Klaus Röder

Mathematician, Economist, Information Scientist ✪ Consultation in Planning, Statistics and Computer Applications

Mission REPORT

Project:	AFGHANSTAT 2013 - 2016
Activity	Key Expert 6, Data Quality and Data Management Expert Support to the Central Statistics Organisation Afghanistan
Venue:	1.) München 25.04 -.26.04. 2013, 10.06.- 12.06.2013. 2.) Kabul, Afghanistan 28.04.- 07.06.2013
GIZ Project No.:	81160379
Report prepared by	Klaus Röder, Seidelbaststr.7, 80939 München
Date:	12 June 2013

Contents

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Introduction

The report summarizes the activities and the opinion of the consultant. It is a brief summary of the mission goal, the achievements and progress and product status: Work Program and recommendation of further activities.

It relates to the first mission of the author of 28.04. - 07.06.2013 at the Central Statistics Organisation (CSO) at Kabul, Afghanistan and to the documents of that mission, which are referenced in the text and at the end:

The Terms of Reference

The Term of Reference of the Mission stated the following:

The overall purpose of the mission is to build individual and institutional capacities in the CSO and in its regional offices by the means of advice and trainings. Jointly with the team, the consultant assesses the present state of data quality and data management and identifies the need for capacity development. Based on the findings, the consultant will develop a comprehensive plan, including timing, on how to implement such a plan in line with the resources available and the technical proposal developed by GIZ. Advice of this kind will include trainings, participation in meetings with stakeholders and in workshops.

Without going too much in the details of the proposals to follow the tasks are mainly divided into three sections:

- Assess the current situation of Data Quality and Data Quality Assurance at CSO and the Statistical System of Afghanistan (SSA)
- Propose a system to improve the Data Quality and Data Quality Assurance at CSO and the SSA
- Development of quality tools at all stages, including Total Quality Management TQM

In addition to these tasks referenced at the ToR, several other ad-hoc activities were encountered and solved. These as the three main issues will be described in more detail later.

Preliminary Activity before arrival

Briefing with PL Bernd Struck and Kari Manninen took place before the mission. The common general discussion focused on the envisaged tasks and the possible problems to be encountered. A collection of possible tools and a framework for Data Quality Assurance was prepared before the mission.

Activities for this Mission

Key Expert Klaus Röder arrived on April 28th in Kabul; he met with other Key Expert Bernd Struck and Key Expert Economic Statistics Kari Manninen. Both were working during the inception phase of the project (first 8 weeks) to assess the situation in official statistics in Afghanistan and in CSO in order to adjust the targets, the work plan and the mission plan for the experts accordingly. It was agreed with the PG of CSO, with SRF-PICT and with the Lead Donor DFID that the experts should come up with a draft Inception Report after 8 weeks of presence in the country The project team had been enhanced on April 10th by Key Expert ICT Emilio Bugli Innocenti.

An Inception Report was prepared for summarizing the main findings which was endorsed as a draft for the Kick-off of the implementation phase on the 28th of June 2013. .

The interviews for the purpose of assessing the capacities at CSO for the Inception Report and for discussions with donors and selected line ministries had almost finished b the time of the arrival. Some contributions were made to the inception report in the issue of Data Quality Assurance, the results framework for project monitoring and assessment and on some technical issues like Afghan Info, which has been made ready for installation based on a generic database provided and prepared by UNICEF DevInfo unit in Kabul.

Apart from this the main activities of the key expert were to establish contacts to the main stakeholders in CSO and Line Ministries, develop and assess a common understanding of quality, not only data quality, among the actors within the Statistical System of Afghanistan (SSA) and prepare the ground for a sensitive and acceptable proposal for a common understanding of quality in the SSA of Afghanistan.

The central idea of a Quality System for the SSA is based on the DQAM Framework of IMF. This generic approach has been enhanced by adapting the experience of the Australian Bureau of Statistics: The Quality Gates approach for the SSA.

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A baseline study for the Situation of Quality Assessment for Line Ministries and the CSO has been conducted with a Questionnaire for the appreciation of Quality in the CSO and the SSA in the framework of a two days workshop for

- A joint WS for Line Ministries and CSO to assess the QA situation in the SSA
- A WS for CSO to elaborate proposals for a common QA approach for the SSA

A first milestone for this task were two workshops: In mixed working groups and scenarios, presentation of international best practices and responding to the mentioned questionnaire, the ground for a common proposal could be laid. This proposal for future activities will follow in this mission report at the conclusions.

Tabular Activity during mission

Date	Work covered during the mission – Klaus Röder Tasks	Done during Mission
29.04.2013	Project meeting on AMIS work plan	AIMS meeting has taken place last week and been attended by Emilio
30.04.2013	General Introduction to President / Vice –President CSO	Meeting with Mr.Qafoori attended 30.04.2013 (courtesy; no report)
		Media event: Presentation of Population Estimates by CSO
01.05.2013	Meeting with Mr. Boweri	Discussion attended 01.05.2013, comments added (Report: Meeting Training Centre Mr Boweri.docx)
	Meeting with Dr.Jabba	Discussion attended 01.05.2013, comments added (Report: Meeting Internal Audit_ Dr.Jabba_KR130504.docx)
	Meeting DFID / WB Coordinator	Meeting with Jill Fletcher DFID Office Kabul 01.05.2013 (Report: Meeting Jill 29-04-2013.docx)
02.05.2013		
03.05.2013	Week 2. (4. – 8.5)	
04.05.2013	Training plan assessment	Training plan added in Inception Report / Workshops for Implementation Phase I
		Meeting with Prof. Mowahed 04.05.2013 (courtesy; no report)
05.05.2013	Meetings with key staff members CSO	Meeting with Dr. Mishra 05.05.2013 (courtesy; no report)
		Meeting with Mr. Ramzi 05.05.2013 (courtesy; no report)
06.05.2013	Inception report draft due on the 7th	Inception report contributions on Quality assessments, Milestones and Logframe for GIZ-IS added

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Date	Work covered during the mission – Klaus Röder Tasks	Done during Mission
07.05.2013	Meeting with key staff members Line Ministries	Meeting with Mr. Marc Hutton, Kemaijl Radkoceri 07.05.2013 (Report Meeting Treasury MoF PFMRP May7.docx)
08.05.2013		Inception report contributions on Quality assessments, Milestones and Logframe for GIZ-IS modified and aligned
09.05.2013		
10.05.2013	Week 3. (11. – 15.5)	
11.05.2013	Meeting with key staff members Line Ministries	Meeting with Mr. Haqiqatbal 11.05.2013 at MoAgr (Report: Meeting MoAIL May 11.docx)
12.05.2013	Meeting with key staff members Line Ministries / ANDS Afghanistan national development strategy	Meeting with Mr. Mr. Rahimi,12.05.2013 (Report: Rahimi MoE May 12.docx)
	Development LogFrame for the Support to the Central Statistical Organisation Afghanistan	Inception report meeting (Inception report contributions on Logframe for GIZ-IS added; The Logical Framework Approach_KR130512.docx)
13.05.2013	Meetings with key Donors	Meeting with Si Ping (UNICEF) on AfghanInfo and Mercedita E. TIA (UNFPA)
		Develop Draft of Agenda for Data Quality workshop (2.6-3.6.)
14.05.2013	Logframe and contribution for Inception Report	Logframe for GIZ-IS corrected and finalized according to Jill Fletcher's comments and modified (The Logical Framework Approach_KR130515.docx)
15.05.2013	Workshop preparation	Draft of Questionnaire for Quality Assessment WS (2.part CSO only) (QuestionnaireQuality_130515.docx)
16.05.2013		
17.05.2013	Week 4. (18. – 22.5)	
18.05.2013	Workshop preparation	Workshop preparation / Invitation for Quality Assessment WS (1.part CSO and ministries) finalized for translation (Invitation Letter CSO to Quality (1.part) WS KR130518.docx)
19.05.2013	Management training: quality assurance, monitoring tools	Power points for WS(QASystemForSSA_KR130521.pptx and ToolsOf_QASystemForSSA_KR130521.pptx)

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Date	Work covered during the mission – Klaus Röder Tasks	Done during Mission
20.05.2013	Workshop preparation	Workshop preparation / Invitation for Quality Assessment WS (2.part CSO only) finalized (Invitation Letter CSO to Quality (CSO) WS KR130521.docx)
21.05.2013	Workshop concept	Questionnaire and EXCEL evaluation of Questionnaire prepared for WS (EvalQuest_KR130521.xlsx)
22.05.2013	Meeting with Safdar (SRF-CF) and on common LF and project approach	Meeting at DFID with Jill (DFID) and Safdar (SRF-CF). Revision of Logframe for Project and Result Framework discussed: Request from DFID Develop Indicators for measuring Capacity Building
23.05.2013		
24.05.2013	Week 5. (25. – 29.5)	
25.05.2013	Data Quality workshop invitation follow-up CSO	Logframe-integration into WB scheme- Adapt to WB frame, updates to IR. Index to measure Capacity Building developed (based on Questionnaire for QA WS and Paris 21 Initiative - PARIS21_scbi-final-Report_en.pdf (2002)) –(A statistical capacity building indicator_KR130525.docx)
26.05.2013	Data Quality workshop invitation follow-up Ministries	Invitations revised and endorsed by Mr.Baweri (Head of Training). Developing of Quality Gates Paper and Definition for SSA Meeting with WB, Mustafa, Omar, Andy K.
14.05.2013	Logframe and contribution for Inception Report	Logframe for GIZ-IS corrected and finalized according to Jill Fletcher's comments and modified (The Logical Framework Approach_KR130515.docx)
15.05.2013	Workshop preparation	Draft of Questionnaire for Quality Assessment WS (2.part CSO only) (QuestionnaireQuality_130515.docx)
16.05.2013		
17.05.2013	Week 4. (18. – 22.5)	
18.05.2013	Workshop preparation	Workshop preparation / Invitation for Quality Assessment WS (1.part CSO and ministries) finalized for translation (Invitation Letter CSO to Quality (1.part) WS KR130518.docx)
19.05.2013	Management training: quality assurance, monitoring tools	Power points for WS(QASystemForSSA_KR130521.pptx and

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Date	Work covered during the mission – Klaus Röder Tasks	Done during Mission
		ToolsOf_QASystemForSSA_KR130521.pptx)
20.05.2013	Workshop preparation	Workshop preparation / Invitation for Quality Assessment WS (2.part CSO only) finalized (Invitation Letter CSO to Quality (CSO) WS KR130521.docx)
21.05.2013	Workshop concept	Questionnaire and EXCEL evaluation of Questionnaire prepared for WS (EvalQuest_KR130521.xlsx)
22.05.2013	Meeting with Safdar (SRF-CF) and on common LF and project approach	Meeting at DFID with Jill (DFID) and Safdar (SRF-CF). Revision of Logframe for Project and Result Framework discussed: Request from DFID Develop Indicators for measuring Capacity Building
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26.05.2013	Data Quality workshop invitation follow-up Ministries	Invitations revised and endorsed by Mr.Baweri (Head of Training). Developing of Quality Gates Paper and Definition for SSA Meeting with WB, Mustafa, Omar, Andy K.
27.05.2013	Data Quality workshop invitation follow-up	Data Quality workshop
28.05.2013	Data Quality strategy draft for management / Kick –off Twinning	Kick –off Twinning Meeting with Head of Departments CSO. Mr:Ramzi (Stats Advsor PG), Mr.Sami Nabi (Field Operations), Mr.Faqiri (Economic Statistics), Mr.Naimi (National Accounts). Samoon (Dissemination) , Mr Baweri (Training), Mr. Sael (Admin & Finance), Mr. Ahmad Zia (HQ Office), Mr. ?(Demography & Social Stats replacing Ms.Arif) WB: , Andy K., Mustafa. Safdar, Kari, Emilio, Klaus
29.05.2013	Meeting on AMIS work plan with DFID	Enhancing Quality Gates Paper and Definition for SSA (QualityGates_ for

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Date	Work covered during the mission – Klaus Röder Tasks	Done during Mission
		SSAfghanistan_KR130529.docx)
30.05.2013		
31.05.2013	Week 6. (1. – 5.6)	
01.06.2013	Preparation of WS on Quality Assurance (Ministries and CSO) and Preparation of WS on Quality Assurance (CSO)	Visit to MoAIL M.Haqiqatbal, agreement o presentation on 4th June and Mr. Abdul Ghani Taj (Meeting MoAIL _KR_130601.docx). Revision of Translations (Presentations, Questionnaire, Invitations)
02.06.2013		Visit to Mr.Sami Nabi, NRVA, Dissemination, agreement o presentation on 4th June. Continuous revision of Translations.
03.06.2013		Finalize and get endorsement for translation of questionnaire by PG Qafoori (Questionnaire - Dari_ASH130603.docx), Translation for group work scenarios (Workshop on Data Quality Assurance (04.June 2013) Scenarios for GroupsTranslation_YS130603) . Preparation of course material and training equipment. Final visit to venue of course on 04,06.
04.06.2013	WS on Quality Assurance (Ministries and CSO)	Workshop for Line Ministries and CSO at Sufi Restaurant. Summary and Recommendations in Final Report
05.06.2013	WS on Quality Assurance (CSO)	Workshop for CSO at CSO / Restaurant. Summary and Recommendations in Final Report, Questionnaire responses to Questionnaire QA. Debriefing with M.Qafoori, Discussion with NRVA about Quality Assessment of NRVA Data of previous rounds.
06.06.2013	Report writing / Debriefing and draft mission report	Report writing
07.06.2013	Evaluate Questionnaire responses to QA Workshops	Evaluate QA Workshops

Main Activities during mission with short description

Inception report contributions on Quality assessments and Logframe

The quality aspect is a cross cutting theme in the Inception Report. A comprehensive contribution to the IR and a results logframe in accordance to the WB and DFID format has been added. Likewise the QA contributions to the Unified CSO training plan have been added to the IR. These issues have been discussed repetitively with DFID representative in Kabul: Jill Fletcher and WB representatives in Kabul: Safdar Rajabekov and short-term WB visitors: Aphichoke Kotikula, Omar Joya and Mustafa Dinc. Omar Joya will replace Safdar Rajabekov in the SRF-PICT team.

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Assessment of Quality Assurance Measures in CSO and SSA

Various ministries have been visited, some even twice like the Ministry of Agriculture, Irrigation and Livestock (MAIL) which is especially important and due to its status of excellence in statistics has a beacon position within the line ministries in respect to statistics. Likewise the key stakeholders in the CSO have been interviewed on the quality aspect: PG Mr.Qafoori , Deputy PG Mr.Mohawed, Mr:Ramzi (Stats Advisor PG), Mr.Sami Nabi (Field Operations), Mr.Faqiri (Economic Statistics), Mr.Naimi (National Accounts). Mr.Samoon (Dissemination) , Mr Baweri (Training), Mr. Sael (Admin & Finance), Mr. Ahmad Zia (HQ Office), Ms.Arif (Demography & Social Stats). These visits and Interviews prepared the WS for exchange of experience of Line Ministries and CSO on the 4th of June. A questionnaire to assess the appreciation of quality by CSO and SSA has been developed. The questionnaire is based on the framework of Data Quality Assurance of the IMF and uses the there proposed indicators for assessment adapted to the conditions of the SSA. After endorsement by the PG of CSO, this questionnaire has been translated and later used at the two workshops on the 4thand 5thof June.

External activities of CSO: like Afghan Info, SDES, NRVA

Several external and very important activities are rather independent in terms of QA like Afghan Info (a national adaptation of the product marketed by UNICEF: DevInfo) or Socio-Demographic & Economic Survey (SDES) and the National Risk and Vulnerability Assessment (NVA). Here the international stakeholders act rather independently but NRVA representatives have been invited to both the Workshops on Quality on the 4thand 5thof June. For Afghan Info a stand-alone version has been adapted for CSO based on a database which has been provided by Siping Wang , consultant of INICEF in Kabul. Representatives of SDES and NRVA have been interviewed at CSO .

Developing Tools of Quality Assurance Measures for CSO and SSA

As indicated in the ToR: "Development of quality tools" should be part of the activities. A paper describing a prototype set of quality tools: "The Quality Gates" has been written. The Quality Gates approach has been presented in generic terms in the WS for the CSO on the 5th of June. The "Quality Gates" have been successful practised at the Australian and New Zealand Bureaus of Statistics and are thought to be of value for an adaptation for the SSA. The application and implementation for the SSA will need some further steps which will be described in the next chapter.

The first Workshops for raising Quality awareness in Ministries and CSO

The Workshops for or raising Quality in awareness of stakeholders of the SSA and the CSO merit some detailed appreciation. Both Workshops' contents and programme   are described in tabular from in the referred documents [1] an [2]

The first workshop was organized for representatives of line ministries and heads of departments of CSO in a restaurant outside of the premises of CSO. More than 15 delegates from ministries and more than 20 participants from CSO joined the Workshop,. After a warm welcome by Mr.Gaffoori, ,PG of the CSO the head of the statistical department of MAIL, Mr.Haqiqatbal exposed the quality assurance measures in the survey activities of MAIL. This was not only important because MAIL has a long tradition of producing high quality statistics from the agricultural sector of Afghanistan. The fact that almost 70% of the Afghan population depend on Agricultural activities shows the importance of this sector even if its relative share of the national economy might decline.

After a lively and lengthy discussion followed a presentation by Mr.Hasimi, delegate of the ministry of Public Health explaining the activities and approach of the ministry to assess the services and facilities to assure the adequate services in the health sector in the country.

The discussion and presentations were conclude by three delegates from the CSO presenting important areas of statistical production: The NRVA (the household survey) which has recently see its fourth repetition since 2003, Data dissemination and the regular surveys on a monthly basis for the Consumer Price Index now collected in 10 provinces of the gain the discussion among the delegates from ministries and CSO proved to be very lively and proceeded longer than envisaged..

The final group exercises were shortened due to the advanced time within the schedule and only two groups exposed after a group session their ideas of QA with a production process of statistics. None of the discussion and presentations were translated immediately because it was felt that the principal beneficiaries from the workshops should be the national stakeholders and the role of GIZ-IS should be sufficient as a facilitator. An excerpt of the

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content of presentations and discussions was granted by the translator service of SFR-PICT based on the speech recording during the sessions and the flip chart presentations.

The second Workshops for raising Quality awareness in CSO

The second workshop was organized for staff members of CSO from various departments within the training facilities on the premises of CSO. More than 30 delegates from the CSO joined the Workshop. After a warm welcome by Mr.Baweri, head of training department of the CSO the consultant exposed the content of the workshop. The programme started with the explanation of the quality questionnaire for the appreciation of quality within the CSO by the staff members of CSO. Ali participants filled in this questionnaire and the results were presented partially after tea break and completely at the end of the workshop. The results showed a very positive appreciation of the CSO staff of the quality dimensions within the CSO with a notable decline towards the serviceability and accessibility of statistics starting from the more positively assessed fundamental and methodological dimensions of quality. It will be interesting to compare the same questionnaire if filled and returned form h line ministries, al delegates having participated on the first workshop also received the questionnaire but were asked to return it to GIZ-IS at the CSO.

The workshop continued with presentations of the dimensions of quality , the same presentation had been given at the first workshop and then followed a more practical introduction to Quality gates. Both presentations can be found referenced in the Annex. After a levy discussion (translation was available from SRF-PICT) the workshop was concluded by the final group exercises . Four groups exposed after a group session their ideas of QA within the professional production process of statistics chosen by each group. Only the essential of the discussion and presentations were translated immediately because it was felt that the principal beneficiaries from the workshops should be the CSO staff members and the role of GIZ-IS should be sufficient as a facilitator. An translation of the content of presentations was granted by the translator service of SFR-PICT based on the flip chart presentations available also in the Annex.

Mr.Baweri, head of training department of the CSO closed the workshop with sensible words of recapitulation.

The goal to raise and exchange awareness of quality in the production process of statistics was reached by the e above described workshops. GIZ-IS should provide assessment questionnaires for participants at the end of the workshop and should take care of delivering support material for training and presentation corresponding to its professional pretensions. Assistance can be looked for in this respect at the staff from the professional training organisation by the name of InWent, which was incorporated into the merged GIZ recently.

Recommended Quality Assurance activities for the project

The recommendations will focus on the three activities of the ToR:

- Assess the current situation of Data Quality and Data Quality Assurance at CSO and the Statistical System of Afghanistan (SSA)
- Propose a system to improve the Data Quality and Data Quality Assurance at CSO and the SSA
- Development of quality tools at all stages, including Total Quality Management TQM

and in addition on the

- External activities of CSO and the activities of other stakeholders of the SSA

The proposed QA tools will have to be implemented in products and production processes within the CSO. Here the function and efficiency of Quality Gates for the production of statistics can best be tested and adapted to the different variants of producing statistics (CPI would be an initial candidate). Other suitable candidates for Quality Gates would be the tested and established externally financed surveys: NRVA and SDES.

Currently NRVA is undergoing a quality check after 4 turns of the survey. This will give opportunity to find critical phases apt for Quality Gates within the production process. The success of the implementation of Quality Gates should be assessed with users and producers via the Quality questionnaire and ad-hoc assessments. As a CSO driven survey CPI seems to be a good candidate to assess it with Quality Gates at critical phases of the survey, especially as it will undergo various changes and improvements in the future.

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The use of Quality Gats within CSO would prove a method of Quality Assurance within the SSA and should serve as reference for other stakeholders I the SSA.

Conclusions for a path to a Quality System for the SSA

The assurance of quality will be a long-time process within the Capacity Building activities of the project. It will not stop at the success of having implemented Quality Gates in one or several surveys. It will not stop either if one or two ministries will have adopted similar QA measures. It will strive for implementing a consciousness of quality in the CSO and the SSA. This will be no easy task. But with the experience of the first two workshops on this topic and having observed the ambition of stakeholders in the SSA to pursue this objective, the potential of a high quality statistical system is not a vision but a possibility. Given the political development within a stable and secure economical environment in the future, the Statistical System of Afghanistan should be able to support the economical and political resurrection of the country by delivering reliable and high class statistical information for good decision making.

Annex: List of project-related documents as in DropBox

Inception report contributions on Quality assessments and Logframe

@ Dropbox\AFG-WUP\Expert missions\Quality

The Logical Framework Approach_KR130525.docx

Assessment of Quality Assurance Measures in CSO and SSA

@ Dropbox\AFG-WUP\Expert missions\Quality

A statistical capacity building indicator_KR130525.docx

EvalQuest_KR130525.xlsx

Percentage Results of the Questionnaire of your appreciation of Quality in the CSO and the SSA.docx

External activities of CSO: like Afghan Info, SDES, NRVA

@ Dropbox\AFG-WUP\

Installing Afghan Info on PC:

2013AfghanInfo- Install130513.zip

Developing Tools of Quality Assurance Measures for CSO and SSA

@ Dropbox\AFG-WUP\Expert missions\Quality

QualityGates_ for SSAfghanistan_KR130529.docx

Questionnaire on paper : Questionnaire Quality_130602.docx

(Translation in Dari:

Questionnaire -Dari_ASH130603.docx)

The first Workshops for raising Quality awareness in Ministries and CSO

@ Dropbox\AFG-WUP\Expert missions\Quality\Workshop1_Docs

Programme and content:

Programme_QA_Assessment_WS_130604_KR130611.docx

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Presentation: QASystem ForSSA_KR130603 wQuest.pptx

(Translation in Dari : QASystem ForSSA_TranslationDari YS130603.docx)

Questionnaire on paper : Questionnaire Quality_130602.docx

(Translation in Dari:

Questionnaire -Dari_ASH130603.docx)

Presentation MAIL:

MAIL D S M I PPT updatd.ppt

Presentations CSO:

NRVA Introduction new for GIZ & WB.ppt

Data Dissemination.pptx

CPI D.Q.A. presentation.ppt

Presentations Workgroups:

WS_Gr1_Presentation_Dari.jpg /WS_Gr1_Presentation_Eng_YS_130605.jpg

WS_Gr2_Presentation_Dari.jpg /WS_Gr2_Presentation_Eng_YS_130605.jpg

The second Workshops for raising Quality awareness in CSO

@ Dropbox\AFG-WUP\Expert missions\Quality\Workshop2_Docs

Programme and content:

Programme_QA_Assessment_WS_130605_KR130611.docx

Presentation: QASystem ForSSA_KR130603 wQuest.pptx

(Translation in Dari : QASystem ForSSA_TranslationDari YS130603.docx)

Questionnaire on paper : Questionnaire Quality_130602.docx

(Translation in Dari:

Questionnaire -Dari_ASH130603.docx)

ToolsOf_QASystemForSSA_KR130603.pptx

 (Translation in Dari : ToolsOf_QASystemForSSA_TransaltionDari_YS130529.docx

Presentations Workgroups:

WS_CSO_Gr1_Presentation_Dari .docx

WS_CSO_Gr2_Presentation_Dari .docx

WS_CSO_Gr3_Presentation_Dari .docx

WS_CSO_Gr4_Presentation_Dari.docx