



Islamic World Educational, Scientific and Cultural Organization - ICESCO

ICESCO Quality System Manual

Revision 01 - 21 September 2021

Conforms to ISO 9001:2015

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0.0 Revision History and Approval

Rev.	Nature of changes	Approval	Date
01	Original release.	H.E. Dr. Salim M. Almalik	21 September 2021

1.0 Welcome to Islamic World Educational, Scientific and Cultural Organization

Founded in 1982, the Islamic World Educational, Scientific and Cultural Organization (ICESCO) is an international non-profit organization emanating from the Organization of Islamic Cooperation, and specializes in the fields of education, science, and culture. ICESCO has 54 Member States and three Observer States alongside with other institutional, cultural, and scientific institutions all over the world. ICESCO's vision places human rights at the core of its interests, as well as the empowerment of women in all regions which is an important strategic action field for the Organization. Under the same framework, ICESCO intends to stand out as the shining example of the Islamic world in its fields of intervention, mainly: education, science, technology and innovation, culture and communication, human and social science, and information.

ICESCO acts as an expertise hub for the activity sectors it focuses on, as well as an actor of development and an accelerator of change in the region. The fields of interest of the organization mainly focus on:

- o Sustainable Development
- o Youth and Women empowerment
- o Artificial Intelligence applications
- o Social and Technological innovation
- o Dialogue and coexistence
- o Heritage protection

The geographical scope of action of the organization extends over 54 countries spread over 4 regions, Africa, Asia, the Middle East, and Latin America. It also includes collaboration with educational, scientific, and cultural institutions outside the Islamic world.

ICESCO departments act within their fields of action on capacity building, advocacy, networking, and the production and dissemination of knowledge. They also provide expertise and institutional support, as well as support to innovation. But the organization is constantly reinventing its means and practices to better support the countries of the Islamic world and provide solutions that are sustainable, responsible, intelligent, and innovative, that have a strong impact on populations and that are in line with each country's needs. Each year, ICESCO realizes nearly 450 projects and reaches around 13500 beneficiaries.

ICESCO Director General is Dr Salim ben Mohammed Al-Malik, and operates from the organization's headquarters in Rabat, capital city of the Kingdom of Morocco. The Organization may, by virtue of a General Conference resolution and upon a proposal from the executive Council of ICESCO, establish in any other country, centers, offices, or institutions which are subsidiary to it, or are under its supervision.

Office of the Director General: cabdq@icesco.org

Website: www.icesco.org

2.0 ICESCO: Who We Are

2.1 Determining Our Strategic Direction

ICESCO has reviewed and analyzed key aspects of itself and its stakeholders to determine the strategic direction of the organization. This involves:

- Understanding ICESCO core services and scope of management system (see 2.2 below).
- Identifying “interested parties” (stakeholders) who receive our Services, or who may be impacted by them, or those parties who may otherwise have a significant interest in our organization (see Identify stakeholders and their needs (QMS-QM-F01)).
- Understanding internal and external issues that are of concern to ICESCO and its interested parties. Many such issues are identified through an analysis of risks facing either ICESCO or the interested parties. Such issues are monitored and updated as appropriate and discussed as part of management reviews. See Internal and External Issues of Concern form (QMS-QM-F02).

This information is then used by senior management to determine the organization’s strategic direction. This is defined in records of management review, and periodically updated as conditions and situations change.

2.2 Scope of the Management System

2.2.1 Scope Statement

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its products and services, ICESCO has determined the scope of the management system as follows:

The organization undertakes the implementation of programs, studies, and consultations in the fields of education, science, and culture.

2.2.2 Facilities Within the Scope

The quality system applies to all processes, activities and employees within the organization. The facility is located at:

Forces Armies Royal Street
Rabat – Morocco

Phone: +212 537 56 60 52
Fax: +212 537 56 60 12 / 13

Web: www.icesco.org

2.2.3 Permissible Exclusions

The following clauses of ISO 9001 were determined to be not applicable to ICESCO.

ISO 9001:2015 Clause #	Rationale
8.3 Design and development of products and services	This is not applicable The organization does not design any of its services and does not have its own procedures

2.2.4 Scope of the Quality System Manual

This manual is prepared for the purpose of defining the organization’s interpretations of the ISO 9001:2015 international standard, as well as to demonstrate how the organization complies with that standard.

This manual does not follow the numbering structure of ISO 9001. Instead, Appendix B presents a cross reference between the sections of this manual and the clauses of ISO 9001:2015.

This manual presents “Notes” which are used to define how ICESCO has tailored its management system to suit its purposes. These are intended to clarify implementation approaches and interpretations for concepts which are not otherwise clearly defined in ISO 9001:2015. *Notes appear in italics, with gray background.*

Where subordinate or supporting documentation is reference in this manual, these are indicated by ***bold italics***.

3.0 Quality Policy

ICESCO top management is committed to establish the quality policy and communicate it by fulfilling ISO 9001:2015 requirements (clause 5.2), see quality policy statement form (QMS-QM-F03).

4.0 Management System Structure and Controls

4.1 Process Approach

4.1.1 Process Identification

ICESCO has adopted a process approach for its management system. By identifying the top-level processes within the organization, and then managing each of these discretely, this reduces the potential for nonconforming Services discovered during final processes or after delivery. Instead, nonconformities and risks are identified in real time, by actions taken within each of the top-level processes.

Note: not all activities are considered “processes” – the term “process” in this context indicates the activity has been elevated to a higher level of control and management oversight. The controls indicated herein are applicable only to the top-level processes identified.

The following top-level processes have been identified ICESCO:

#	Department /Center/ Sector
1	Office of the Director General
2	Department of Information and Institutional Communication
3	Department of Legal Affairs
4	Department of Public Relations and Protocol
5	General Secretariat of National Commissions and Conferences
6	Office of the Financial Controller
7	Center of Heritage in The Islamic World
8	Center of Strategic Foresight
9	Partnerships and International Cooperation Sector
10	Education Sector
11	Culture and Communication Sector
12	Social and Human Sciences Sector
13	Sciences and Technologies Sector
14	Center of Arabic for Non-Arabic Speakers
15	Department of Administrative Affairs
16	Department of Financial Affairs
17	Department of Information Technology
18	Department of Printing and Publishing
19	Center of Translation

Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top-level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a **process flowcharts** document which defines:

- applicable inputs and outputs
- process owner(s)
- applicable responsibilities and authorities
- applicable risks and opportunities
- critical and supporting resources
- criteria and methods employed to ensure the effectiveness of the process
- quality objectives related to that process

The sequence of interaction of these processes is illustrated in Appendix A.

Note: Appendix A represents the typical sequence of processes and may be altered depending on customer or regulatory requirements at the job or contract level, as needed.

4.1.2 Process Controls & Objectives

Each process has at least one objective established for it; this is a statement of the intent of the

process. Each objective is then supported by at least one “metric” or key performance indicator (KPI) which is then measured to determine the process’ ability to meet the quality objective.

Note: some processes have multiple objectives and multiple metrics. This is determined by the nature of the process, it’s impact on Services, and associated risks.

Note: Whereas ISO 9001 discusses process measurements and “quality objectives” as separate concepts, ICESCO combines them; i.e., quality objectives are used to control the processes. Additional objectives for Services may be assigned, but these will also be used to measure process effectiveness.

Throughout the year, metrics data is measured and gathered by process owners or other assigned managers, in order to present the data to Management Representative. The data is then analyzed by Management Representative in order that Management Representative may set goals and make adjustments for the purposes of long-term continual improvement.

The specific quality objectives for each process are defined in the applicable a **processes flowchart** documents.

Metrics, along with current standings and goals for each objective, are recorded in records of management review.

When a process does not meet a goal, or an unexpected problem is encountered with a process, the corrective and preventive action process is implemented to research and resolve the issue. In addition, opportunities for improvement are sought and implemented, for the identified processes.

4.1.3 Outsourced Processes

Any process performed by a third party is considered an “outsourced process” and must be controlled, as well. The organization’s outsourced processes, and the control methods implemented for each, are defined in the table below.

The type and extent of control to be applied to the outsourced process take into consideration:

- a) the potential impact of the outsourced process on the organization’s capability to provide product that conforms to requirements,
- b) the degree to which the control for the process is shared,
- c) the capability of achieving the necessary control through the purchasing contract requirements.

Process Name	Control
Facility security	<ul style="list-style-type: none"> - Direct supervision with contractor/ suppliers - Follow up and verify the results of the implementation of these operations - Agreeing on specific action plans to implement the tasks/ works - Agreeing on a specific quality level for the processes and services provided - Achieving the ICESCO's requirements in the levels of efficiency of those carrying out the business
CCTV Maintenance	
Firefighting system	
Cleaning	
Lifts maintenance	
Main meeting room's Mega	

Screen maintenance	- Determine and meet the requirements of the interested parties related to these processes (if any)
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These obligations are clarified and included in the contracting documents (contract/ appendices/ purchase order) and compliance monitoring, and submitting periodic reports to that, and linking them to the contractual obligations of the two parties in accordance with the processes of purchasing and inventory Section and legal affairs department.

4.2 Documentation & Records

4.2.1 General

The management system documentation includes both documents, records, and data.

Note: the ISO 9001:2015 standard uses the term “documented information”; ICESCO does not use this term, but instead relies on the terms “document” and “record” to avoid confusion. In this context the terms are defined by ICESCO as:

- *Document – written information used to describe how an activity is done.*
- *Record – captured evidence of an activity having been done.*

Documents and records undergo different controls as defined herein.

The extent of the management system documentation has been developed based on the following:

- a) The size of ICESCO
- b) Complexity and interaction of the processes
- c) Risks and opportunities
- d) Competence of personnel

4.2.2 Control of Documents

Documents required for the management system are controlled in accordance with procedure **Control of Documents, Records and Data Procedure (QMS-P1)**. The purpose of document control is to ensure that staff have access to the latest, approved information, and to restrict the use of obsolete information.

All documented procedures are established, documented, implemented, and maintained.

4.2.3 Control of Records

A documented procedure **Control of Documents, Records and Data Procedure (QMS-P1)** has been established to define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of quality records. This procedure also defines the methods for controlling records that are created by and/or retained by suppliers.

These controls are applicable to those records which provide evidence of conformance to requirements; this may be evidence of Service requirements, contractual requirements, procedural requirements, or statutory/regulatory compliance. In addition, quality records include any records which provide evidence of the effective operation of the management system.

4.3 Change Management

When ICESCO determines the need for changes to the management system or its processes, these changes planned, implemented, and then verified for effectiveness.

Documents are changed in accordance with procedure **Control of Documents, Records and Data Procedure (QMS-P1)**.

4.4 Risks and Opportunities

Note: ICESCO deviates slightly from the approach towards risk and opportunity presented in ISO 9001. Instead, ICESCO views “uncertainty” as neutral, but defines “risk” as a negative effect of uncertainty, and “opportunity” as a positive effect of uncertainty. ICESCO has elected to manage risks and opportunities separately, except where they may overlap. Formal risk management may not be utilized in all instances; instead, the level of risk assessment, analysis, treatment, and recordkeeping will be performed to the level deemed appropriate for each circumstance or application.

ICESCO considers risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to services.

Risks and opportunities are managed in accordance with the document **Risk and Opportunity Management Procedure (QMS-P5)**

5.0 Management & Leadership

5.1 Management Leadership and Commitment

Management Representative of ICESCO provides evidence of its leadership and commitment to the development and implementation of the management system and continually improving its effectiveness by:

- a) taking accountability of the effectiveness of the management system;
- b) ensuring that the **Quality Policy** and quality objectives are established for the management system and are compatible with the strategic direction and the context of the organization;
- c) ensuring that the quality policy is communicated, understood and applied within the organization;
- d) ensuring the integration of the management system requirements into the organization's other business processes, as deemed appropriate (see note);
- e) promoting awareness of the process approach;
- f) ensuring that the resources needed for the management system are available;
- g) communicating the importance of effective quality management and of conforming to the management system requirements;
- h) ensuring that the management system achieves its intended results;
- i) engaging, directing and supporting persons to contribute to the effectiveness of the management system;
- j) promoting continual improvement;
- k) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.2 Customer Focus

Management Representative of ICESCO adopts a customer-first approach which ensures that customer needs and expectations are determined, converted into requirements and are met with the aim of enhancing customer satisfaction. ICESCO ensures its customers' requirements are embedded in its strategic plan (ICESCO'S Medium Term Strategic Orientation Development, ICESCO-CSF-P03-V01, and Action Plan Development, ICESCO-CSF-P04-V01) and through the national commissions and the general conference.

This is accomplished by assuring:

- a) customer and applicable statutory and regulatory requirements are determined, understood and consistently met;
- b) the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;
- c) the focus on enhancing customer satisfaction is maintained.

5.3 Quality Policy

ICESCO management has developed the **Quality Policy**, defined in section 3.0 above, that governs day-to-day operations to ensure quality.

The **Quality Policy** is released as a standalone document as well and is communicated and implemented throughout the organization.

5.4 Organizational Roles Responsibilities & Authorities

[Senior Management Team Name] has assigned responsibilities and authorities for all relevant roles in the organization. These are communicated through the combination of the **ICESCO Org Chart** (Appendix C) and **Job Descriptions Manual**.

The Management Representative accepts responsibility and authority for:

- a) ensuring that the management system conforms to applicable standards;
- b) ensuring that the processes are delivering their intended outputs;
- c) reporting on the performance of the management system;
- d) providing opportunities for improvement for the management system;
- e) ensuring the promotion of customer focus throughout the organization;
- f) ensuring that the integrity of the management system is maintained when changes are planned and implemented.

5.5 Internal Communication

Director General of ICESCO ensures internal communication takes place regarding the effectiveness of the management system. Internal communication methods include (For example but not limited to):

- a) use of corrective and preventive action processes to report nonconformities or suggestions for improvement
- b) use of the results of analysis of data

- c) meetings (periodic, scheduled and/or unscheduled) to discuss aspects of the QMS
- d) use of the results of the internal audit process
- e) regular organization meetings with all employees
- f) internal emails
- g) memos to employees
- h) ICESCO Leaders “open door” policy which allows any employee access to ICESCO leaders for discussions on improving the quality system

5.6 Management Review

The ICESCO leaders reviews the management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The review includes assessing opportunities for improvement, and the need for changes to the management system, including the **Quality Policy** and quality objectives.

Management review frequency, agenda (inputs), outputs, required members, actions taken and other review requirements are defined in the documented procedure **Management Review procedure (QMS-P4)**.

Records from management reviews are maintained.

6.0 Resources

6.1 Provision of Resources

ICESCO determines and provides the resources needed:

- a) to implement and maintain the management system and continually improve its effectiveness
- b) to enhance customer satisfaction by meeting customer requirements

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.

Resources and resource allocation are assessed during management reviews.

6.2 Human Resources

ICESCO leaders ensures that it provides sufficient staffing for the effective operation of the management system, as well its identified processes.

Staff members performing work affecting service quality are competent on the basis of appropriate education, training, skills and experience. **Manpower Planning (ICESCO-DAA SHR-P01), Recruitment management (ICESCO-DAA SHR-P02), Training management (ICESCO-DAA SHR-P17), , training evaluation (ICESCO-DAA SHR-P18)**

Training and subsequent communication ensure that staff are aware of:

- a) the quality policy;
- b) relevant quality objectives;

- c) their contribution to the effectiveness of the management system, including the benefits of improved performance;
- d) the implications of not conforming with the management system requirements.

6.3 Infrastructure

ICESCO determines, provides and maintains the infrastructure needed to achieve conformity to service requirements. Infrastructure includes, as applicable:

- a) buildings, workspace and associated facilities;
- b) process equipment, hardware and software;
- c) supporting services such as transport;
- d) information and communication technology.

Equipment validation, calibration, and verification is outsourced processes and mentioned in (4.1.3 Outsourcing).

Note: Calibration and measurement traceability is not employed for all measurement devices. Instead, ICESCO determines which devices will be subject to calibration based on its processes, products and services, or in order to comply with specifications or requirements. These decisions are also based on the importance of a measurement, and considerations of risk.

6.4 Work Environment

ICESCO provides a clean, safe and well lit working environment. The leaders of ICESCO manages the work environment needed to achieve conformity to service requirements. Specific environmental requirements for services are determined during quality planning and are documented in subordinate procedures, work instructions, or job documentation. Where special work environments have been implemented, these shall also be maintained per 6.3 above.

Human factors are considered to the extent that they directly impact on the quality of Services.

6.5 Organizational Knowledge

ICESCO also determines the knowledge necessary for the operation of its processes and to achieve conformity of services. This may include knowledge and information obtained from:

- a) internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property;
- b) external sources such as standards, academia, conferences, and/or information gathered from customers or suppliers.

This knowledge shall be maintained, and made available to the extent necessary.

When addressing changing needs and trends, ICESCO shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

7.0 Operation

7.1 Operational Planning and Control

ICESCO plans and develops the processes needed for product realization. Planning of product realization is consistent with the requirements of the other processes of the management system. Such planning considers the information related to the context of the organization (see section 2.0

above), current resources and capabilities, as well as product and service requirements.

Changes to operational processes are done in accordance with the document ***Control of Documents, Records and Data Procedure (QMS-P1)***.

7.2 Customer-Related Activities

7.2.1 Capture of Customer Requirements

During the intake of new business ICESCO captures:

- a) requirements specified by the customer, including the requirements for delivery and post-delivery activities;
- b) requirements not stated by the customer but necessary for specified or intended use, where known
- c) statutory and regulatory requirements related to the service;
- d) any additional requirements determined by ICESCO.

See (5.2) above.

7.2.2 Review of Customer Requirements

Once requirements are captured, ICESCO reviews the requirements prior to its commitment to supply the Service. This review ensures that:

- a) Service requirements are defined,
- b) contract or order requirements differing from those previously expressed are resolved,
- c) the organization has the ability to meet the defined requirements, and/or the claims for the products and services it offers, and
- d) risks have been identified and considered.
- e) See (5.2) above.

7.2.3 Customer Communication

ICESCO has implemented effective communication with customers in relation to:

- a) providing information relating to services;
- b) handling enquiries, contracts or orders, including changes;
- c) obtaining customer feedback relating to products and services, including customer complaints;
- d) handling or controlling customer property;
- e) establishing specific requirements for contingency actions, when relevant.

7.3 Design and Development

This clause is not applicable.

7.4 Purchasing

ICESCO ensures that purchased Product or Service conform to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product is dependent on the effect on subsequent product realization or the final product.

ICESCO evaluates and selects suppliers based on their ability to supply product and service in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation are established.

Purchases are made via the release of formal purchase orders and/or contracts which clearly describe what is being purchased. Received Products or Services are then verified against requirements to ensure satisfaction of requirements. Suppliers who do not providing conforming Products or Services may be requested to conduct formal corrective action.

These activities are further defined in the documents ***Purchasing Process (ICESCO-DAA_SPI-P01)*** and ***Receiving Process (ICESCO-DAA_SPI-P03)***

7.5 Provision of Services

7.5.1 Control of Provision of Services

To control its provision of Services, ICESCO considers, as applicable, the following:

- a) the availability of documents or records that define the characteristics of the Services as well as the results to be achieved;
- b) the availability and use of suitable monitoring and measuring resources;
- c) the implementation of monitoring and measurement activities;
- d) the use of suitable infrastructure and environment;
- e) the appointment of competent persons, including any required qualifications;
- f) the implementation of actions to prevent human error;
- g) the implementation of release, delivery and post-delivery activities.

ICESCO

7.5.2 Identification and Traceability

Where appropriate, ICESCO identifies its Service or other critical process outputs by suitable means. Such identification includes the status of the Service with respect to monitoring and measurement requirements. Unless otherwise indicated as nonconforming, pending inspection or disposition, or some other similar identifier, all Service shall be considered conforming and suitable for use.

ICESCO's services is monitored and verified by the service provision process, the outputs are has a unique reference number for each program implemented

7.5.3 Property Belonging to Third Parties

ICESCO exercises care with customer or supplier property while it is under the organization's control or being used by the organization. Upon receipt, such property is identified, verified, protected and safeguarded. If any such property is lost, damaged or otherwise found to be unsuitable for use, this is reported to the customer or supplier and records maintained.

For customer intellectual property, including customer furnished data used for design, production and / or inspection, this is identified by customer and maintained and preserved to prevent accidental loss, damage or inappropriate use.

ICESCO occasionally works with items provided by customers, suppliers, or subcontractors. These may include:

- Products
 - Tooling
 - Intellectual property, such as studies, reports
 - Software and application
-
- For “hard” property (physical items) these are identified with the customer name and any applicable identifiers. Where deemed appropriate, such property may be physically secured in locked, limited-access areas.
 - If the property requires calibration and/or preventive maintenance, the responsibilities and methods for such will be negotiated with the customer and documented.
 - If the amount of third party property stored in-house becomes significant, ICESCO’ sectors will develop and maintain a log of customer property to maintain an accurate inventory.
 - Such third party property shall be preserved as if the items were owned by ICESCO.
 - For “soft” property (intellectual property, documentation, software, etc.) these are maintained to ensure ongoing legibility and good condition.
 - Such intellectual property is stored on the server and identified by the customer name, and protected from accidental deletion or alteration, as well as protected from unauthorized access.
 - Electronic versions of customer-provided intellectual property are maintained on secure, backed-up organization servers.
 - In all cases, damage or loss of customer property will be promptly reported to the customer for disposition or instructions.

7.5.4 Preservation

ICESCO preserves conformity of service or other process outputs during internal processing and delivery. This preservation includes identification, handling, and protection. It can be handled by **backup management process (ICESCO-DIT-P05), Control of Documents, Records, Data (QMS-P1)**

7.5.5 Post-Delivery Activities

ICESCO provides post-delivery activities in its services within the scope of the quality management system. This is done by following up on the compatibility of the required service received by the customer with his needs clearly and according to exact conditions. ICESCO makes reports after any program execution including a survey results of the program audience.

7.5.6 Process Change Control

ICESCO reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements.

1. Management system processes will undergo changes, typically when:
 - 1.1. Improvement opportunities have been identified, typically to improve process effectiveness
 - 1.2. Nonconformities within a process are identified and require corrective action
 - 1.3. Conditions in the industry or organization change, requiring a process to be updated
 - 1.4. New processes are added which impact on existing processes, requiring changes
 - 1.5. Customer requirements result in a need to change processes
 - 1.6. Any other reason determined by management
2. In such cases, the process must be changed in a controlled manner to ensure proper authorization and implementation of the changes.
3. At a minimum, process changes shall include the steps herein:
 - 3.1. The request for a process change shall be documented, typically in **Control of Documents, Records and Data Procedure (QMS-P1)**. The justification for the change shall be recorded.
 - 3.2. The change shall be reviewed by appropriate management, including the senior most manager responsible for the process. Changes must be approved prior to implementation.
 - 3.3. The appropriate **Process Flowchart** will be updated to reflect the change. This document will undergo review and approval per the procedure **Control of Documents, Records and Data Procedure (QMS-P1)**. The revision indicator of the **Process Flowchart** will be incremented, and the nature of the change recorded.
 - 3.4. The follow-up verification step of the **Process Flowchart** shall seek to ensure the change has had the intended effect, and/or has improved the process. If not, the change may be rolled back or a new change made to correct any new issues that arise as a result of the change.

7.5.7 Measurement and Release of Services

Acceptance criteria for Services are defined in appropriate subordinate documentation. Reviews, verifications, and validations are conducted at appropriate stages to verify that the service requirements have been met. This is done before Services are delivered.

Each process utilizes different methods for measuring and releasing Services. These methods are defined in **Process Flowchart**.

The Purchasing and Inventory Section is responsible for inspecting the materials/services and ensuring that they conform to the specifications required in the purchase requisition as a criterion

for acceptance. In the event of any non-conformity case, the materials/services are rejected and a deadline is given to the supplier to replace the materials, issue a case of non-conformity and keep records for all stages of examination and testing.

With regard to permanent suppliers and service providers, the terms stipulated in the contracts are followed up, their performance is evaluated, the evaluation results are reviewed, and they communicate with them in case of malfunctions and in cases of continuous development of their performance through holding periodic meetings as agreed between the ICESCO's management and suppliers.

7.5.8 Control of Nonconforming Outputs

ICESCO ensures that Services or other process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The controls for such nonconformances are defined in **Control of Nonconformity & Corrective Action (QMS-P2)**

8.0 Performance Evaluation and Improvement

8.1 General

ICESCO uses the management system to improve its processes, and services. Such improvements aim to address the needs and expectations of customers as well as other interested parties, to the extent possible.

Improvement shall be driven by an analysis of data related to:

The results of analysis shall be used to evaluate:

- a) conformity of services;
- b) the degree of customer satisfaction;
- c) the performance and effectiveness of the management system;
- d) the effectiveness of planning;
- e) the effectiveness of actions taken to address risks and opportunities;
- f) the performance of external providers;
- g) other improvements to the management system.

8.2 Customer Satisfaction

As one of the measurements of the performance of the management system, ICESCO monitors information relating to customer perception as to whether the organization has met customer requirements in accordance with **Customer Feedback & Complaints (QMS-P06)**. The methods for obtaining and using this information include:

- recording customer complaints
- submittal of customer satisfaction surveys

The corrective and preventive action system shall be used to develop and implement plans for customer satisfaction improvement that address deficiencies identified by these evaluations and assess the effectiveness of the results.

8.3 Internal Audit

ICESCO conducts internal audits at planned intervals (at least once a year or for any new major changes) to determine whether the management system conforms to contractual and regulatory requirements, to the requirements of ISO 9001, and to management system requirements. Audits also seek to ensure that the management system has been effectively implemented and is maintained.

These activities are defined in the document ***Internal Auditing (QMS-P3)***.

8.4 Corrective and Preventive Action

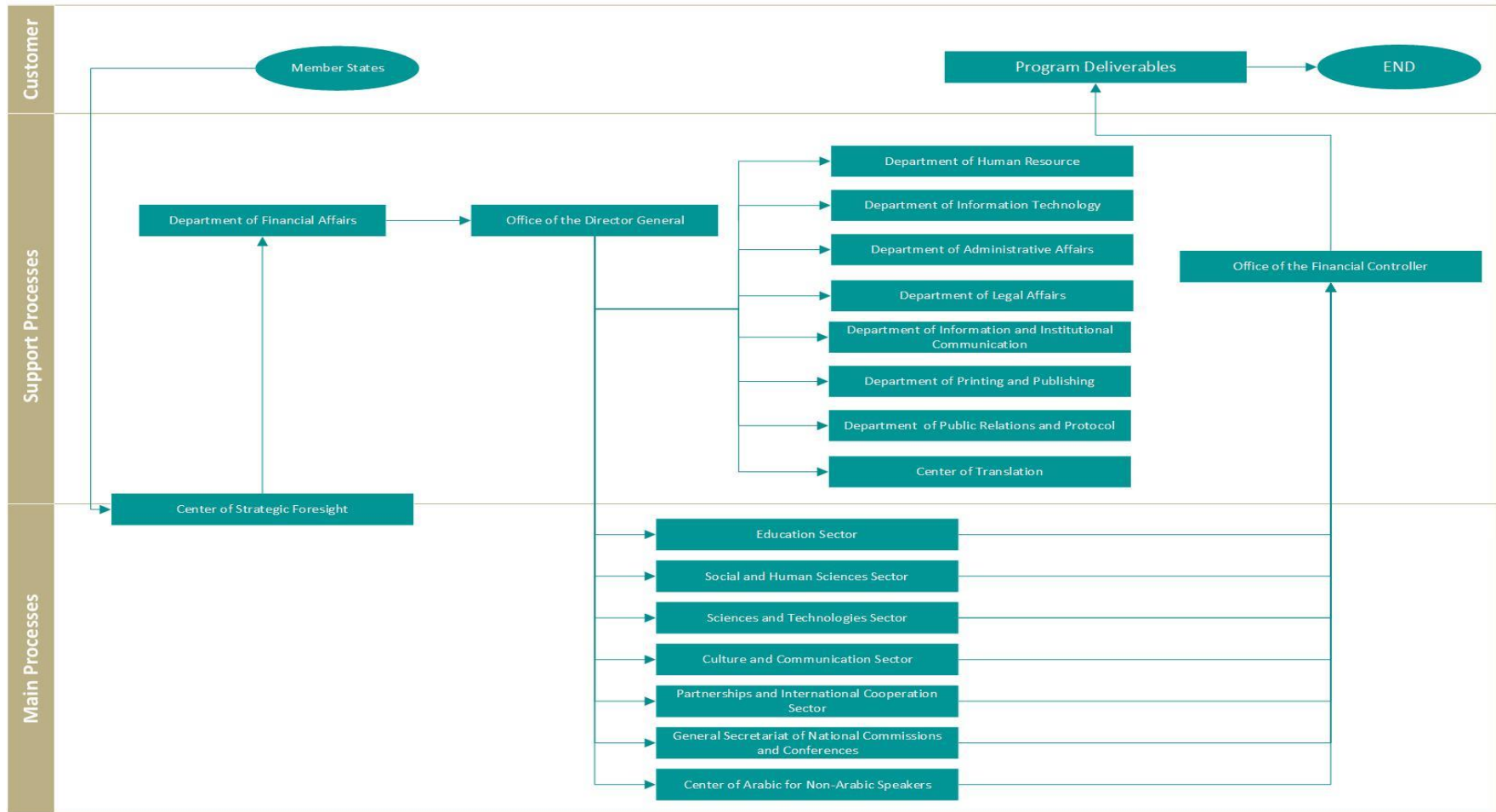
ICESCO takes corrective action to eliminate the cause of nonconformity in order to prevent *recurrence*. Likewise, the organization takes preventive action to eliminate the causes of potential nonconformities in order to prevent their *occurrence*.

These activities are done through the use of the formal Corrective Action ([CAR Form Abbreviation]) system, and are defined in the document ***Control of Nonconformity & Corrective Action (QMS-P2)***.

Appendix A: Overall Process Sequence & Interaction



PROCESS INTERACTION



Appendix B: ISO 9001:2015 Cross Reference

ISO 9001:2015 Clause	Section in Manual
4.0 Context of the Organization (all)	
4.1 Understanding the Organization & Its Context	2.1 Determining Our Strategic Direction
4.2 Understanding the needs & expectations of interested parties	2.0 Who We Are
4.3 Determining the scope of the QMS	2.2 Scope of the Management System
4.4 Management system and its processes	4.1 Process Approach
5.0 Leadership	
5.1 Leadership & Commitment	5.1 Management Leadership and Commitment
5.1.1 General	5.1 Management Leadership and Commitment
5.1.2 Customer focus	5.2 Customer Focus
5.2 Policy	3.0 Quality Policy 5.3 Quality Policy
5.3 Organizational Roles Responsibilities and Authorities	5.4 Organizational Roles and Responsibilities and Authorities
6.0 Planning	
6.1 Actions to address risks and opportunities	4.4 Risks and Opportunities
6.2 Quality objectives and planning to achieve them	4.1.2 Process Controls & Objectives
6.3 Planning of changes	4.3 Change Management
7.0 Support	
7.1 Resources	
7.1.1 General	6.1 Provision of Resources
7.1.2 People	6.2 Human Resources
7.1.3 Infrastructure	6.3 Infrastructure
7.1.4 Environment for the operation of processes	6.4 Work Environment
7.1.5 Monitoring and measuring resources	6.3 Infrastructure
7.1.6 Organizational knowledge	6.5 Organizational Knowledge
7.2 Competence	6.2 Human Resources
7.3 Awareness	5.5 Internal Communication
7.4 Communication	5.5 Internal Communication
7.5 Documented information	4.2 Documentation & Records
8.0 Operation	
8.1 Operational planning and control	7.1 Operational Planning and Control
8.2 Requirements for products and services	
8.2.1 Customer communication	7.2.3 Customer Communication
8.2.2 Determining the requirements related to products & services	7.2.1 Capture of Customer Requirements
8.2.3 Review of requirements related to products & services	7.2.2 Review of Customer Requirements
8.2.4 Changes to requirements for products and services	7.2.2 Review of Customer Requirements
8.3 Design and development of products and services	7.3 Design and Development

ISO 9001:2015 Clause	Section in Manual
8.4 Control of externally provided processes, products & services	7.4 Purchasing
8.5 Production and service provision	
8.5.1 Control of production and service provision	7.5.1 Control of Provision of Services
8.5.2 Identification and traceability	7.5.2 Identification and Traceability
8.5.3 Property belonging to customers or external providers	7.5.3 Property Belonging to Third Parties
8.5.4 Preservation	7.5.4 Preservation
8.5.5 Post-delivery activities	7.5.5 Post-Delivery Activities
8.5.6 Control of changes	7.5.6 Process Change Control
8.6 Release of products and services	7.5.7 Measurement and Release of Services
8.7 Control of nonconforming outputs	7.5.8 Control of Nonconforming Outputs
9.0 Performance evaluation	
9.1 Monitoring, measurement, analysis and evaluation	
9.1.1 General	8.1 Improvement: General
9.1.2 Customer satisfaction	8.2 Customer Satisfaction
9.1.3 Analysis and evaluation	8.1 Improvement: General
9.2 Internal audit	8.3 Internal Audit
9.3 Management review	5.6 Management Review
10.0 Improvement	
10.1 General	8.1 Improvement: General
10.2 Nonconformity and corrective action	8.4 Corrective and Preventive Action
10.3 Continual improvement	8.1 Improvement: General