMI under its current denomination was established by Law N° 52/2013 of 28/06/2013, as a public institution with judicial personality and financial and administrative autonomy, mandated to ensure training in administration and management disciplines for public service, private sector and civil society organizations. The Government of Rwanda established this institution to respond to the challenges resulting from existing capacity gaps at the workplace.

Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

Since its creation in 2001 *Rwanda Management Institute* formerly known under the acronym of RIAM (*Rwanda Institute of Administration and Management*) has been offering training, research and consultancy services to its clients which are *public, private* and *civil society* sectors as stipulated by its mandate.

2.2. Vision

RMI's vision is, ***"To be the leading regional center of excellence in quality capacity building and skills development in the fields of administration and resources management"***

2.3. Mission

The mission set by legal provisions extensively covers all the responsibilities of RMI. It was broken down into a less sizeable and comprehensive form as follows: "To offer training, consultancy, research and advisory services to the public, private sector and the civil society in the fields of administration and resources management for national development".

2.4. Values

- Integrity, honesty and self-confidence;
- Team work and collective responsibility;
- Practical-oriented and interactive training methods responding to
- International standards;
- Industriousness, innovation and problem solving;
- Customer-oriented service delivery;
- Professionalism, ethics and discipline;



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

- Transparency.

2.5. Organizational philosophy

The management philosophy and style clarify the relationship between the organization (inbound) and the world (outbound). It is laid down in a few principles and core beliefs that make up the management style shared over the organization.

The management philosophy and governing principles are presented as follows:

- *Results oriented organization, strategies driven by objectives;*
- *Managing change continuously, capacity to adapt;*
- *Encouraging self-management for HR ownership and accountability;*
- *Facilitating communication; clearly set expectations and goals;*
- *Monitoring and measuring progress;*
- *Transparency and accountability;*
- *Trusted quality, completion, ...*

These principles are set to inspire the organizational culture. This culture cuts across the organization and reflects RMI's vision, values, norms, beliefs, habits, etc.

RMI's organizational culture is characterized by the following principles of which here under is a summative illustration:

- *Team spirit, equality and trust;*
- *Innovation and creativity;*
- *Operational predictability;*
- *Targets achievements and tasks completion;*



Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

▪ **2 .6. References**

- ISO 9000: 2015, Quality Management systems – Fundamentals and vocabulary
- ISO 9001: 2015, Quality Management systems – Requirements
- ISO 10013: 2001, Guidelines for Quality Management System Documentation
- RMI Strategic plan
- RMI Operational procedure manual
- Other applicable laws and Regulations :

-law n°52/2013 of 28/06/2013 establishing Rwanda management institute (RMI) and determining its mission, organisation and functioning

-law n°86/2013 of 11/09/2013 establishing the general statutes for public service

- Law N°62/2018 of 25/08/2018 governing public procurement

- Law N° 66/2018 of 30/08/2018 regulating labour in Rwanda

-Manual of public financial management policies and procedures, MINECOFIN, July 2019



Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

3. Policy and Objectives

RMI documents its Policy Statement and Quality Objectives (RMI/QPO) in line with RMI strategic plan to ensure its customer satisfaction vis-à-vis its PCD services of and to ensure that it is documented, communicated to all users and regularly reviewed. RMI elaborates a periodic plan to achieve the quality Objectives.

The following are RMI quality objectives:

1. *RMI will introduce new courses in line with its customer needs by at-least 10% annually.*
2. *RMI will continuously seek for certification of its courses in order to upgrade its quality, at the rate of 3 courses per annum.*
3. *RMI will continuously strengthen the training department by implementing the capacity building plan at a rate of 95 % the number its training staff by at least 2 senior trainers in 5 years.*
4. *RMI will continuously conduct an annual customer satisfaction survey and ensure that the satisfaction rate is increased to 95% in two years.*



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

4. Context of the Organisation

4.1 Understanding of the Organisation and its context

TYPE OF ISSUE		DESCRIPTION	EFFECT ON QMS
INTERNAL	POSITIVE	Own space to accommodate its services in conducive environment	It serves as ground to set quality standards and improve them to ensure customer satisfaction
		Legally recognized	It increases the institutional credibility vis a vis the clients.
		Competent and motivated staff	Positive attitude towards QMS
		Established e-learning canters in different corners with appropriate equipment	Reaching a bigger number of trainees at the same time at lower price
		Availability of some internal systems like strategic planning, information management	They guide the formalized quality processes & mechanisms



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

	NEGATIVE	Limited resources such as financial and human, logistical resources	It constrains the quality service delivery
		Inappropriate training facilities and infrastructure	Diminishing of customer motivation and satisfaction
		Low level of organization quality culture	It reduces the smooth implementation of QMS
		Ambiguous legal status	
EXTERNAL	POSITIVE	National insight for quality service delivery	Both leadership and technical team quality awareness
		Existence of national and international standards for training	They serve as references to be benchmarked on
	NEGATIVE		It reduces business opportunities which constitutes handicaps for improved quality
		Absence of specified national framework for training industry regulation	It causes inconsistency in professional training delivery

Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

4.2. Understanding the needs and expectations of the interested parties

Interested parties	Their needs and expectations	How their needs and expectations are addressed through established processes	Risk	Mitigation measure
Government	<ul style="list-style-type: none"> RMI to effectively deliver on its mandate and contribute to the broader NST 1 RMI to comply with regulatory and statutory requirements 	<ul style="list-style-type: none"> RMI regularly assess the capacity building needs, develop and implement capacity building plans to address them RMI adheres to laws and regulations related to : taxes, recruitment, procurement, public finance management, public service, transparency and accountability 	<ul style="list-style-type: none"> Limited resource to fund the planned activities Not prepared for Competition towards other competitors in training delivery 	<ul style="list-style-type: none"> Expand the source of funds, aggressive marketing Improve the quality of services



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

RMI BoD	<ul style="list-style-type: none"> • Effective implementation of strategic direction of the organization • Timely reporting on the progress of achievements of the organizational objectives. 	<ul style="list-style-type: none"> • Setting of the strategic plan, annual action plans, mobilization of resources needed to implement the activities • Timely periodic reports on the progress achievements of the objectives are submitted. 	<ul style="list-style-type: none"> • Limited resource to fund the planned activities • General understaffing in all Units 	<ul style="list-style-type: none"> • Expand the source of funds, aggressive marketing • Progressive recruitment mainly on key positions
RMI clients	<ul style="list-style-type: none"> • Increased capacity in training (professional certified course, tailor-made course and other career-centered courses) 	<ul style="list-style-type: none"> • Delivery of accredited professional training programmes 	<ul style="list-style-type: none"> • Lack of an accredited body of training programs 	<ul style="list-style-type: none"> • Partnering with institutions which have accredited programs



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

RMI Employees	Conducive work environment	<ul style="list-style-type: none"> • To avail appropriate facilities • Performance measurement mechanism setting • Recognition and promotion mechanism establishment 	<ul style="list-style-type: none"> • Insufficient and inappropriate infrastructures (Offices, equipment and materials) 	<ul style="list-style-type: none"> • Progressively rehabilitate RMI infrastructures • Conducting timely and objectively the performance evaluation
External providers	Clear specifications and transparency in procurement process	<ul style="list-style-type: none"> . Develop and communicate systems for open and objective competition. . Timely and adequate compensation for service rendered 	<ul style="list-style-type: none"> • Unclear technical specifications • Lack of transparency in procurement process 	<ul style="list-style-type: none"> • Conducting market survey • Enforcement of the procurement law
Partners	Formalization and effective utilization of collaboration framework	RMI sign MoUs, Agreements, twinning arrangements and other types of collaboration frameworks with partners; they	<ul style="list-style-type: none"> • Signed MoUs and agreements not operationalized 	Assigning a focal person for rigorous follow up of MoUs and agreements signed.



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

		operationalize them and report on them		
Private sector organizations	Increased Capacity of private sector employees	RMI strictly develop appropriate training programs for private sector organizations growth	<ul style="list-style-type: none"> • Lack of TNA 	Conducting TNA before designing a training program
Civil society organization	Contribute to the policy advocacy	RMI contributes to the policy advocacy by assessing capacity needs and offering CPD training in advocacy	<ul style="list-style-type: none"> • Lack of TNA 	Conducting TNA before designing a training program
Other CPD providers	RMI to fairly compete	RMI strictly respects regulatory mechanisms in PCD industries	Unfair competition	Respect regulatory mechanisms in PCD industries
Public Institutions	Increased capacity of civil servants in various domains	RMI strictly develop appropriate training programs for public institutions	<ul style="list-style-type: none"> • Lack of TNA 	Conducting TNA before designing a training program



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

Community surrounding RMI	Social responsibility	<ul style="list-style-type: none"> • RMI provide facilities and direct support in social assistance • Capacitate the community for free of charge 	<ul style="list-style-type: none"> • Limited resources and low level of their understanding 	Capacitate the community on how to find themselves the solutions to their own issues
---------------------------	-----------------------	---	--	--



Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

4.3. Determination of RMI QMS scope

5.3.1 The Quality Management System of RMI covers the following products and services offered by RMI:

CPD services that include needs identification, content development and delivery, staff and learners' management and evaluation.

These services apply to different training programs offered by RMI inside and outside RMI premises

5.3.2. Non-applicable clauses and the justification

Sub-Clause	Subject	Justification
7.1.5.2	Control of monitoring and measuring equipment for <i>face-to-face delivery mode</i>	No calibration equipment needed in the processing of developing standards

5.4. Quality Management System and its Processes

RMI has established a documented Quality Management System (QMS) in accordance with the requirements of ISO 9001: 2015. The processes that constitutes the QMS are documented, and continuously monitored to ensure compliance with ISO 9001:2015 requirements. The processes are regularly reviewed for efficiency and effectiveness, and where necessary improvements are affected through corrective actions.



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

The sequence and interaction of the RMI QMS processes are presented in the processes and processes interfaces or interactions as shown in *Annex B*. RMI determined risks and opportunities associated to its processes as shown by the *matrix in Annex C*.

The processes of the Quality Management System have been established and additional details about these processes are available in the applicable procedures (RMI/OPM) in accordance with the requirements of clause 4.4.1 of ISO 9001:2015.

5. Leadership

RMI leadership inspires, oversees, monitor and evaluate the quality policy and objectives

5.1. Leadership and Commitment

RMI leadership engage itself to enforce quality policy and objectives.

5.1.1. General

RMI management demonstrates its commitment towards leadership by:

- . Accountability for effectiveness
- . Compatibility with context and strategic orientation
- . Integration into business processes
- . Promoting use of process approach and risk-based thinking
- . Availing resources for the implementing of the QMS;



Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

. Communicating, engaging, directing and supporting staff to contribute to the effectiveness of the QMS and improvement promotion;

5.1.2. Customer Focus

RMI Top management ensures that customer requirements are determined and met with the aim of enhancing customer satisfaction by:

- a. Emphasizing on customer communication and customer surveys to ensure that customer needs and expectations are understood and handled;
- b. The risks and opportunities that can affect product and service conformity are determined and addressed
- c. Applicable statutory and regulatory requirements are consistently determined and met

5.2. Policy

5.2.1. Development and Communication of the Quality Policy

RMI developed its Quality Policy and objectives and ensures that the documented Quality Policy and Quality Objectives (RMI/QPO) are communicated, understood and regularly reviewed for their continuing suitability through:

- a. Regular general/Units' meetings/regular QMS sessions
- b. Internal mailing system (outlook)/storage(server);
- c. Displayed printable media (Booklets and Brochures);



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

- d. RMI website to ensure that stakeholders are updated on the changes made on RMI Quality Policy and Objectives;

5.2.2. Organizational Roles, Responsibilities and Authorities

Responsibilities, authorities, functions and their interrelation within RMI are defined and established to ensure the effective implementation of the QMS in accordance with the Law No50/2013 of 28/06/2013 governing RMI. RMI staff responsibilities are described and communicated through their job descriptions attached on the appointment.

The Top Management appointed SQAO as management representative to ensure that:

- a. The Quality Management System conforms to the requirements of ISO9001:2015;
- b. The processes are delivering their intended outputs;
- c. Performance of the QMS, and opportunities for improvement are reported to the management on regular basis;
- d. Customer focus throughout the organization is promoted;
- e. Integrity of the QMS is maintained when changes to the QMS are planned and implemented.



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

6. Planning

6.1. Actions taken to address Risks and Opportunities

RMI considered risks and opportunities related to its processes and defined actions to mitigate the identified risks as described this Quality Manual.

6.1.1. Quality objectives and planning to achieve them

The quality objectives (refer to QPO) to support the documented Quality Policy were identified, a plan to achieve the documented quality objectives has been generated, and its progress implementation is reviewed on regular basis.

6.1.2. Planning of changes

RMI top management determines the changes in its processes using its judgment and laws and regulations that may affect the performance of the established quality management system and ensures that a plan to address the raised changes is established and effectively implemented by considering:

- a. The purpose of the changes and their potential consequences.
- b. The integrity of the quality management system.

19

Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

- c. The availability of resources to implement the elaborated plan.
- d. The allocation and reallocation of responsibilities and authorities.

7. Support

To fully support the implementation of QMS according to ISO 9001 requirements, RMI management determines and provides the necessary resources/tools and a conducive environment for providing the training services and standards that meet customer needs and expectations.

7.1. General Resources

RMI Senior Management ensures provision of the necessary resources for the implementation and maintenance of the Quality Management System and consistently to enhance customer satisfaction to meet customer requirements.

These resources include all necessary furniture and equipment needed for RMI services: machines, consumables, ...

7.2. People

RMI Senior Management determines and provides Human resources needed to perform work under the organisation's control and for the effective implementation of Quality Management system.

In that regards RMI has constituted a quality Team composed of Senior Quality Assurance Officer as the team leader, Principal Senior Training Coordinator, Internal Auditor, Strategic



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

Marketing Officer and Hospitality Officer. The team met regularly and reports to the Senior Management and it is responsible for the operations and control of the quality management processes.

7.3. Infrastructure

RMI senior Management provides and maintains the necessary infrastructure required in achieving conformity to the product (*training, research and consultancy*) and service requirements. These include but are not limited to: *buildings, equipment, utilities, storage, transport and communication facilities.*

7.4. Environment for the Operation of Processes

RMI senior management provides a conducive work environment for operation of its processes aiming to achieve products and services conformity. Examples of conducive work environment for operation of its processes include:

- Safety and security of people and goods
- Hygienic conditions
- Enough and non-disturbing training space
- Internal rules and regulations enabling team work spirit



Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

7.5. Monitoring and measuring resources

The conformity of the product/service is verified through the established controls at subsequent steps as per the documented training and standards development procedures and RMI Senior Management has provided the required resources.

7.6. Organizational Knowledge

RMI management determines the necessary knowledge for the operations of its processes to achieve the conformity of its delivered products/services by:

ensuring that Organizational knowledge is retained and transferred, Organisational knowledge is recorded in documented information, and is embedded in our processes, products and services.

Examples of Organizational knowledge include:

- *Documented information regarding a process, product or service;*
- *Previous specifications and work instructions;*
- *The experience of skilled people and their processes and operations;*
- *Knowledge of technologies and infrastructure relevant to our Organisation.*

Sources of internal knowledge also include our intellectual property; knowledge gained from experience and coaching; lessons learnt from failures and successes; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services.



Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

Sources of external knowledge often include other ISO standards; research papers/reports; webinars from conferences; or knowledge gathered from customers, stakeholders or other external parties. RMI determines and reviews internal and external sources of knowledge, such as:

- a. Lessons learnt from non-conformities, corrective actions, and the results of improvement;
- b. Capturing knowledge existing within the Organisation, e.g. through mentoring/succession planning;
- c. Sharing knowledge with relevant interested parties to ensure sustainability of the Organisation;
- d. Knowledge from conferences, attending workshops, training, networking seminars, reports or other external events.

7.7. Competence

RMI management ensures that the staff performing work affecting conformity to product requirements are competent on the basis of appropriate education, training, skills and experience that meet the desirable competence as per the documented job profiles of RMI. Where a gap is identified, trainings are provided and/or other actions taken to attain the necessary competences. Evaluation is carried out based on *education*, *trainings*, and *experience* or any other action to ensure sustainable effectiveness of staff competence as per the procedure (RMI-OPM).

Appropriate documented information of educational background, trainings, skills and experience are maintained as per records control procedure (RMIOPM).



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

7.8. Awareness

All RMI Staff/interested parties are made aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives through but not limited to regular meetings, trainings and workshops.

7.9. Communication

To ensure the effective communication, RMI established the following channels of communication both internally and externally.



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

Who communicates	What to communicate	To whom to communicate	When to communicate
RMI BoD	Organization strategic guideline	RMI Management	On appropriate time: feedback on report, when strategic change have to be initiated
RMI Management	Strategic and operations decisions	RMI employees RMI clients	On regular basis: staff meeting , internal memo
RMI Employees	Collaboration information Product and service related information	RMI employees between themselves RMI management	Frequently and constantly
		RMI clients	
External stakeholders/providers	Feedback on products and services	RMI Management and staff	Frequently and constantly



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

7.10. Documented information

7.10.1. General

RMI maintains and retains documented information required by ISO 9001:2015 and those determined by the organization to be necessary for the operation of its processes as per document control procedure and records control procedure.

7.10.2. Creation, updating, control and storage of documented information

RMI QMS documents are generated, reviewed and approved for adequacy by authorized personnel prior to issue following the provision of documents identification and management manual (RMI/DIMM/).

Under the same manual documented information is controlled and stored to ensure the effectiveness and consistency of their:

- a. Identification and control of changes;
- b. Availability at the point of use;
- c. Adequate protection, storage, preservation, retrieval and legibility;
- d. Retention and disposal

Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

8. Operations

8.1. Operational Planning and Control

RMI plans, implements and controls its processes (Ref: Processes flow chart), defines the requirements for the product/service to be delivered and acceptance criteria and avails the necessary resources to achieve the conformity of the product/service.

Criteria for RMI processes are determined, defined processes' controls are implemented as per the defined criteria and documented information are kept and maintained to demonstrate the effective QMS performance.

8.2. Requirements for products and services

RMI top management ensures that information related to product and service requirements, handling of customer feedback including complaints and management of customer property are communicated to the customer.

By effectively implementing the Standard Development Procedure and Training Quality Charter, RMI Top management ensures that the products and services to be delivered to the customer conforms to the applicable requirements to enhance customer satisfaction.

8.3. Design and development of products and services

The design and development of research-based standards follow the provision of the Standard for different products and services

8.4. Control of Externally Provided Processes, Products and Services



Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

RMI can outsource any process and has established controls for processes of selection and qualifying the outsourced products and services: **part time trainers** and other services

a. Production and service provision

Standards development for services are controlled through subsequent steps and validated by Management

b. Identification and traceability

RMI ensures that product/services are identifiable by allocation of personalized identification (code, asset number)

c. Property belonging to customers or external providers


RMI identifies, verifies, protects and safeguards customer property provided for use or incorporation into the product and service. If any customer property is lost, damaged or otherwise found to be unsuitable for use, RMI reports this to the customer and maintains records.

d. Preservation

RMI products are identified and stored in soft and/or hard copies in accordance with the ***Library Services Procedure and archives requirements***.

e. Post Delivery Activities

RMI performs post-delivery activities upon any necessary required change in a purchased product. The customer is contacted and issued with the reviewed version of the product.



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

f. Control of changes

RMI Top Management reviews requirements related to the products and services according to the Standard Development and Training Procedures, contained in RMI internal quality tools.

g. Release of products and services

Controls at subsequent steps in standards development and service provision were established to ensure that products/services to be released conforms to the applicable customer, statutory and regulatory requirements. Control of release of products and services are carried out as per sales and marketing procedure.

h. Control of Nonconforming Outputs

RMI ensures that the non-conforming product//service is identified and controlled to prevent its unintended use or delivery.

9. Performance evaluation

9.1. General

RMI plans and implements the monitoring, measurement, analysis and evaluation processes needed in order to demonstrate and ensure conformity to product and service requirements, and continually improve the effectiveness of the quality management system.

The table below is depicting the performance evaluation system:



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

What to be measured	Method to be used	When monitoring/measuring is done	When the results will be analysed
Achievement of planned performance objectives	Statistical methods	Monthly Quarterly Half year basis Annually	Monthly Quarterly Half year basis Annually
Customer satisfaction	Analysis of customer surveys	Annually	Annually
	Analysis of customer feedback including complains	When deemed necessary	Every time when a complain/feedback is registered
	Loyal customer visits	Annually	Annually
Effectiveness of Quality Management Systems	By reviewing the effectiveness of documented processes implementation	During implementation	Every time
	Internal/external audits	At the end of mandatory exercise (fiscal or annual training calendar)	After completion of audit exercise



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

	Management review meeting	As planned	Just after chairing the management review meeting
Achievement of Quality Objectives	Statistical method	Annually	Annually

9.2. Customer Satisfaction

As one of the measurements of the performance of the quality management system, the RMI monitors information relating to customer perception as to whether the organization has met customer requirements through the analysis and use of feedback from customers to improve the quality management system performance.

9.3. Analysis and evaluation

The RMI top management ensures that data relating on QMS effective performance are continuously analysed to ensure the conformity of the product/service towards customer satisfaction.

These may include but not limited to:

- Customer complaints and feedback;
- Results from controls in processes implementation;
- QMS performance evaluation.



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

RMI ensures also that analysis and evaluation are handled in line with Internal Audit Procedure (RMI/OPM/).

9.4. Internal Audit

RMI conducts internal audit to determine whether the management system is effectively implemented and maintained in accordance with the Internal Audit Procedure.

General

RMI Top Management reviews the QMS at least once a year during management review meeting. This review assesses the continued suitability, adequacy and effectiveness of the QMS, identifying opportunities for improvement and needed changes.

Records for management review meetings are kept and maintained as per records control procedure.

Review input

In the Management Review meetings, assessment of the QMS is based on a review of information inputs from the following sources:

- a) Results of audits;
- b) Customer feedback;



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

- c) Process performance and product conformity data;
- d) Status of preventive and corrective actions;
- e) Follow-up actions from previous management reviews;
- f) Planned changes that could affect the quality management system;
- g) Recommendations for improvement.

Review output

During the review meetings, the top management identifies appropriate actions to be taken regarding:

- a Improvement of the effectiveness of the quality management system and its processes
- b Improvement of product related to customer requirements
- c Resource needs



Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

10. Improvement

10.1. General

Through evaluating the performance of its QMS management system, RMI top management determines and selects the opportunity for improvement and implement the necessary actions to meet the customer requirements and enhancing customer satisfaction.

10.2. Non-conformity and corrective action

RMI ensures that the non-conforming product is identified and controlled to prevent its unintended use or delivery. Controls and related responsibilities and authorities for dealing with nonconforming product are defined.

In case of a detected non-conformity, RMI takes action to eliminate the cause of the detected nonconformity accordingly.

10.3. Continual improvement

RMI continually improves the effectiveness of the quality management system through the implementation of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review



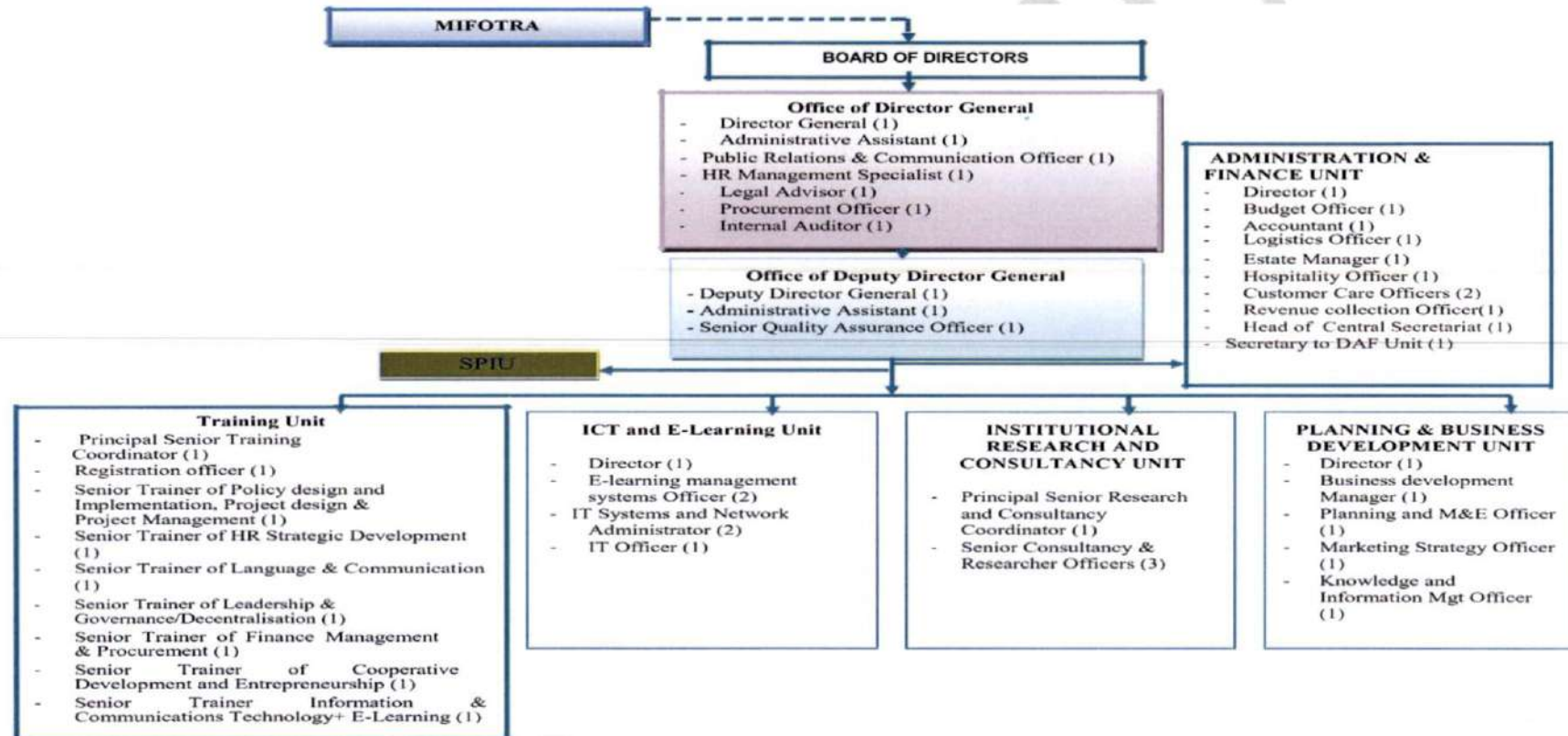
Title	QUALITY AND POLICY MANUAL	Revision 00
-------	---------------------------	-------------

Annexes

APPROVED



Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------



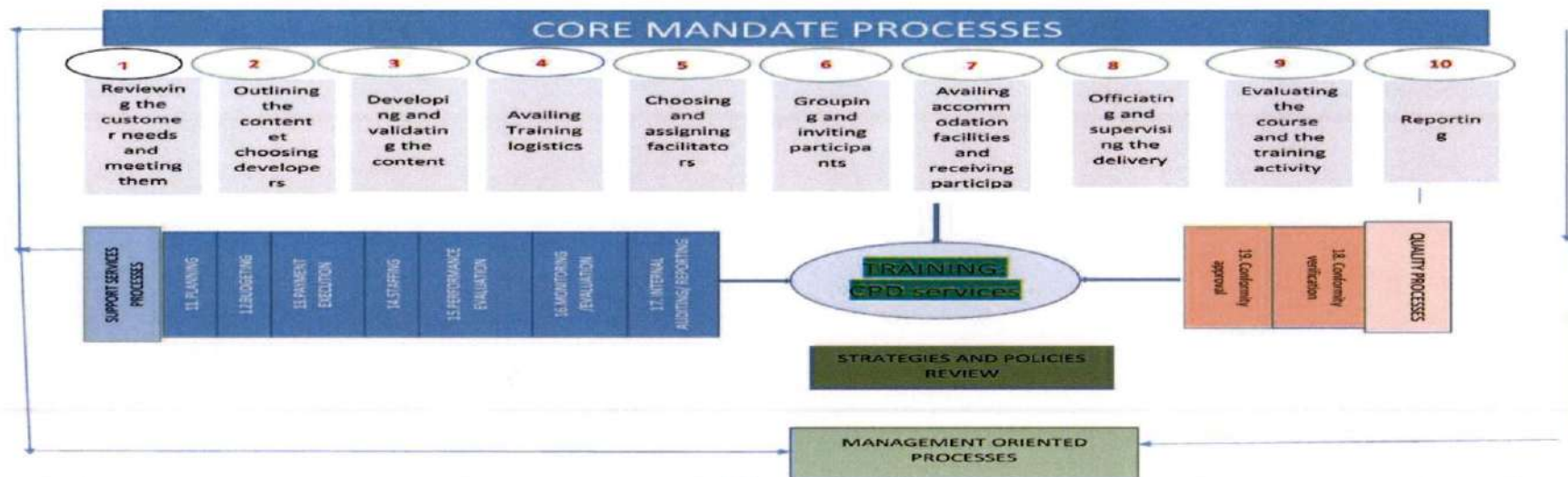
Title	QUALITY AND POLICY MANUAL	Revision 00
--------------	----------------------------------	--------------------

Annex B: RMI processes and their interactions (Interfaces)

Notes:

- Training services processes (1-10) the systems established from identification of customer needs, services design and delivery
- Support processes (11-17) cover the service provided through the request and approval of required means at different levels
- Quality processes (20-21) include services of verifying the conformity with set standards at all levels





Annex C: Processes analysis and risk mitigation

Process	Inputs	Outputs	Process Interaction/ interface	Criteria & related KPI	Monitoring Methods / Measurement of KPI	Resources	Risk/ Opportunity	Risk level: L: low M: Middle H: High	Actions to prevent the raised risk
								L M H	

CORE BUSINESS PROCESSES

1	Reviewing the customer needs and meeting them	-Documented customer needs expression -submitted proposal to customer	-agreement on the services/products specification	Training department & Administration and finance department for technical design and costing	-average time to respond to the customer requirements	- periodically evaluating the proposals submitted within deadline	- competent staff; cost and price policy	-difficult of pricing for special request	X			Providing room for negotiation for special request
2	Outlining the content and choosing developers	-list of selected developers from the data bank -different topics to be outlined.	Assigned developers for respective courses content	Training department & SQAO (Senior Quality Assurance Officer)	- completeness rate of content outline	Periodic evaluation of content outline	- competent developers, internal guideline for course design	-confusion and confrontation on content outline			X	Developing and updating content design guidelines
3	Developing and validating the content	-draft content -validation panel	Validated content and materials	Training department & SQAO for conformity verification and approval	Defect rate based on the observed product and the defective ones	Constantly Recording the defective cases and periodically calculating the defect rate.	- competent developers -validation panel	Substandard content			X	Strict enforcement of content design guidelines during the development and objective evaluation during the validation
4	Availing training logistics	-logistics items request & approval	Logistic items Qualitatively and quantitatively	DAF department and SQAO to avail and cross check	Compliance based on: -timely available -quality	Periodic evaluation of the compliance rate	Logistics team and SQAO	Difficult to meet the time, quality and quantity requirements		X		Clear request and rigorous cross checking prior to approval

			meeting the requirements	the requirements	and quantity requirement							
5	Choosing and assigning facilitators	Pool of competent facilitators	-faire and merit based distribution topics for facilitation	Training department assign different facilitators based on the established guidelines	Complain t rate towards the assigning process	Constantly Recording the complaints and periodically assessing the trends	SPTC , registratio n Officer and guidelines for facilitator utilisation	Difficult to eliminate all kinds of subjectivity				Avoiding any deviation from set stsndards
6	Grouping and inviting participants	- Trainees -Facilitators -supervisors	-participation	- Preparation of invitation And follow up	- Number of participants	- Confirmati on	-training team, administration and finance unit	Candidate not qualified	x			-Documentation of requirements
7	Availing accommodation and hosting participants	- Hostels -Meals	-Adequate hostels -Good Quality service	Training department & Administration and finance department for technical design and costing			-suppliers - Administration and finance unit	Natural hazard, participant personality	x			Documentation of accommodation and hosting measures
8	Officiating and supervisin	Trainees, trainers and supervisors	Training	-opening of the training introduction,	-Time keeping, Module package,	-Daily supervisio n, Evaluation	Training team	Time constraints	x			Regular -follow up

	g the delivery			delivery and supervision	attendance	and assessment						
9	Evaluating the course and the training activity	-Trainees -Evaluation forms - Training team and Quality assurance	- Feedback from trainees	-Provide evaluation form with questions - Collect filled forms	-Degree of conformity	- Interview - Questionnaires	-Training team - Quality assurance	_ Non confirm of output	x			Documenting requirement for Developing Modules
10	Training Reporting	-Collected data	Well-designed Report	-preparation and review of the report	Conformity of Product or Non-Conformity of product	- Analyse data and recommendation	-Training Team - Quality assurance Team	- Time - Missing important data	x			-management of data -
SUPPORT PROCESSES												
11	Planning	Plans from different units	- Approved Planning document -Action plan entered into	CROSS UNIT COORDINATION Finance In budget preparatio	MTEF data entered	Periodically verifying the timely completion of planning instruments: MTEF,	Competent staff & allocated budget	-planned activities according to uncertainty of internal			X	Ensuring the realistic aspect of planning: <i>planned activities according to real expected revenues</i>

			IPPIS and IFMIS	n, IFMIS) ; Human resource (IPPIS in performance contracts) -All units	d into IFMIS - Signed employees performance contracts into IPPI S -Action Plan, PPD, etc)	Employee performance contract, action plan		revenues & non achievement of Planned activities due to limited resources			
12	Budgeting	Action plan & Budget	Budget execution report	All RMI processes and clients	Compliance with applicable Public	Review of the budget execution	Availability of budget and	Limited resources to implement daily activities			Diversification of RMI Revenues

					Financial Laws and Regulations		competent staff				
13	Payment execution	Requests from user department with relevant supporting documents	Service provider being paid after delivery	All RMI processes and clients	Compliance with applicable Public Financial Laws and Regulations	Review and verification at subsequent steps of the payment process	Availability of budget and competent staff	-Delay in payment process due to limited budget		X	Service provider being paid after delivery
14	staffing	Job profiles and candidates	Fully and objectively staffed structure	HR and different units and Top management initiate and guide the process	Completeness rate of the structure	Regularly verifying the completeness	Budget and hiring expertise	Lack of transparency in staffing		X	Maximizing transparency
15	Performance evaluation	Performance contract	Performance evaluation results Promotion and gratification	-Planning Monitoring and evaluation -Staff capacity development	-As per the Prime Minister's order No 121/03 of 08th	Annual performance in accordance with PM order	- Competent evaluation committee - IPPIS/RBM	- unrealistic planning -Lack of budget to perform the contract		x	Regularly updating the system

					Sept 2010 establishing procedures of performance appraisal and promotion of public servant.		operating system				
16	Monitoring and evaluation	-Action Plan - procurement Plan	Monitoring and evaluation findings and recommendations submitted to top management	All units and top Management	Monitoring and evaluation Reports	Verification of M&E plan implementation	Competent staff	Budget constraint		X	Prioritise M&E Activities during budget preparation
17	Internal auditing and reporting										
QUALITY PROCESSES											

18	Conformity verification	-request for conformity -Set requirements	-check list of requirements and compliance status	SQAO and different departments crosscheck the conformity in different aspects	Regularly in conformity verification	Periodically assessing the conformity verification rate (number of the cases that have been verified)	-Different departments -internal manuals -SQAO	Inaccuracy in verification			x	Documenting and communicating all relevant information
19	Conformity approval	-check list of requirements and compliance status	Approval notification compliance with requirements	SQAO and different departments crosscheck the conformity in different aspects	Regularly in conformity approval	Periodically assessing the conformity approval rate (number of the cases that have been approved)	-Different departments -internal manuals -SQAO	Subjectivity in approving			X	Documenting and strictly enforcing the requirements criteria
MANAGEMENT ORIENTED PROCESSES												
20	Strategic planning	Strategic orientations & Context analysis data	Validated strategic plan	The management and stakeholders determine strategic	Implementation rate of the strategic plan	Annual evaluation of the strategic plan	-SMART indicators -realistic data	Bias due to the need to protect his good image		x		Use external expertise

				targets and processes to reach them		implementation	-expertise in evaluation					
21	Strategies and policies reviewing	Reports on the implementation status	Reviewed policies and strategies	Management and board review and adopt strategies and policies	Strategies and policies implementation evaluation	After the implementation period an evaluation is conducted to decide the way forward	Realistic reports and evaluation expertise	Bias caused by false reports		x		Consistently submitting complete reports

APPROVED

[Handwritten signature]