

# **TWINNING CONTRACT**

**JO/13/ENP/ST/23**

## **Strengthening the capabilities of the Department of Statistics in Jordan**



### **MISSION REPORT**

**on**

#### **Activity 3.10: Quality Audit - II**

Mission carried out by

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## List of Abbreviations

BC	Beneficiary Country
CoP	European Statistics Code of Practice
DoS	Department of Statistics of Jordan
MS	Member State
ToR	Terms of Reference
QASA	Quality auditing and Self-Assessment

## 1. General comments

This mission report was prepared within the Twinning Project "Strengthening the capabilities of the Department of Statistics in Jordan". The mission was devoted to Activity 3.10: Quality Audit II within Component 3: Quality and Metadata of the project.

The purposes of the mission were:

- To discuss and design the content of a quality audit
- To discuss the pros and cons of the choices made
- To discuss the application and responsibilities on the audit guidelines
- Presentation of the Italian and in general the European Union, experience in quality auditing

The consultants would like to express their thanks to all officials and individuals met for the kind support and valuable information which they received during the stay in Jordan and which highly facilitated the work of the consultants.

The existence of auditing applications to different areas were discussed (e.g. among the others: financial auditing, IT auditing). Although the interest of the BC was wider, it was agreed to focus on the quality auditing of statistical processes, i.e. of surveys, that is the auditing more relevant in the data quality framework.

The starting point of the work of this mission was the "Table of foreseen activities" included in the mission report of Activity 3.9. Quality audit I within Component 3, that listed the actions on which to make decisions in order to design a quality auditing procedure of statistical processes. The table with the decisions taken during the mission is included in Annex 3.

A discussion of the possible choices for DoS, in particular auditing vs. self-assessment of statistical processes was conducted, with respect to the methodological as well as the operational implications and in the light of the literature and of Istat experience. As a result, the QASA program was designed.

A draft of the operational manual containing the instructions and responsibilities on the audit, i.e. the audit guidelines was produced.

The main steps to be followed to test the auditing procedure were identified and the test was started during the mission.

This views and observations stated in this report are those of the consultants and do not necessarily correspond to the views of EU, DoS or Istat.

## 2. Conclusions and recommendations

### 2.1. Design of the quality auditing procedure

Mr Mohammad Khalaf, Head of Quality Division, presented a document on the various Quality auditing initiatives carried out at DoS, that includes a brief description of the survey quality auditing tools developed at the moment, as well as other related quality initiatives. MS experts were asked to shortly illustrate the Istat auditing and self-assessment procedure and tools for statistical surveys. All the discussions and decisions reported in this document relate to the latter quality auditing area.

As reference standard to be followed, BF experts decided to adopt the manual "Guidance for quality control", already developed at DoS. They also considered as opportune to leave it open until the conclusion of the testing phase, whether to adopt an auditing procedure (assessment via questionnaire with interviewer) or a self-assessment one (evaluation with a self-administered questionnaire). In both cases, the DESAP checklist will represent the base tool to be used as supporting questionnaire. In

addition, the output of both the auditing and self-assessment procedures will be a quality report with recommendations.

The main steps of the quality auditing and self-assessment (QASA) program have been identified, together with tasks, responsibilities and a possible time scheduling for the involved activities.

### ***Output of the activity***

An outline and a preliminary time scheduling of the QASA procedure are attached in Annex 4, that was developed and agreed during the present mission. In the following recommendations on the various steps of the procedure are provided.

### ***Recommendations***

- Concerning the selection of the processes to be assessed, it is suggested to evaluate as an alternative, the involvement of the Top management / Directors of Departments instead of the quality team. This will result in a higher commitment and is coherent with the mandatory nature of the recommendations. It is suggested to evaluate the feasibility of selecting the processes to be annually assessed all together at the beginning of the year. This could result in a better scheduling of the activities.
- It is recommended to further stress the role of the manual “Guidance for quality control” in the procedure.
- In the step concerning the communication and practising, both for auditing and self-assessment, it is suggested to use structured supporting material and to have a unique yearly session for all the survey managers involved in the assessment procedure.
- It is recommended to tailor the DESAP checklist in order to make it more suitable for the DoS context.
- Concerning the mode of administration of the questionnaire, it is important that DoS evaluate the feasibility of adopting a mixed approach in which the auditing is applied to the subset of most relevant surveys while self-assessment is applied to a wider number of surveys, in order to balance costs and benefits of the procedure.
- In the case of auditing it would be favourable that the interviewer is not represented only by staff from the Quality Division but also by experienced colleagues from other sectors, in order to increase the acceptability of the procedure and to spread a quality culture in DoS.
- It is suggested to identify a taxonomy for the recommendations included in the final quality report, suitable for DoS. For example, Istat adopts the following: “internal” i.e. improvement actions that can be implemented within the unit in charge of the statistical process; “cooperative” i.e. improvement actions that require the support of cross-sectional sectors (IT, methodological sector); “infrastructural” i.e. improvement actions that require the implementation of common infrastructural services.
- It is recommended to design a structured system for monitoring the implementation of the recommendations, this is in order to ensure the effective impact on process and product quality of the auditing system.

## **2.2. Development of the Operational manual**

During the mission it was suggested to develop an Operation Manual for the survey auditing and self-assessment procedure.

The Operational Manual is a useful tool for setting the activities related to the survey auditing and self-assessment procedure and for communicating them to the persons involved. It specifies the decision levels, who does what, the used tools, the time scheduling for the activities, the hierarchical approval procedure. It reflects specifically the procedure adopted in the statistical organization, so it requires to be tailored for each institute. It is an important tool for spreading the knowledge on the auditing and self-assessment procedures.

The MS experts proposed an outline of the Operational Manual, based on that in use at Istat, and addressed with respect to the content that it should include.

#### ***Output of the activity***

A draft version, in English, of the Operational Manual was developed during the mission (Annex 5). It was agreed that the manual was going to be completed by the DoS experts and translated into Arabic language. In the following recommendations on the various steps of the procedure are provided.

#### ***Recommendations***

- In order to launch the survey QASA program, it is recommended to complete the Operational Manual, that is a fundamental tool to explain the procedure.
- It is important that the Operational Manual is hierarchically approved.

### **2.3. Test of the procedure**

The testing phase was designed during the first days of the mission. It has been evaluated by DoS experts the opportunity to test both the procedures (auditing and self-assessment) by selecting two surveys from different areas. As questionnaire, the DESAP checklist will be used and the test will provide hints on its suitability for DoS context. As a result, some questions of the DESAP might be removed and other elements added.

The test based on self-assessment will allow to understand the ability of Survey Managers to fill in the questionnaire and perform the evaluation activity by their own. The test based on auditing will allow to understand the burden due to the interview phase. The activities of drafting the quality report with recommendations, sharing it with the survey manager and discussing it with the quality team and the Top management will also be tested. In general, the test will allow to evaluate if the hypothesized scheduling of the activities is appropriate, and will provide elements to define the suitable number of survey processes to be audited each year.

The results of the testing phase will provide highly important elements to be presented to DoS top management for strategical decisions on the adoption of statistical auditing and self-assessment.

The findings emerging from the testing phase will be summarised in a report. The tools and the procedure will be fine tuned on the basis of the results of the test.

#### ***Output of the activity***

A list of the main activities of the testing phase was developed during the mission including also specific suggestions for each activity (Annex 6). In the following some general recommendations are added.

#### ***Recommendations***

- The test is an important activity in order to gain experience on the survey auditing and self-assessment procedure: it is suggested to follow the activities foreseen in Annex 6.
- It is suggested to formalize the results of the test as to make them useful for the further objective decision making.

## Annex 1. Terms of Reference

### Terms of Reference

#### EU Twinning Project JO/13/ENP/ST/23

**8 -12 February 2015**

#### Component 3: Quality and metadata

#### Activity 3.10: Quality Audit – II

##### 0. Mandatory results and benchmarks for the component

- Statistics published by DoS are quality assured and documentation is improved (Apr 2015)
- Assessment report on current situation (Jan 2014)
- The consequences of applying the European Statistics Code of Practice in DoS are discussed (Apr 2014)
- Develop a standard format for a quality declaration (Jul 2014)
- A quality declaration for the national accounts is completed and published on the DoS website (Jan 2015)
- Develop a metadata strategy (Jan 2015)
- Design and test a quality audit (Apr 2015)

##### 1. Purpose of the activity

- To discuss and design the content of a quality audit.
- To discuss the pros and cons of the choices made.
- To discuss the application and responsibilities on the audit guidelines.
- Presentation of the Italian and in general the European Union, experience in quality auditing.

##### 2. Expected output of the activity

- Recommendations prepared for the content and implementation of a quality audit in DoS.
- To discuss the application and responsibilities on the audit guidelines.
- To identify a quality audit pilot test.
- Transfer of the Italian and in general the European Union, experience in quality auditing.
- A lining up of work programme for the next activity (3.11, scheduled for the 22 -26 March 2015)

### 3. Participants

#### DoS

Mr Mohammad Khalaf, Head of Quality Division (*Component Leader*)

Mr Duraïd Al-Shawawreh, Quality Division

#### Quality team:

Mr Bassam Al-Zain, Agricultural Survey Directorate

Mr Basem Shannek, Development & Strategic Planning Unit

Mr Mohammad Damrah, Economic Survey Directorate

#### MS experts

Ms Orietta Luzi, Chief of Research. Head of Unit “Methods and Techniques supporting the Statistical Production” at the Department for National Accounts and Business Statistics”,  
ISTAT

Ms Giovanna Brancato, Senior Researcher, Head of Unit Quality, Auditing and Harmonization,  
ISTAT



## Programme for the mission

Time		Place	Event	Purpose / detail
Sunday, morning	08.30 – 10.00	Hotel /DoS	Meeting with RTA	To discuss the programme of the week
Sunday, morning	10.00 – 12.00	DoS	Meeting with BC Component Leader and BC Experts	Discussions of the week's programme Presentation by DoS of progress since last mission.
	12.00 – 01.00		Break / Preparations / Report writing	Break / Preparations / Report writing
Sunday, afternoon	01.00 – 03.30	DoS	Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit.
	03.30 – 04.00		Preparations / Report writing	Preparations / Report writing
Monday, morning	08.30 – 09.00	DoS	Preparations / Report writing	Preparations / Report writing
	09.00 – 12.00		Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit, continued.
	12.00 – 01.00		Break / Preparations / Report writing	Break / Preparations / Report writing
Monday, afternoon	01.00 – 03.30	DoS	Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit, continued.
	03.30 – 04.00		Preparations / Report writing	Preparations / Report writing
Tuesday, morning	08.30 – 09.00	DoS	Preparations / Report writing	Preparations / Report writing
	09.00 – 12.00		Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit, continued.
	12.00 – 01.00		Break / Preparations / Report writing	Break / Preparations / Report writing
Tuesday, afternoon	01.00 – 03.30	DoS	Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit, continued.
	03.30 – 04.00		Preparations / Report writing	Preparations / Report writing
Wednesday, morning	08.30 – 09.00	DoS	Preparations / Report writing	Preparations / Report writing

	09.00 – 12.00		Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit, continued.
	12.00 – 01.00		Break / Preparations / Report writing	Break / Preparations / Report writing
Wednesday, afternoon	01.00 – 03.30	DoS	Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit, continued.
	03.30 – 04.00		Preparations / Report writing	Preparations / Report writing
Thursday, morning	08.30 – 09.00	DoS	Preparations / Report writing	Preparations / Report writing
	09.00 – 12.00		Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit, continued.
	12.00 – 01.00		Break / Preparations / Report writing	Break / Preparations / Report writing
Thursday, afternoon	01.00 – 02.30	DoS	Meeting with BC Component Leader and BC Experts	Discussions related to the design of a quality audit, continued.
			Ad-hoc meetings	Final clarifications with BC Experts, preparation of report and presentation for BC Project Leader
Thursday, afternoon	02.30 – 03.00	DoS	Meeting with BC Component Leader	Presentation for BC Project Leader
Thursday, afternoon	03.00 – 04.00	DoS	Debriefing with BC Project Leader	Conclusions and decisions and their consequences for the next activity and the implied work programme for BC Experts

## **Annex 2. Persons met**

### DoS:

Mr Abdel Wadood Matouk, BC project leader

### Quality Division:

Mr Mohammad Khalaf, Head of Quality Division (*Component Leader*)

Mr Duraïd Al-Shawawreh, Quality Division

Mr Abdul Nasser K.N Tahat

### Quality team:

Mr Bassam Al-Zain, Agricultural Survey Directorate, member of Quality Team

### Survey Managers:

Za'ed Shawawreh, Agricultural Survey Directorate

### RTA Team:

Thomas Olsen, Resident Twinning Adviser, Hashemite Kingdom of Jordan

Christine Salman, Resident Twinning Adviser Assistant, Hashemite Kingdom of Jordan

### Interpreter:

Deena Moghrabi

### **Annex 3. Table of the actions identified in Activity 3.9 for the design of a quality auditing and self-assessment program (QASA) and DoS decisions in Activity 3.10**

<b>N.</b>	<b>Action</b>	<b>DoS decisions</b>
1	Identification of the : Reference Standard/s for the QASA among the already available tools or Definition of the content of a new manual	The reference standard is represented by the manual “Guidance for quality control”, which has been already developed by DoS.
2	Evaluation on the fitness of DoS checklist to be used as an auditing/self-assessment questionnaire as it is or Identification of the items to be added for its use	DoS Quality team has identified the DESAP checklist as the questionnaire to be used in the auditing /self-assessment procedure. This checklist includes both process and product quality, the latter represented by Eurostat quality dimensions. The checklist has been translated into Arabic language. It has been considered suitable to assess compliance of statistical processes towards the manual “Guidance for quality control”.
3	Drafting of a first version of an Evaluation report with strength & weaknesses and improvement actions	The Quality report with recommendations has to be drafted by the Chief of Quality Division on the basis of the analysis of the filled in DESAP questionnaire, and approved by the Quality Team and the Top Management. A template of the quality report has been developed.
4	Drafting of the QASA plan: steps, responsibilities, tasks, outputs, time scheduling, number of surveys to be assessed annually...	A description of the QASA plan has been agreed on and drafted. The plan will be fine-tuned after the testing phase.
5	Estimation of resources necessary to carry on the outlined QASA program	The required resources (time, persons,..) have been hypothesised and will be further evaluated on the basis of the testing results

## Annex 4. Outline of the QASA procedure with responsibilities and tasks

It has been decided by DoS to test an assessment program based either on auditing (assessment supported by personal interviewing) or on self-assessment (self-interviewing) using DESAP questionnaire in both cases.

It follows an outline of the steps of the assumed overall procedure.

### Phases of the QASA plan

1. **Selection of the processes:** At the beginning of each year, the Quality team identifies the list of the processes undergoing QASA program (to be defined the number/year also on the basis of the testing)
2. **Sending of the material:** The DESAP checklist and the operational manual are sent to the survey managers of the selected processes by email
3. **Communication and practicing:** The Quality Division has developed a document supporting the use of DESAP. The Chief of the Quality Division presents to the involved survey managers the QASA program and the DESAP checklist and explains the purposes of the auditing/self-assessment in a meeting.
4. **Questionnaire compilation:** Each survey manager is given 1 month to fill in the questionnaire in case of self-assessment. The questionnaire is administered during an interview in case of auditing. The questionnaire is returned to the Quality Division.
5. **Preparation of quality reports:** Once the questionnaires are returned, the Chief of the Quality Division analyses each questionnaire and prepares the corresponding quality report with recommendations, supported by the quality team. The report is agreed with the survey manager. The report is shared with the members of the Quality Team.
6. **Hierarchical approval:** The quality reports are approved by the Director General and his Technical Assistant Manager. Recommendations are then mandatory.
7. **Dissemination:** The quality reports are disseminated on the intranet.
8. **Follow up:** The implementation of the recommendations is monitored.

**Scheduling of the procedure**

<b>Activity</b>	<b>Description</b>	<b>Timetable</b>	<b>Duration (months/days)</b>
Step 1	Selection of the processes	At the beginning of the year	
Step 2	Sending of the material	At the end of the survey, depending on the survey	
Step 3	Communication and practicing	A month after step 2	
Step 4	Questionnaire compilation	Soon after step 3	1 month
Step 5	Preparation of quality reports	Soon after step 4	2 weeks/survey
Step 6	Hierarchical approval	Soon after step 5	1 week
Step 7	Dissemination	By the end of the year	
Step 8	Follow up	Next year / At the next round (after 5/6 year)	

## **Annex 5. Operational Manual for survey auditing and self-assessment at DoS. Version 1.0**

### ***1. Introduction***

This manual provides operational instructions to carry out the survey evaluation activity, i.e. auditing and self-assessment, according to what established by DoS in the framework of its quality strategy. It is addressed to the persons in charge of the surveys subjected to evaluation (survey managers) and to the auditors who will administer the assessment questionnaire.

### ***2. Aims of the self-assessment***

Aim of the auditing and self-assessment is the improvement of the quality of statistical outputs throughout a systematic, independent and documented evaluation of process and data quality.

Auditing and self-assessment procedures are applied internationally. The assessment procedure has been developed using internationally widespread quality standard criteria to evaluate surveys. The subjects covered through the assessment include the different stages of running a survey. The purpose of assessment is to improve surveys through the feedback received.

The assessment is carried out using DESAP questionnaire and produces a quality evaluation report with recommendations to be implemented and monitored.

### ***3. The assessment procedure***

The following table summarises the general activities and the time scheduling for their execution.

<b>Activity</b>	<b>Description</b>	<b>Timetable</b>	<b>Duration (months/days)</b>
Step 1	Selection of the processes	At the beginning of the year	
Step 2	Sending of the material	At the end of the survey, depending on the survey	
Step 3	Communication and practicing	A month after step 2	
Step 4	Questionnaire compilation	Soon after step 3	1 month
Step 5	Preparation of quality reports	Soon after step 4	2 weeks/survey
Step 6	Hierarchical approval	Soon after step 5	1 week
Step 7	Dissemination	By the end of the year	
Step 8	Follow up	Next year / At the next round (after 5/6 year)	

In detail, the required activities to carry out an assessment throughout self-assessment or auditing are:

1. **Selection of the processes:** The Quality team identifies the list of the processes undergoing QASA program (to be defined the number/year also on the basis of the testing)
2. **Sending of the material:** The DESAP checklist and the operational manual are sent to the survey managers by email
3. **Communication and practicing:** The Quality Division has developed a document supporting the use of DESAP. The Chief of the Quality Division presents to the involved survey managers the QASA program and the DESAP checklist and explain the purposes of the auditing/self-assessment in a meeting.
4. **Questionnaire compilation:** Each survey manager is given 1 month to fill in the questionnaire in case of self-assessment. The questionnaire is administered during an interview in case of auditing. The questionnaire is returned to the Quality Division.
5. **Preparation of quality reports:** Once the questionnaires are returned, the Chief of the Quality Division analyses each questionnaire and prepares the corresponding quality report with recommendations, supported by the quality team. The report is agreed with the survey manager.
6. **Hierarchical approval:** The quality reports are approved by the Director General and his Technical Assistant Manager. Recommendations are then mandatory.
7. **Dissemination:** The quality reports are disseminated on the intranet.
8. **Follow up:** The implementation of the recommendations is monitored.

#### **4. Actors and roles**

The auditing and self-assessment program is managed with the support of different actors, with different roles and responsibility that are described in the following.

##### **4.1. Quality team**

The quality team is composed by the Chief of the Quality Division and by representatives from the Directorates of Agriculture, Economic and Households surveys and from the Development and Strategic Planning Unit.

The quality team is in charge of determining the surveys that will be assessed each year and following up the quality of filling the questionnaire. The quality team performs initial communication and training and structured interview (if any).

The quality team approves the final quality report with recommendations.

##### **4.2. Chief of the quality division**

The chief of the quality division is in charge of preparing the report and recommendations in agreement with the survey manager and the quality team, and reports them to the top management (the Director General and his Technical Assistant Manager).

##### **4.3. Survey manager**



The survey manager has to study the documentation (“Guidance for quality control”, DESAP checklist), fills in the questionnaire, and participates in the structured interview handled by the quality team (If any).

#### ***4.4 Director General and his Technical Assistant Manager***

The Director General and his Technical Assistant Manager sponsor the entire assessment program and make decisions to improve the performance of performing surveys in DoS.

### ***5. The tools***

#### ***5.1. Guidance for quality control***

*(short description of the manual objectives and content)*

The quality procedures in DoS are explained on the internal webpage under the title “Quality in DoS”; Arabic version.

#### ***5.2. DESAP questionnaire***

The DESAP questionnaire is used as a tool to run auditing and self-assessment. It covers the following subjects:

1. The evaluation of the decision making to run the survey.
2. Survey design.
3. Data collection.
4. Getting data and its computerization.
5. Data dissemination.
6. Improvement circle.

The first part is devoted for the evaluation of the decision making to run the survey. The second part is concerned with the survey design. The thirds part is asking about data collection. The fourth part is concerned with getting data and its computerization, the fifth part is concerned with data dissemination and the sixth part is concerned with improvement circle. The seriousness of filling the questionnaire will form a real chance to improve surveys in DoS.

#### ***5.3. Final assessment report with recommendations***

The final assessment report will include the following titles:

1. Introduction
2. The objectives of applying DESAP
3. The Structure of DESAP
4. Operations and its evaluation
5. RADAR purpose and structure
6. RADAR results
7. Weak points
8. Outputs and recommendations

### ***6. Follow up on implementation of the recommendations***

Report recommendations will be reported to the Director General and his Technical Assistant for decision making to make improvements. The quality team will follow the improvements according to top management decision to ensure its applications in different surveys.

## Annex 6. Test of the survey quality auditing and self-assessment procedure: Steps, time scheduling and recommendations

Activity	Description	Date/duration (deadline)	Notes	Recommendations
Step 1	Selection of the processes to be assessed for testing the procedure and the survey managers (SM) in charge of filling in DESAP	10 <sup>th</sup> February 2015 for the first survey (17 <sup>th</sup> February for the second survey)	One survey has been identified (Survey on livestock indicators) and another will be selected afterwards, for the sake of representativeness. The former will be involved in an audit-like procedure (with interviewer) the latter will be tested via self-assessment (without interviewer).	It is suggested to select the second statistical process in a different application area to test also the suitability of the questionnaire in different statistical contexts
Step 2	Communication and practicing	11 <sup>th</sup> February 2015 (17 <sup>th</sup> February)	The chief of the Quality Division illustrates to the involved SM the importance of the project, its objectives and explains the procedure, the DESAP content and the output of the procedure (final report with recommendations).	It is highly recommended that the SM shares the importance of the QASA program and fully understands the tasks are required by him. It is suggested to support this activity by using a presentation with slides.
Step 3	DESAP checklist sent	11 <sup>th</sup> February 2015 (17 <sup>th</sup> February)		
Step 4	Checklist compilation	2 weeks (25 <sup>th</sup> February 2015)	For the first survey during the step 2 an audit-like interview was carried out. For the second survey the questionnaire will be filled in by the SM without the support of	In case of auditing-like evaluation it is important to establish who is going to be the interviewer and to which extent

			the interviewer.	<p>the DESAP questions are administered one by one or are not strictly followed (structured or unstructured interview). In case of auditing-like evaluation it has to be evaluated if there is somebody taking notes or filling in the questionnaire or if the interview is recorded.</p> <p>In case of self-assessment it is important to understand the SM capacity to fill in the questionnaire in self-sufficiency way.</p> <p>An English version of the filled in questionnaires should be available.</p>
Step 5	Preparation of the quality report	26 <sup>th</sup> February/ ≈2 weeks (10 <sup>th</sup> March 2015)	The chief of the Quality Division summarizes the content of the filled-in DESAP in the final report, highlighting improvements actions and including recommendations for implementation.	It is suggested to test if it is possible to draw information about good practices from the filled in DESAP. An English version of the report should be available.
Step 6	Communication of the recommendations to the SM and plan for their implementation (all or a subset)	11 <sup>th</sup> March / 2 days (12 <sup>th</sup> March 2015)	The final report is shared with the SM and discussed within the quality team	<p>It is highly relevant that the recommendations are agreed by everyone.</p> <p>It is suggested to involve in the discussion of the final report all the members of the quality team in order to share results and</p>

				facilitate synergies. It is highly recommended to identify a structured way to monitor the implementation of the recommendations.
Step 7	Summary of the testing procedure	15 <sup>th</sup> March / $\approx$ 1 week (22 <sup>nd</sup> March 2015)	The Chief of the quality division produces a document on the main findings of the testing procedure.	It is highly recommended that this summary includes information on: performance of the questionnaire, burden on the SM, burden on quality division, critical aspects of the procedure, time scheduling suitability, any element useful for fine tuning the tools and the procedure.
Step 8	Documents are delivered to MS experts	23 <sup>rd</sup> March	DoS sends to MS experts the following documents in English: the filled in DESAP questionnaire, the final assessment report with recommendations; the summary of the testing procedure.	
Step 9	Feedback from MS experts	24 <sup>th</sup> March / $\approx$ 10 days (1 <sup>st</sup> of April)	MS experts comment on the documents received and provide further suggestions	
Step 10	Communication to Top Management	2 <sup>nd</sup> April / $\approx$ 1 week	Results are presented to DoS Top Management for defining the actual strategy for the QASA program	It is highly suggested that the QASA program is sponsored and supported - from a strategic point of view – by the DoS top management.