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1. PURPOSE

This work manual aims to standardize the process of animal evaluation and distribution, farm and farmer evaluation, milk testing and provision of training services of the National Dairy Authority (NDA) and ensuring the appropriateness of its versions and availability at point of use.

2. POLICY

The NDA shall provide services to its clients in accordance with their specified requirements. As such, it is the policy of the NDA to ensure that all services that do not conform to requirements are identified, evaluated, and resolved in accordance with the guidelines as provided in this document.

3. SCOPE


This work manual applies to all relevant personnel who are involved in animal evaluation and distribution, farm and farmer evaluation, milk testing and provision of training activities of NDA.

This work manual covers the animal evaluation and distribution, farm and farmer evaluation, milk testing and provision of training activities.

4. ACRONYMS AND DEFINITION OF TERMS

- 4.1. The **Regional Manager** refers to the Department Manager of each Dairy Zone Departments in North and South Luzon, Western and Central Visayas and North and South Mindanao.
- 4.2. The **Assistant Regional Manager** refers to the Assistant Department Manager of each Dairy Zone Departments in North and South Luzon, Western and Central Visayas and North and South Mindanao.
- 4.3. The **Regional Quarantine Officer** refers to officer of each Dairy Zone Departments in North and South Luzon, Western and Central Visayas and North and South Mindanao who works for biosecurity. They are also referred to as animal and plant inspection officers which primary goal is to prevent pests, diseases or other contaminates from entering the country.

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4.4. The **Technical Evaluation Team (TET)** refers to a group that conducts the evaluation of animal, farm and farmers intended to avail extension services of the NDA. It is composed of two (2) PDOs (either cooperative, business, dairy production), one of which is the Team Leader.

5. RESPONSIBILITY

5.1. REGIONAL MANAGER

- 5.1.1. Ensures that the established work in this manual is consistent with the Agency's mandate and applicable statutory and regulatory requirements.
- 5.1.2. The Regional Manager is also responsible for the review and endorsement of plans and reports to the internal and external clients.

5.2. ASSISTANT REGIONAL MANAGER

- 5.2.1. Ensures that the process in extension services activities is consistent in this work manual and is effectively implemented.
- 5.2.2. The Assistant Regional Manager is also responsible for the review and approval of such documents prior to submission to the Regional Manager.


5.3. TECHNICAL EVALUATION TEAM

- 5.3.1. Ensures that the established process in extension services activities as provided for by the work manual is being implemented.
- 5.3.2. The Technical Evaluation Team is also responsible for the preparation and implementation of this procedure.

5.4. DOCUMENT CONTROLLER/DOCUMENT CUSTODIAN

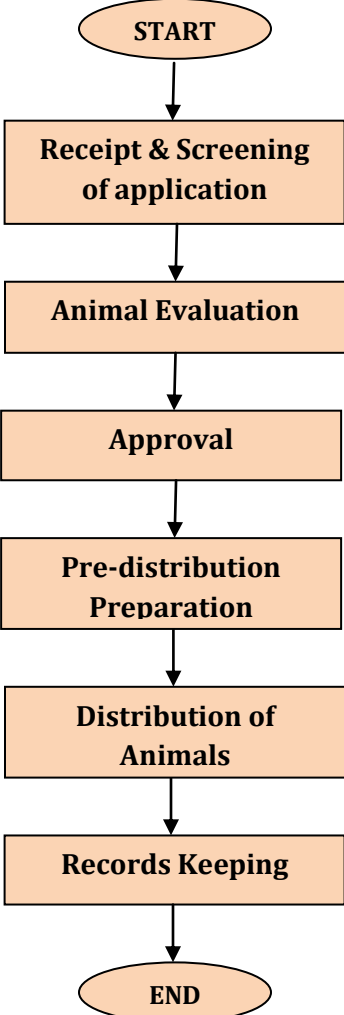
- 5.4.1. Ensures that controlled documents such as evaluation reports, memorandum of agreement (MOA) and other documents related to extension services are secured and properly disseminated to concerned offices.

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6. PROCEDURE FLOW

6.1. ANIMAL EVALUATION AND DISTRIBUTION (PAYMENT-IN-KIND)

Responsible	Key Steps	Timetable	Interfaces	
<u>Document Controller</u> <ul style="list-style-type: none"> CO: Records Officer Regional Dept: Admin Officer 	 <pre> graph TD Start([START]) --> Step1[Receipt & Screening of application] Step1 --> Step2[Animal Evaluation] Step2 --> Step3[Approval] Step3 --> Step4[Pre-distribution Preparation] Step4 --> Step5[Distribution of Animals] Step5 --> Step6[Records Keeping] Step6 --> End([END]) </pre>	5 minutes	<u>Letter of Intent of Customer</u> See Details 6.1.1.1	
<u>Document Custodian</u> <ul style="list-style-type: none"> CO & Regional Dept: Admin Asst 		Technical Evaluation Team	<u>10-15 working days</u>	<u>Regional Dairy Animal Price Index</u> <u>Blood Test Result</u> <u>Animal Lifetime Record</u> <u>Evaluation And Readiness of the Recipient</u>
Regional Manager/ Administrator		Approval	<u>2 working days</u>	<u>COLC</u> <u>Photo Documents</u> See Details 6.1.1.2 & 6.1.1.3
Project Development Officer/ Veterinarian		Pre-distribution Preparation	<u>5 working days</u>	<u>Contract/MOA</u> <u>Veterinary Tests</u> <u>Veterinary Health Certificate</u> <u>Shipping Permit</u> See Details 6.1.1.4
Loan Officer/Accountant Project Development Officer Regional Manager		Distribution of Animals	<u>1-5 working days</u>	Certificate of Partial/Full Payment Acknowledgement Receipts See Details 6.1.1.5
Document Controller Document Custodian		Records Keeping	5 minutes	<u>Regional Dairy Animal Price Index</u> <u>Blood Test Result</u> <u>Animal Lifetime Record</u> <u>Evaluation And Readiness of the Recipient</u> <u>COLC</u> <u>Photo Documents</u> <u>Contract/MOA</u> See Details 6.1.1.6
		END		

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6.1.1. *Procedure Details*

6.1.1.1. *Receipt & Screening of Application*

- 6.1.1.1.1. The Document Controller receives and records the request letter of Farmer's/Cooperative's/Buyers'/Recipients for animal build up and distribution program/intent to pay to the *Document Master List/Distribution List*.
- 6.1.1.1.2. The Document Controller keeps and reproduces the master copy according to the number of Document Custodians specified in the Distribution List. Copy of the document is stamped with "Controlled Copy" in blue ink prior to distribution to the Document Custodians.
- 6.1.1.1.3. The Document Custodian attaches a tracking slip to the document and submits to the Operations Department copy furnished the Office of the Administrator.
- 6.1.1.1.4. The Operations Department conducts initial screening on the application and endorses the document for action to the concerned Regional Department.
- 6.1.1.1.5. The Regional Manager reviews the said document and gives instructions to Technical Evaluation Team for proper action.


6.1.1.2. *Animal Evaluation*

- 6.1.1.2.1. The Technical Evaluation Team conducts inspection and evaluation of the animals according to the standard criteria.
- 6.1.1.2.2. The Technical Evaluation Team submits to the Regional Manager the evaluation and valuation report based on Regional Dairy Animal Price Index, blood test result, animal lifetime record, evaluation and readiness of the recipient, COLC, and photo documents together with the Letter of intent.

6.1.1.3. *Approval*

Animals valued at ≥Php500,000.00

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6.1.1.3.1. The Administrator is the approving authority for animals valued at this amount.

Animals valued at ≤Php500,000.00

6.1.1.3.2. The Regional Manager is the approving authority for animals valued at this amount.

6.1.1.4. ***Pre-distribution Preparation***

6.1.1.4.1. Upon approval of animals collected as repayments, the Memorandum of Agreement must be signed by the Farmer recipient, the Regional Manager, the NDA Administrator and the witness.

6.1.1.4.2. The Technical Evaluation Team tests, deworms and vaccinates as required by the Regional Quarantine Officer.

6.1.1.4.3. A Veterinarian provides a Veterinary Health Certificate.

6.1.1.4.4. The PDO assigned acquires Shipping Permit for the animals from either LGU, Provincial or Regional Veterinary Quarantine Office.

6.1.1.5. ***Distribution of Animals***


6.1.1.5.1. The concerned regional department distributes the animals to qualified recipients and have the acknowledgement receipt signed.

6.1.1.5.2. The Loan Officer/Accountant issues a Certificate of Partial or Full Payment to the farmer recipient.

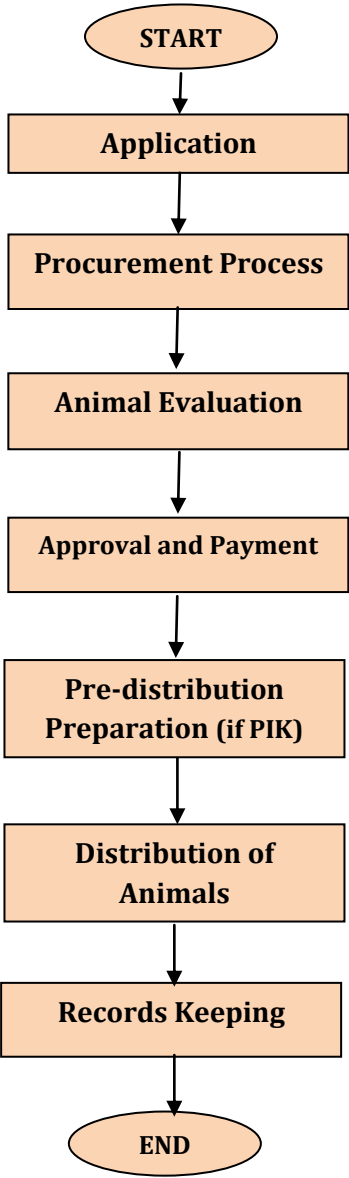
6.1.1.6. ***Records Keeping***

6.1.1.6.1. The Document Controller keeps records following the *Records Control Procedure NDA-QP-02*.

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6.2. ANIMAL EVALUATION AND DISTRIBUTION (BUY-BACK)


Responsible	Key Steps	Timetable	Interfaces
<u>Document Controller</u> <ul style="list-style-type: none"> CO: Records Officer Regional Dept: Admin Officer 		5 minutes	<u>Letter of Intent of Customer</u> See Details 6.2.1.1
<u>Document Custodian</u> <ul style="list-style-type: none"> CO & Regional Dept: Admin Asst. 		15-20 working days	<u>Purchase Request</u> <u>BAC documents</u> See Details 6.2.1.2
Dept. Admin. Officer BAC		10-15 working days	<u>Regional Dairy Animal Price Index Blood Test Result</u> <u>Animal Lifetime Record</u> <u>Evaluation And Readiness of the Recipient</u> <u>COLC</u> <u>Photo Documents</u> See Details 6.2.1.3 & 6.2.1.4
Technical Evaluation Team		2 working days	<u>Notice of Award</u> <u>NDA-QP-SS-01B Procurement</u> <u>Payment documents</u> See Details 6.2.1.5
Regional Manager/Administrator		15 working days	<u>Contract/MOA</u> <u>Shipping Permit</u> <u>Veterinary Health Certificate</u> See Details 6.2.1.6
Accountant BAC		5 minutes	<u>Acknowledgement Receipts</u> <u>Regional Dairy Animal Price Index Blood Test Result</u> <u>Animal Lifetime Record</u> <u>Evaluation And Readiness</u> <u>COLC</u> <u>Photo Documents</u> <u>Contract/MOA</u> See Details 6.2.1.7
Project Development Officer/Veterinarian Regional Manager		END	
Document Controller Document Custodian			

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6.2.1. Procedure Details

6.2.1.1. Application

- 6.2.1.1.1. The Document Controller receives and records the request letter of Farmer's/Cooperative's/Suppliers'/Buyers' for distribution program/intent to buy or sell to the *Document Master List/Distribution List*.
- 6.2.1.1.2. The Document Controller keeps and reproduces the master copy according to the number of Document Custodians specified in the Distribution List. Copy of the document is stamped with "Controlled Copy" in blue ink prior to distribution to the Document Custodians.
- 6.2.1.1.3. The Document Custodian attaches a tracking slip to the document and submits to the Operations Department copy furnished the Office of the Administrator.
- 6.2.1.1.4. The Operations Department endorses the document for action to the concerned Regional Department.
- 6.2.1.1.5. The Regional Manager reviews the said document and gives instructions to Technical Evaluation Team for proper action.


6.2.1.2. Procurement Process

- 6.2.1.2.1. The Regional Department prepares and endorses Procurement Request to the Administrator for approval.
- 6.2.1.2.2. Upon approval, the BAC procedures follows which shall be governed by the Procurement Act, DBM Circulars and existing COA Rules and Regulations. Procurement procedures follows **NDA-QP-SS-01B** *Procurement of Goods and Services*.

6.2.1.3. Animal Evaluation

- 6.2.1.3.1. The Technical Evaluation Team conducts inspection and evaluation of the animals according to the standard criteria.

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6.2.1.3.2. The Technical Evaluation Team submits to the Regional Manager the evaluation and valuation report based on Regional Dairy Animal Price Index, blood test result, animal lifetime record, evaluation and readiness of the recipient, COLC, and photo documents.

6.2.1.4. Approval and Payment

Animals valued at \geq Php500,000.00

6.2.1.4.1. The Administrator is the approving authority for animals valued at this amount.

6.2.1.4.2. Upon approval of animals for procurement and payment, **NDA-QP-SS-01B Procurement of Goods and Services** follows.

Animals valued at \leq Php500,000.00

6.2.1.4.3 The Regional Manager is the approving authority for animals valued at this amount.

6.2.1.4.4 Upon approval of animals for procurement and payment, **NDA-QP-SS-01B Procurement of Goods and Services** follows.

6.2.1.5. Pre-distribution Preparation


6.2.1.5.1. Upon approval of animals collected as buy-back, the Memorandum of Agreement shall be signed by the Farmer recipient, Regional Manager, the NDA Administrator and the witness.

6.2.1.5.2. The Technical Evaluation Team tests, deworms and vaccinates as required by the Regional Quarantine Officer.

6.2.1.5.3. A Veterinarian provides a Veterinary Health Certificate.

6.2.1.5.4. The PDO assigned acquires Shipping Permit for the animals from either LGU, Provincial or Regional Veterinary Quarantine Office.

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6.2.1.6. ***Distribution of Animals***

- 6.2.1.6.1. The concerned regional department distributes the animals to qualified recipient (Animal Loan) and have the acknowledgement receipt signed.
- 6.2.1.6.2. If animals are for sale, the Admin. and Finance Staff collect payment from the buyer and issues official receipt.
- 6.2.1.6.3. A contract of sale will be executed. Once fully paid, a deed of absolute sale will be executed.

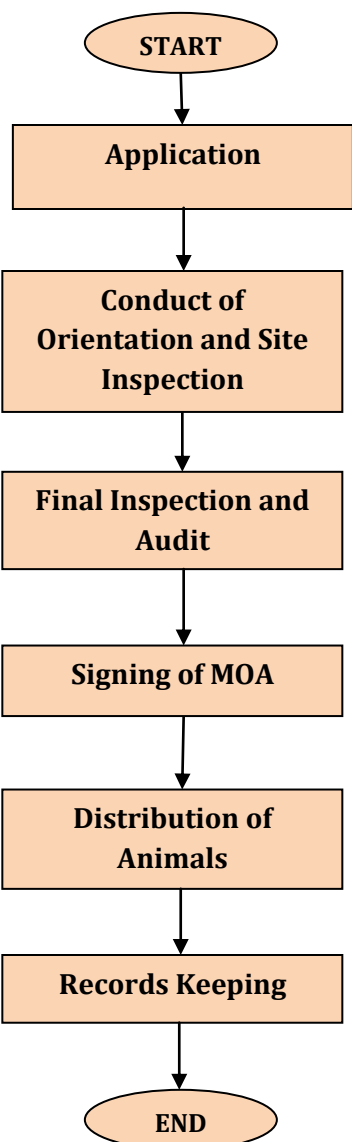
6.2.1.7. ***Records Keeping***

- 6.2.1.7.1. The Document Controller keeps records following the *Records Control Procedure NDA-QP-02*.


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6.3. FARM AND FARMER EVALUATION

Responsible	Key Steps	Timeline	Interfaces
<u>Document Controller</u> <ul style="list-style-type: none"> CO: Records Officer Regional Dept: Admin Officer <u>Document Custodian</u> <ul style="list-style-type: none"> CO & Regional Dept: Admin Asst. 		5 working days	<u>Letter of Intent</u> See Details 6.3.1.1
Technical Evaluation Team		15 working days	<u>Farm and Farmer Evaluation Report</u> <u>FSA Compliance Report</u> <u>Cert. of Good Credit Standing</u> <u>Training (Basic Dairy Husbandry Course – for new farmers)</u>
Technical Evaluation Team		15 working days	<u>Risk Management Plan</u> See Details 6.3.1.2 & 6.3.1.3
Operations Manager/Administrator		1 working day	<u>Completed Farm and Farmer Evaluation Report</u> <u>Certificate of Compliance</u> See Details 6.3.1.4
Technical Evaluation Team Regional Manager		5 working days	<u>Shipping permit</u> <u>Contract/MOA</u> <u>Acknowledgement Receipt</u> See Details 6.3.1.5
Document Controller Document Custodian		1 working day	<u>Completed Farm and Farmer Evaluation Report</u> <u>Cert. of Good Credit Standing</u> <u>Training Design</u> <u>Post Training Evaluation Report</u> <u>Risk Management Plan</u> <u>Contract/MOA</u> <u>Acknowledgement Receipt</u> See Details 6.3.1.6

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6.3.1. *Procedure Details*

6.3.1.1. *Application*

- 6.3.1.1.1. The Document Controller receives and records Farmer's/Cooperative's Letter of Intent to the *Document Master List/Distribution List*.
- 6.3.1.1.2. The Document Controller keeps and reproduces the master copy according to the number of Document Custodians specified in the Distribution List. Copy of the document is stamped with "Controlled Copy" in blue ink prior to distribution to the respective Area Document Custodians.
- 6.3.1.1.3. The Area Document Custodian attaches a tracking slip to the document and submits to the Operations Department copy furnished the Office of the Administrator.
- 6.3.1.1.4. The Operations Department endorses the document for action to the concerned Regional Department.
- 6.3.1.1.5. The Regional Manager endorses the application form to the Technical Evaluation Team for proper action.


6.3.1.2. *Conduct of Orientation and Site Inspection*

- 6.3.1.2.1. The Technical Evaluation Team evaluates the farm according to the standard criteria indicated in the Farm and Farmer's Evaluation Form.
- 6.3.1.2.2. In addition to the Farm and Farmer's Evaluation Form, the Technical Evaluation Team reviews and include the FSA Compliance Report, Certificate of Good Credit Standing and Risk Management Plan.

6.3.1.3. *Final Inspection*

- 6.3.1.3.1. The Technical Evaluation Team conducts final inspection to site to assess compliance to dairy regulations.
- 6.3.1.3.2. Upon compliance, the Technical Evaluation Team forwards documentation and endorsement to the Operations Manager and Administrator for approval.

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6.3.1.3.3. The Operations Manager or Administrator approves the final evaluation report for the distribution of animals.

6.3.1.4. *Signing of Memorandum of Agreement (MOA)*

6.3.1.4.1. The PDO facilitates the signing of the MOA by the farmer/farm owner and the witness.

6.3.1.4.2. The PDO submits the signed MOA to the Department/Operations Manager and Administrator for signature.

6.3.1.5. *Distribution of Animals*

6.3.1.5.1. The Area Administrative Officer processes and prepares the shipping documents for the request of shipping permit.


6.3.1.5.2. The assigned Project Development Officer of the receiving area accompanies the animals to be delivered.

6.3.1.5.3. The final/signed Memorandum of Agreement (MOA) together with the Acknowledgement Receipt is issued to the farmer/farm owner.

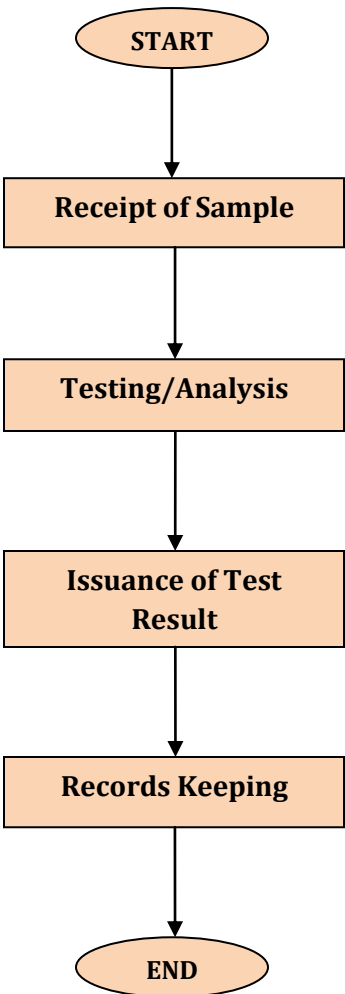
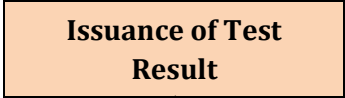

6.3.1.6. *Records Keeping*

6.3.1.6.1. The Document Controller keeps the records following the *Records Control Procedure NDA-QP-02*.

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6.4. MILK TESTING

Responsible	Key Steps	Timeline	Interfaces
CO: Chemist, Laboratory Technician Regional Dept.: Food Technologist		5 minutes	<u>Request For Laboratory Services Form</u> <u>Claim Stub</u> <u>Sample Acceptance Slip</u> <u>Receipt of Sample</u> <u>Official Receipt</u> See Details 6.4.1.1
		Minimum: 1 hour Maximum: 3-5 working days	<u>Philippine National Standards</u> See Details 6.4.1.2
CO: Division Chief Regional Dept.: Asst. Regional Manager		5 minutes	<u>Laboratory Test Result</u> <u>Official Receipt/Claim Stub</u> See Details 6.4.1.3
CO: Chemist, Laboratory Technician Regional Dept.: Food Technologist		5 minutes	<u>Letter of Request</u> <u>Receipt of Sample</u> <u>Official Receipt</u> <u>Philippine National Standards</u> <u>Laboratory Test Result</u> <u>Official Receipt</u> See Details 6.4.1.4

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6.4.1. *Procedure Details*

6.4.1.1. *Receipt of Sample*

- 6.4.1.1.1. The Food Technologist at the Regional Department or the Chemist and Laboratory Technician at the Central Office receives the accomplished Request for Laboratory Service (RLS) Form from the client.
- 6.4.1.1.2. The Food Technologist/Chemist/Laboratory Technician examines the samples and issues a Sample Acceptance Slip to the client.
- 6.4.1.1.3. The client proceeds to the cashier for the payment of the laboratory analysis. The cashier will issue an official receipt.
- 6.4.1.1.4. The client presents the official receipt to the laboratory for the issuance of a claim stub. The claim stub indicates the release date of the result of analysis.

6.4.1.2. *Testing/Analysis*

- 6.4.1.2.1. The Food Technologist/Veterinarian/Chemist at the Central Office conducts the test as requested based on laboratory protocols.
- 6.4.1.2.2. The Food Technologist/Veterinarian/Chemist analyzes the results based on standard procedures.
- 6.4.1.2.3. The Food Technologist/Veterinarian/Chemist prepares the laboratory test report.


6.4.1.3. *Issuance of Test Result*

- 6.4.1.3.1. The laboratory staff issues the laboratory result to the customer upon presentation of the official receipt and the claim stub.

6.4.1.4. *Records Keeping*

- 6.4.1.4.1. The Food Technologist/Chemist keeps records following the *Records Control Procedure NDA-QP-02*.


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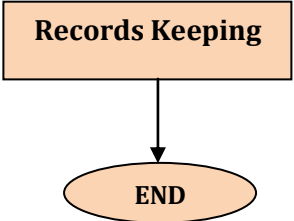
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6.5. PROVISION OF TRAINING

Responsible	Key Steps	Timeline	Interfaces
Training Specialist PDO concerned Asst. Manager	<p>START</p> <p>↓</p> <p>Training Needs Analysis (TNA)</p> <p>↓</p> <p>Preparation of Training Proposal</p>	30 minutes	<u>Farmers Profile</u> <u>TNA Report Form</u> See Details 6.5.1.1
	<p>↓</p> <p>Approval of Training Proposal</p> <p>↓</p> <p>Pre-training Activities</p>	4 hours	<u>Training Proposal</u> See Details 6.5.1.2
Regional Manager	<p>↓</p> <p>Conduct of Training</p> <p>↓</p> <p>Post-training Activities</p> <p>↓</p>	5 hours	<u>Training Proposal</u> <u>Budget Request</u> <u>Purchase Request</u> <u>Bidding/Request for Quotation/Abstract of Bids/BAC Proceedings/Notice of Award</u> <u>SO/Cash Advance</u> <u>Purchase Order/Job Order</u> <u>Disbursement Voucher</u> <u>Budget Utilization Slip</u> See Details 6.5.1.3 & 6.5.1.4
Training Specialist PDO concerned Asst. Manager		1-30 working days (duration)	<u>Attendance Sheet</u> <u>Pre Test Form</u> <u>Certificate of Completion/Attendance/Participation/Appreciation</u> <u>Post Test & Post Training Evaluation Form</u> See Details 6.5.1.5
		16 working hours	<u>Training Completion Report</u> <u>Filled-up Training Data Base (electronic system)</u> Attachments: <u>Liquidation Forms/Payments (DV/BUS)</u> <u>Copy of Approved Training Design, POs, IOs,</u> <u>Orig. Copy of attendance sheet, Canvass Form, billing statement, OR's, MAC, CEP's</u> <u>Training Completion Report</u> <u>Certificate of Satisfactory Performance</u> See Details 6.5.1.6

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Document Controller Document Custodian		<u>5 minutes</u>	<u>TNA Report Form</u> <u>Farmers Profile</u> <u>Approved Training Proposal</u> <u>Training Completion Report</u> <u>(Forms/Summary of pre & post test, post evaluation report)</u> See Details 6.5.1.7
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6.5.1. Procedure Details

6.5.1.1. Training Needs Analysis (TNA)

6.5.1.1.1. The Training Specialist/PDO concerned/Asst. Manager jointly conducts training needs analysis (TNA) to farmer groups to assess the need and kind of trainings to be conducted and require farmers to fill-up the Basic Farmers' Profile as a Baseline data for TNA.

6.5.1.2. Preparation of Training Proposal

6.5.1.2.1. The Training Specialist prepares a training proposal which consists of training design, target participants and required budget and submit it to the Department Manager for recommending approval. Upon approval, the proposal is forwarded to the Finance Department for the certification of funds availability.


6.5.1.2.2. The Finance Department forwards the proposal to the Office of the Administrator through the Operations Department for approval.

6.5.1.3. Approval of Training Proposal

6.5.1.3.1. The Operations Department Manager/Administrator reviews and approves the training proposal.

6.5.1.3.2. Upon approval, the office of the Administrator forwards the proposal to the concerned Department through the Operations Department.

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6.5.1.4. Pre-training Activities

6.5.1.4.1. The Regional Department prepares the procurement of requirements which shall be governed by the Procurement Act, DBM Circulars and existing COA Rules and Regulations. Procurement procedures follows **NDA-QP-SS-01B Procurement of Goods and Services**

6.5.1.4.2. The Training Specialist identifies resource speakers and prepare logistical requirements subject to existing COA rules and regulations and DBM Circulars.

6.5.1.5. Conduct of Training

6.5.1.5.1. The Training Specialist facilitates the conduct of training, records output and conducts pre test, post test and post training evaluation.

6.5.1.5.2. The Training Specialist submits a training completion report to the Regional Department Manager.

6.5.1.6. Post-training Activities


6.5.1.6.1. Three (3) months after the training, the Training Specialist conducts a follow-up assessment to the trainees to assess the adoption of acquired knowledge.

6.5.1.6.2. The Training Specialist prepares post training evaluation report and submit it to the Regional Department Manager.

6.5.1.7. Records Keeping

6.5.1.7.1. The Document Controller keeps records following the *Records Control Procedure NDA-QP-02*.

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7. PROVISION OF SERVICES

The Operations Department ensures provision of quality and timely services to internal and external clients. All party requesting its services shall accomplish operations' forms for proper documentation purposes.

8. MANAGEMENT SYSTEM

The Operations Department ensures that the quality objectives are established throughout the department to implement the quality policy, to meet requirements for services and processes and to improve QMS and quality performance.

8.1. Confidentiality

8.1.1. Full confidentiality is maintained regarding reports and information which are regarded as sensitive.

8.1.2. Except for confidentiality restrictions, the Operations Department principle is one of transparency. Reports are published in the NDA website, <http://nda.da.gov.ph>.

8.2. Document Control

The Operations Department establishes procedures to control all internal and external documents (**NDA-QP-01 Control of Documents**) in relation to its extension services activities. The procedures shall define the controls needed, in order to:

8.2.1. Approve documents for adequacy prior to use;


8.2.2. Review and update as necessary and re-approve documents;

8.2.3. Ensure that changes and the current revision status of documents are identified;

8.2.4. Ensure that relevant versions of applicable documents are available at points of use;

8.2.5. Prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose, and;

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8.2.6. Safeguard, where relevant, the confidentiality of documents.

8.3. *Records*

8.3.1. The Operations Department establishes procedures for identification, collection, indexing, accessing, filing, storage, maintenance and disposal of its records (**NDA-QP-02** *Control of Records*).

8.3.2. The Operations Department establishes procedures for retaining records for a period consistent with its contractual and legal obligations. Access to these records shall be consistent with the confidentiality arrangements.

8.4. *Non-conformities and Corrective Actions*

The Operations Department establishes procedures for the identification and management of nonconformities (**NDA-QP-03** *Control of Nonconformity*) in its own operations. The Operations Department shall also, whenever necessary, take actions to eliminate the causes of nonconformities in order to prevent recurrence. Corrective Actions (**NDA-QP-05** *Corrective Action*) shall be appropriate to the impact of the problems encountered. The procedures shall cover the following:

8.4.1. Identification of non-conformities (e.g. from complaints and internal audits);

8.4.2. Determination of the causes of non-conformity;

8.4.3. Correction on non-conformities;


8.4.4. Evaluation of the need for actions to ensure that non-conformities do not recur;

8.4.5. Determination of the actions needed and implementing them in a timely manner;

8.4.6. Recording of the results of actions taken; and

8.4.7. Review of the effectiveness of corrective actions.

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8.5. *Preventive Actions*

8.5.1. The Operations Department establishes procedures to identify opportunities for improvement and to take preventive actions (**NDA-QP-04 Preventive Action**) to eliminate the causes of potential nonconformities. The preventive actions taken shall be appropriate to the impact of the potential problems.

8.5.2. The procedures for preventive actions shall define requirements for:

8.5.2.1. Identifying potential non-conformities and their causes;

8.5.2.2. Determining and implementing the preventive actions needed;

8.5.2.3. Recording results of actions taken, and

8.5.2.4. Reviewing the effectiveness of the preventive actions taken.

9. **FORMS** (see Annexes)

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