

NATO STANDARD

AQAP-2020

PROJECT MANAGERS' GUIDE TO QUALITY ASSURANCE INSIGHT, OVERSIGHT AND INTERVENTION IN THE ACQUISITION PROCESS

Edition A Version 1

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15 January 2015

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FOREWORD

1. The North Atlantic Council has approved the NATO System Life Cycle Management (SLCM) Policy and STANAG 4728 in which nations agree to apply the common set of system life cycle management processes in armaments projects supporting NATO capabilities. The set of processes includes the ISO/IEC 15288:2008 processes and the additional NATO-specific processes as enumerated in AAP-48. Compliance with AAP-48 is achieved by demonstrating that all of the applicable requirements of the declared set of processes have been satisfied using the outcomes as evidence.

2. While this document uses the AAP-48 NATO Life Cycle Model, it can be applied to other life cycle models.

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CHAPTER 1 INTRODUCTION

1.1. REFERENCES

This publication is part of the NATO System Lifecycle Management Framework. Reference to other project management and lifecycle management publications and standards is provided to ensure a coherent approach. In addition, it provides context and relevance of quality assurance from the project management perspective. Detailed information on the performance of Quality Assurance (QA) will be provided only through references to other publications and standards.

NATO System Life Cycle Processes	AAP - 48
Handbook on the Phased Armaments Programming System (PAPS)	AAP - 20
Quality management systems – Requirements	ISO 9001
Quality management systems - Fundamentals and vocabulary	ISO 9000
Managing for the sustained success of an organization - A quality management approach	ISO 9004
NATO policy on an integrated systems approach to quality through the life cycle	AQAP 2000
NATO guidance on the use of AQAP-2000 series	AQAP 2009
NATO Quality Assurance Requirements for design, development and production	AQAP 2110
NATO Quality Management System Requirements for Aviation, Space and Defence Suppliers	AQAP 2310
Systems and software engineering —System life cycle processes	ISO/IEC:15288
NATO Mutual Government Quality Assurance (GQA) Process	AQAP 2070
Guidelines on contractual terms for project definition, design and development	AACP-2 Volume 2
Juran's Quality Handbook 5 th Edition 1999	ISBN 0-07-034003-X
NATO Risk Management Guide for Acquisition Programmes	ARAMP-1
IAF document "Expected Outcomes for Accredited Certification to ISO 9001"	

1.2. PURPOSE AND SCOPE

This publication is structured around a generic acquisition model derived from the Acquisition Process described in AAP-48 as illustrated in Figure 1-1. It provides guidance on how quality assurance can support the achievement of the outcomes of

selected AAP-48 system lifecycle processes. It offers context, relevance and practical references to quality assurance methods from the project management perspective. Detailed information on the performance of the methods is provided through reference to other NATO publications, international standards and other authoritative sources.

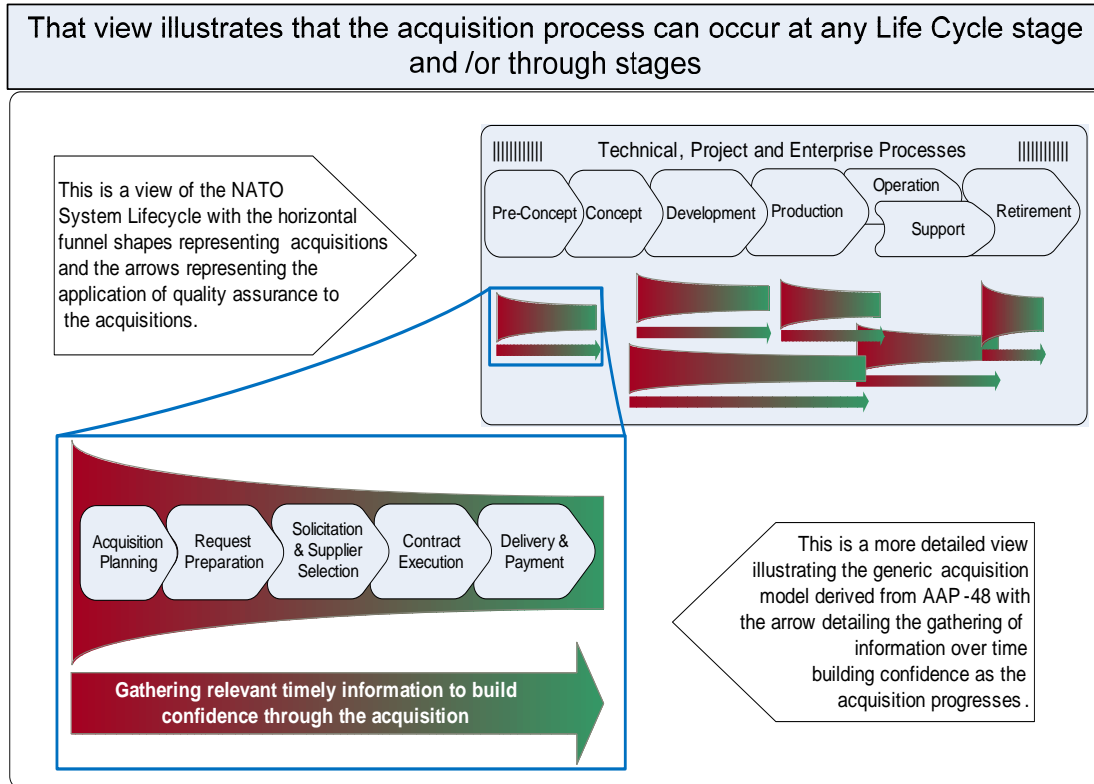


Figure 1-1. The Generic Acquisition Model

1.2.1. Application

This publication is intended as a reference only. While it is recommended to be applied as a whole sequentially through an acquisition, readers may adopt that which they find useful and compatible with national practise.

1.2.2. The Process Approach

1. Achieving the outcomes of the AAP-48 processes in an acquisition project requires a systematic approach. This publication assumes acquiring organisations to implement lifecycle management in accordance with AAP-48 and specifically to establish Quality Management System (QMS), using a process approach. This publication is founded on the process approach and quality management principles identified in ISO 9000.

2. The Deming Cycle 'Plan > Do > Check > Act', provides the basis for assuring quality and continual improvement. The Deming Cycle can be applied to any process at any level within an organisation and so is applicable throughout this publication. It

is essential that the lessons learnt, as described in Chapter 7, are made available for use as an input at all the acquisition stages.

3. Figure 1-2a. is a conventional view of the composition of a process. Figure 1-2b. is a context diagram which illustrates the influences within a systems hierarchy of influences within a system. Figure 1-3 is a combination of the representation of figure 1-2a and 1-2b.

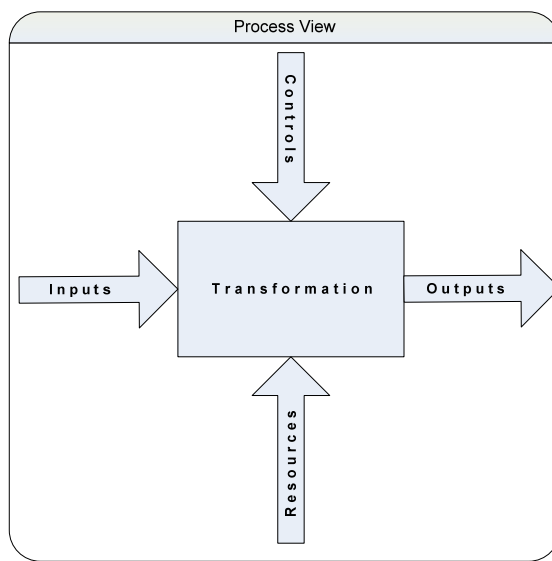


Figure 1-2a. Process View

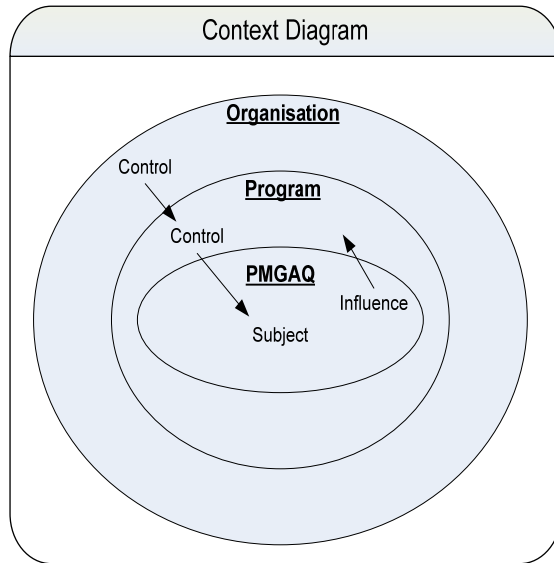


Figure 1-2b. Context Diagram

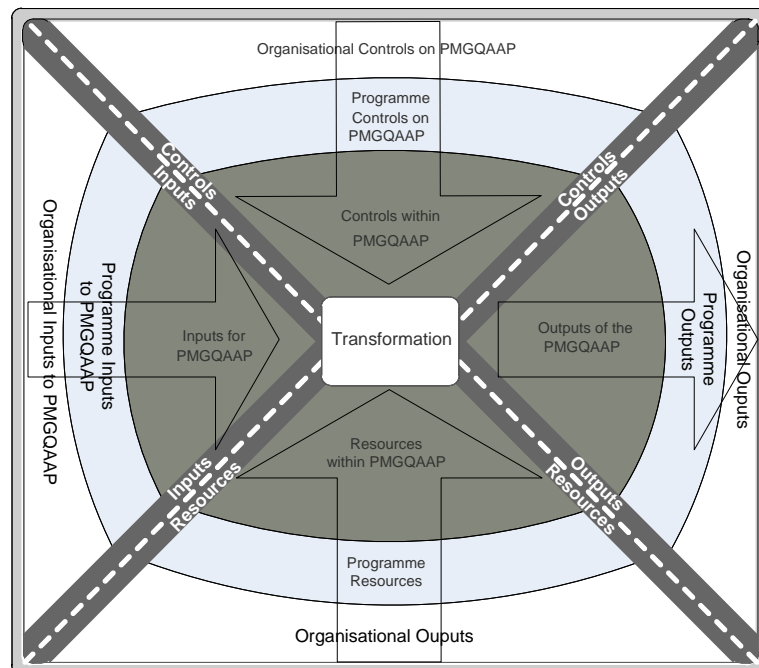


Figure 1-3. Context Diagram

Figure 1-4. is a combination of these views. It is used to illustrate the composition of an acquisition and its stages from the quality perspective. It identifies the influence of the relevant inputs, outputs, resources and controls for any given transformation.

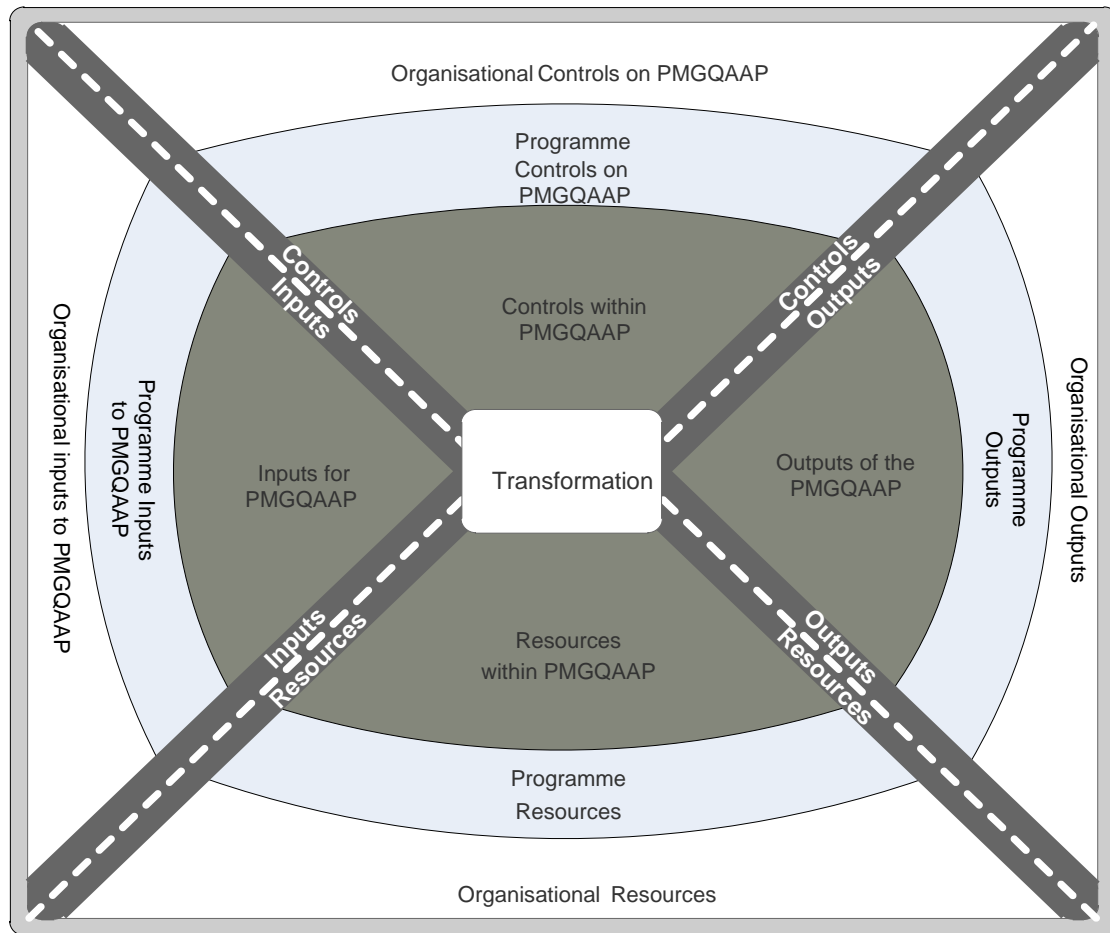


Figure 1-4. Process View of Composition & Influences

4. Figure 1-5 illustrates the generic contracting model viewed as a process. It shows key inputs, outputs, resources and controls from the perspective of an acquisition project/contract, across all stages. It identifies some of the major influences on quality assurance from the programme and organisational levels following the AAP-48 convention of Processes to Strategies and to Plans. The “Acquisition Organisational Assurance” is an element of the Organisational controls on Project Manager’s Guide to Quality Assurance Insight, Oversight and Intervention in the Acquisition Process (PMGQAAP).

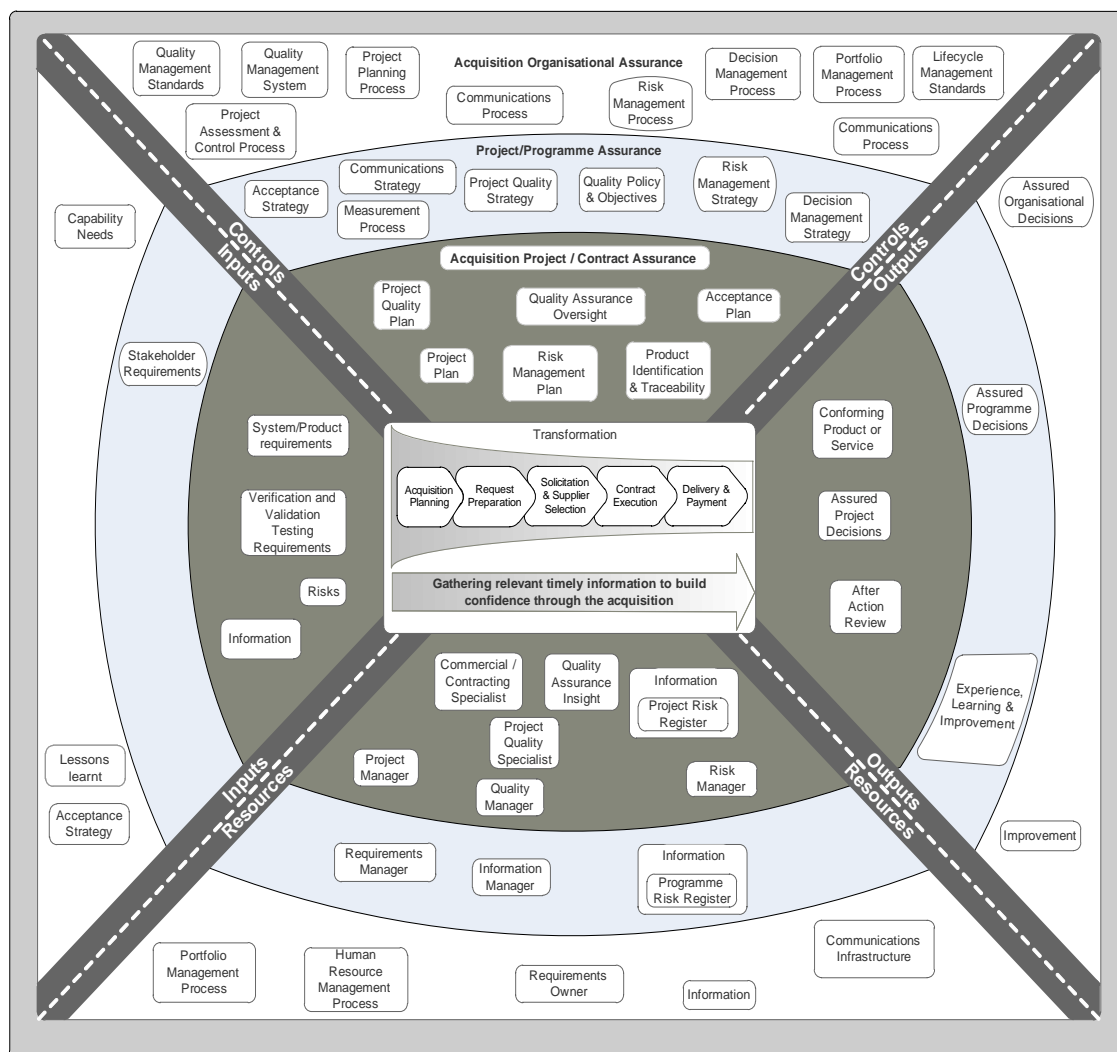


Figure 1-5. The Context of Assurance and the Process Approach

5. The assurance activities at the project or contract level are influenced by assurance provisions at the programme and organisational levels. This publication will elaborate how QA services applied at the project/contract level can contribute to a successful project by providing timely and pertinent information to decisions related to the outcomes of AAP-48 processes. For the purposes of this publication, it is assumed that the programme and organisational assurance provisions are already

established and managed. For more guidance on organisational and programme quality assurance refer to AQAP 2000.

Note:

The criteria for decisions related to defence acquisition are sometimes wider than time cost or performance and may be subject to outside influence. This publication does not address these influences, but the application of this publication can help to reduce their impact on time, cost and performance.

1.3. INTRODUCTION TO QUALITY ASSURANCE SERVICES

Within this publication quality assurance activities are referred to as services, defined as purposeful coordinated activities focused on providing confidence that quality requirements will be fulfilled. The services are classified into 3 categories as insight, oversight or intervention.

Note: QA Services provided by your Nation can differ from this publication. Contacting your National Quality Assurance Authority (NQAA) as early as possible is recommended.

1.3.1. Quality Assurance Insight (QAI)

Quality Assurance Insight (QAI) is the sharing of information and advice to deepen the understanding of quality related project risks, issues and situations and so aid project management decision making. The insights are drawn from the culmination of knowledge and experience gained through the application of Quality Assurance Oversight and Quality Assurance Intervention.

1.3.2. Quality Assurance Oversight (QAO)

Quality Assurance Oversight (QAO) is purposeful activity which is planned and performed, specific to a project, providing targeted insight to assure the achievement of requirements.

1.3.3. Quality Assurance Intervention (QAInt)

Quality Assurance Intervention (QAInt) is the response to emerging quality aspects or risks or issues found during the contract execution and product operation.

1.3.4. Government Quality Assurance (GQA)

1. To help project teams gather the necessary evidence, defence organisations can rely on their National Quality Assurance Authority (NQAA), responsible for performing Government Quality Assurance (GQA) - the process by which confidence that the contractual requirements relating to quality are met is established.

2. Whilst the scope of available services can vary within NATO Nations, contacting your NQAA as early as possible in the acquisition cycle and allows for planning the type and extent of QA services that can be provided, and discussing other means of performing or accessing QA services when it is not in a position to provide them.

Note: Delegated GQA is intended to be QAO and/or QAInt services applied starting with “Contract Execution” stage.

1.3.5. How can project teams Access to Quality Assurance Services

1. Project teams can rely on their NQAA to access Quality Assurance Services. The NQAA Contact information can be found in Annex A of NATO Standardisation agreement (STANAG) 4107.
2. Your NQAA can provide access to GQA in another NATO Nation through NATO Standardisation Agreement 4107 and its relating procedure AQAP 2070 when the supplier is located outside the acquiring nation.

1.3.6. Outcome for Quality Assurance Services

Each service employed appropriately will provide information related to the achievement or likely achievement of the AAP-48 processes, and so contribute to the evidence needed to justify and assure project decisions. The appropriate application of quality assurance services throughout an acquisition will provide the evidence needed to determine acceptance of acquired products and services.

1.4. THE QUALITY ASSURANCE AND RISK BALANCE.

1. There is a theoretical balance between risk and assurance, linked to fixed and variable costs. By reducing assurance, fixed costs decrease and risk increases. It is expected that variable costs will increase due to increased likelihood of risk occurrence. So in theory the savings in fixed costs are spent in variable costs. Figure 1-6 illustrates how the amount of risk a project is willing to take (risk appetite) affects the fixed and variable costs.

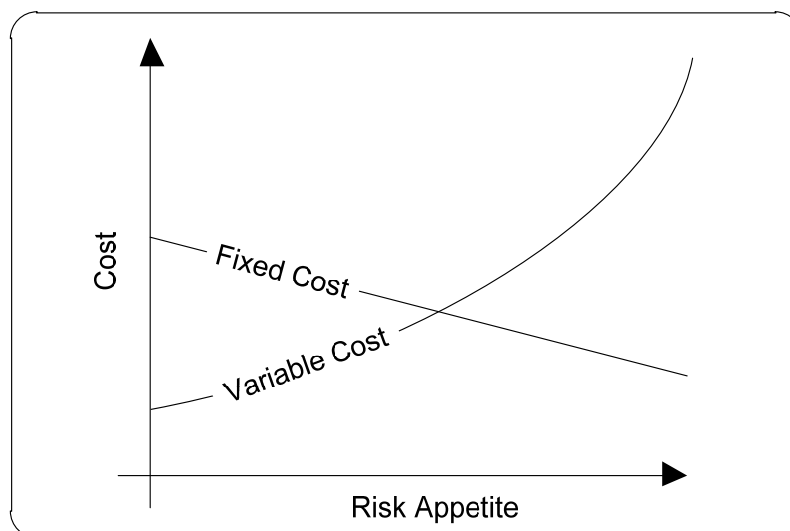


Figure 1-6. Fixed Cost vs Variable Cost

2. Risk by definition is uncertain, it is not unfeasible that all risks will occur, the same as it is unlikely that none will occur, regardless of the extent of the assurance. Effective quality assurance seeks to skew the risk assurance balance so that the costs of assurance are lower than the cost of resolving issues. Effective QA involves early engagement of quality people, taking reasonable actions to resolve issues during planning; preventing non-conformities opposed to their detection and correction. Figure 1-7. is a simple cost model of problem avoidance compared to problem resolution against time which illustrates the potential cost advantages of considering quality early in a project. For more information on costs related to quality refer to Juran's Quality Handbook, section 8, Quality and Costs.

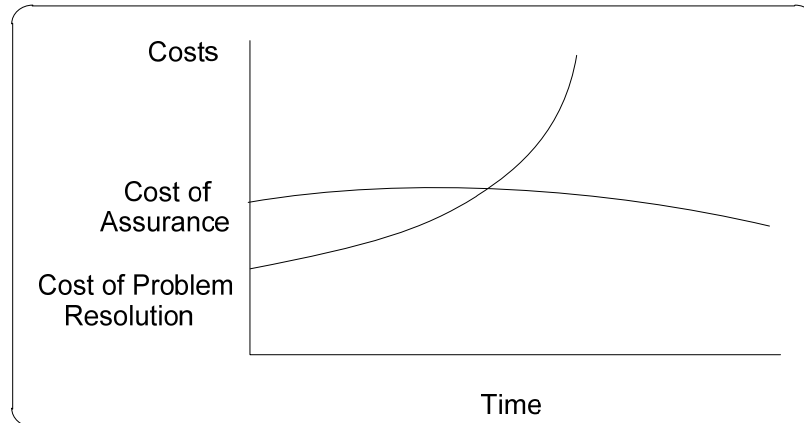


Figure 1-7. Cost Advantages of Early Assurance

3. This publication encourages the reasonable acceptance of risks and provides a reference to enable project managers/decision makers to ascertain the impact of decisions they make, the related information and therefore, the type and extent of Quality Assurance Services which are required. For more information on risk management refer to ARAMP-1.

1.5. THE QUALITY ASSURANCE CONTRIBUTION

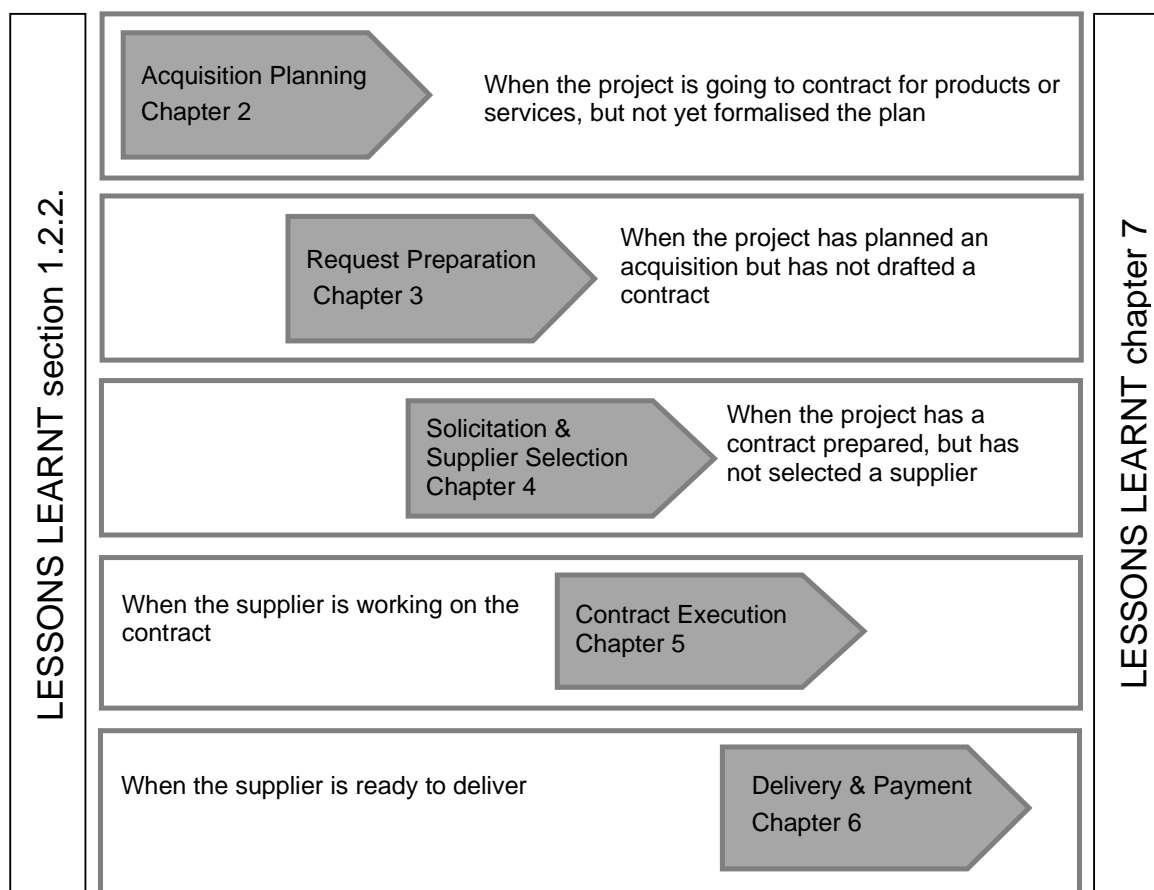
The Quality Assurance Contribution is a set of collected records, comprising objective evidence of completed QA services, built progressively through an acquisition stage. The main objective is to provide confidence in project management decisions at all stages, from acquisition planning to delivery and payment. At decision points, project managers/decision makers need to review the results of the past efforts and the options available for subsequent work. For these reviews, the Quality Assurance Contribution provides the available information on how well the planned activities have been performed.

1.6. FEEDBACK

1. Feedback from all readers and users is a vital element to improving the relevance of this publication and the QA services which it introduces. Therefore, all readers and users are encouraged to provide feedback using the form at Annex B.

1.7. DOCUMENT MAP

1. As described in figure 1.1, this publication is structure along the 5 acquisition stages.



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CHAPTER 2 ACQUISITION PLANNING

1. The purpose of the acquisition planning is to establish and communicate effective and workable strategies and plans for the acquisition; determining the scope of the activities, outputs, and deliverables (ISO/IEC:15288). Planning for quality is essential to acquisition planning.
2. The aim of the section is to influence the outcome of acquisition planning to assure an effective balance between risk and assurance and so, contribute to cost avoidance across an acquisition.
3. Reasonable acceptance of risk is encouraged although it needs to be understood that it is easier to reduce the level of assurance at a later stage when risks are under control and issues have been avoided. The impact of poor planning decisions will often be felt much later when it is much more difficult and costly to resolve issues (reference Figure 1-7.),

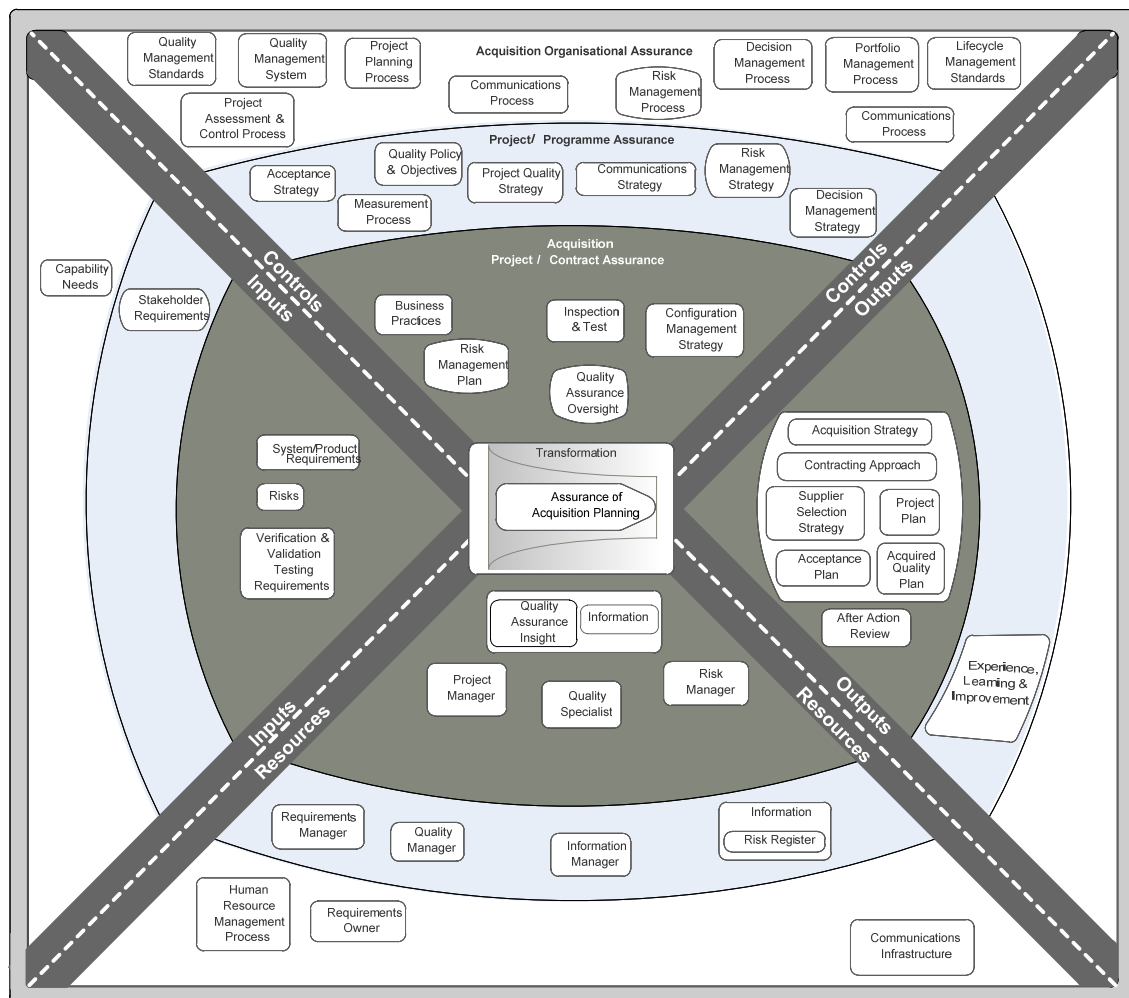


Figure 2-1. The Context of Acquisition Planning Assurance & the Process Approach

4. Figure 2-1 provides an overview of the Assurance of Acquisition Planning as a process. The supported AAP-48 processes outcomes and relating outputs are presented with the key inputs, resources and controls.

2.1. PROCESS INTERACTION

1. The active part of the AAP-48 acquisition process relevant to this section is AAP-48, 6.1.1.3 - Establish a strategy for how the acquisition will be conducted. The supporting processes relevant to assuring quality are:

- a. Life Cycle Model Management Process
- b. Project Portfolio Management Process
- c. Quality Management Process
- d. Project Planning Process
- e. Project Assessment and Control Process
- f. Decision Management Process
- g. Risk Management Process
- h. Information Management Process
- i. Measurement Process
- j. Verification Process
- k. Validation Process

2. For more detail on process interaction refer to AAP-48.

2.2. THE BENEFITS OF QUALITY ASSURANCE IN ACQUISITION PLANNING

Quality assurance in Acquisition planning aims to equip the acquisition with processes capable of exploiting the cost advantages of early issue resolution. Those processes will be sufficiently robust to respond to emerging risks and issues through the duration of the acquisition.

2.3. RISKS RELATED TO ACQUISITION PLANNING

The primary Acquisition Planning risk from the quality perspective is that the project suffers the effects of a bad planning instead of benefiting from good planning. Inappropriate planning is likely to result in inappropriate activities which do not exploit the risk assurance balance and therefore, will result in increased cost, schedule slippage or performance shortfalls.

2.4. ACQUISITION PLANNING DECISIONS, INFORMATION NEEDS AND SERVICES

1. Figure 2-2.a explains the decisions, information needs and relevant QA services required to determine if the strategy for acquisition is suitable and provides confidence. In the same manner; Figure 2-2.b relates to the acquisition quality plan. The information is related to the decisions on the left which can be provided by the

QA services on the right. A more detailed definition of each of the services is provided at Annex A of this publication.

2. The outlines are intended to provide a basic knowledge of how QA services can provide confidence to project managers/decision makers through the provision of information. For more details on QA services, you are advised to contact your organisation's QA Authority.

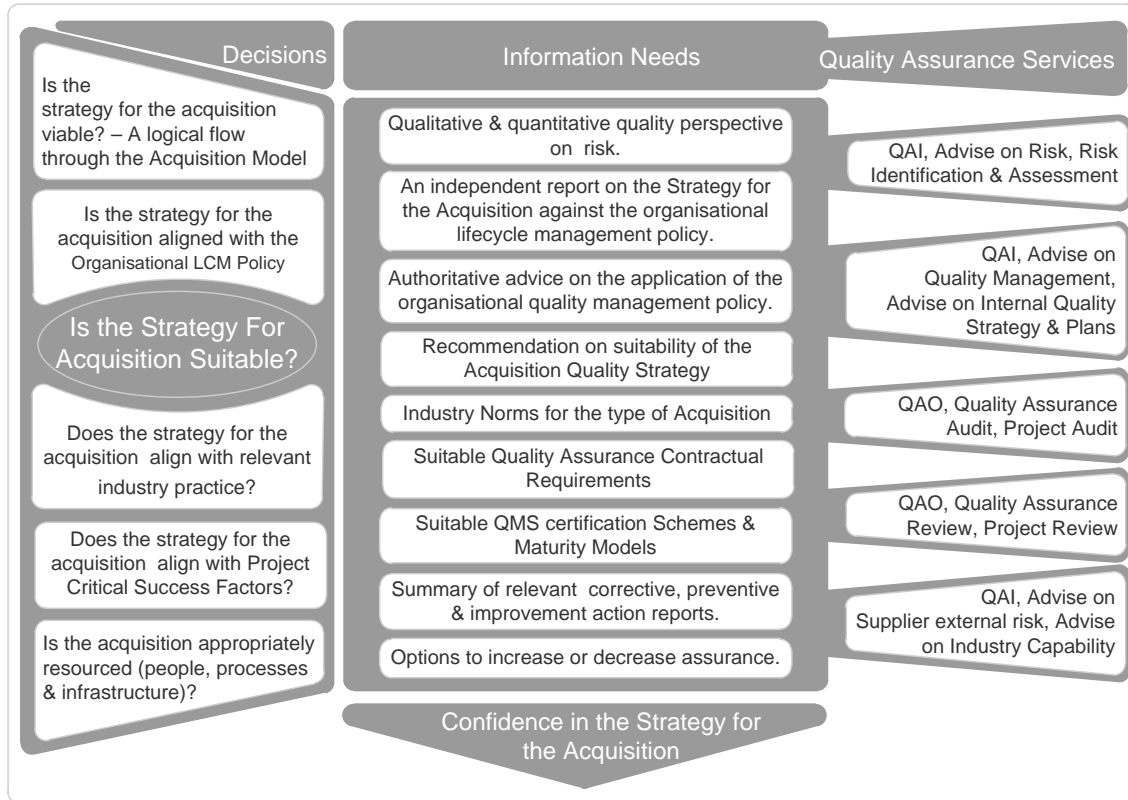


Figure 2-2.a Decisions, Information Needs and Services - The Strategy for the Acquisition

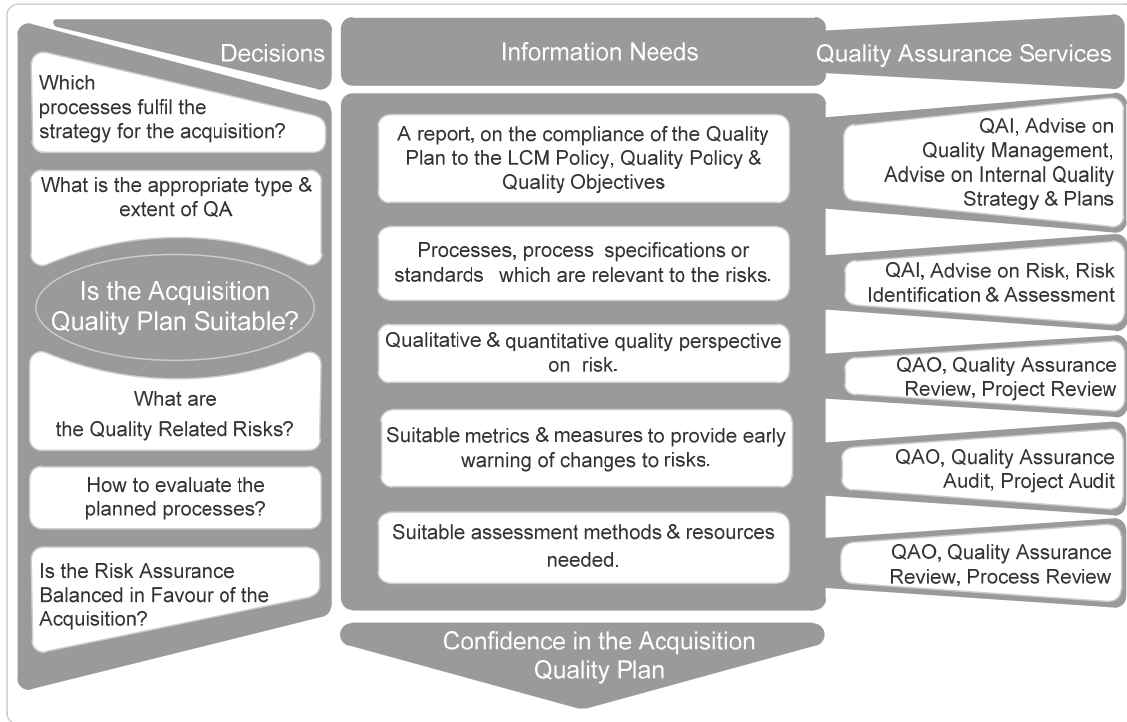


Figure 2-2.b Decisions, Information Needs and Services - The Acquisition Quality Plan

CHAPTER 3 REQUEST PREPARATION
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1. The purpose of request preparation is to establish a request for goods or services which communicates what is required to the extent necessary for a Supplier to understand what is to be provided. Supplier responses are dependent on the clarity and completeness of the request. Guidance on contractual terms is provided in AACP-2 Volume 2.

2. The aim of this chapter is to influence the outcome of request preparation so that it provides the foundation for a mutually beneficial supplier relationship (ISO 9000). This requires an appropriate definition of the required product or service; business practices to be employed and response evaluation criteria. A successful request will attract capable Suppliers and enable them to prepare competitive and compliant responses.

The purpose of the acquisition planning is to establish and communicate effective and workable strategies and plans for the acquisition; determining the scope of the activities, outputs, and deliverables (ISO/IEC:15288).

3.1. PROCESS INTERACTION

1. The active part of the AAP-48 acquisition process relevant to this section is AAP-48, 6.1.1.3 - Prepare a request for the supply of a product or service that includes the definition of requirements (AAP-48) and complies with the strategy for acquisition.

2. The supporting processes are:

- a. The Stakeholder Requirements Definition Process
- b. The Requirements Analysis Process
- c. Quality Management Process
- d. The Risk Management Process
- e. Project Assessment and Control Process
- f. Verification Process
- g. Validation Process
- h. Decision Management Process
- i. Measurement Process

3. For more detail on process interaction refer to AAP-48.

4. Figure 3-1. provides an overview of the assurance of request preparation as a process. The supported AAP-48 process outcomes and relating outputs are presented with the key inputs, resources and controls.

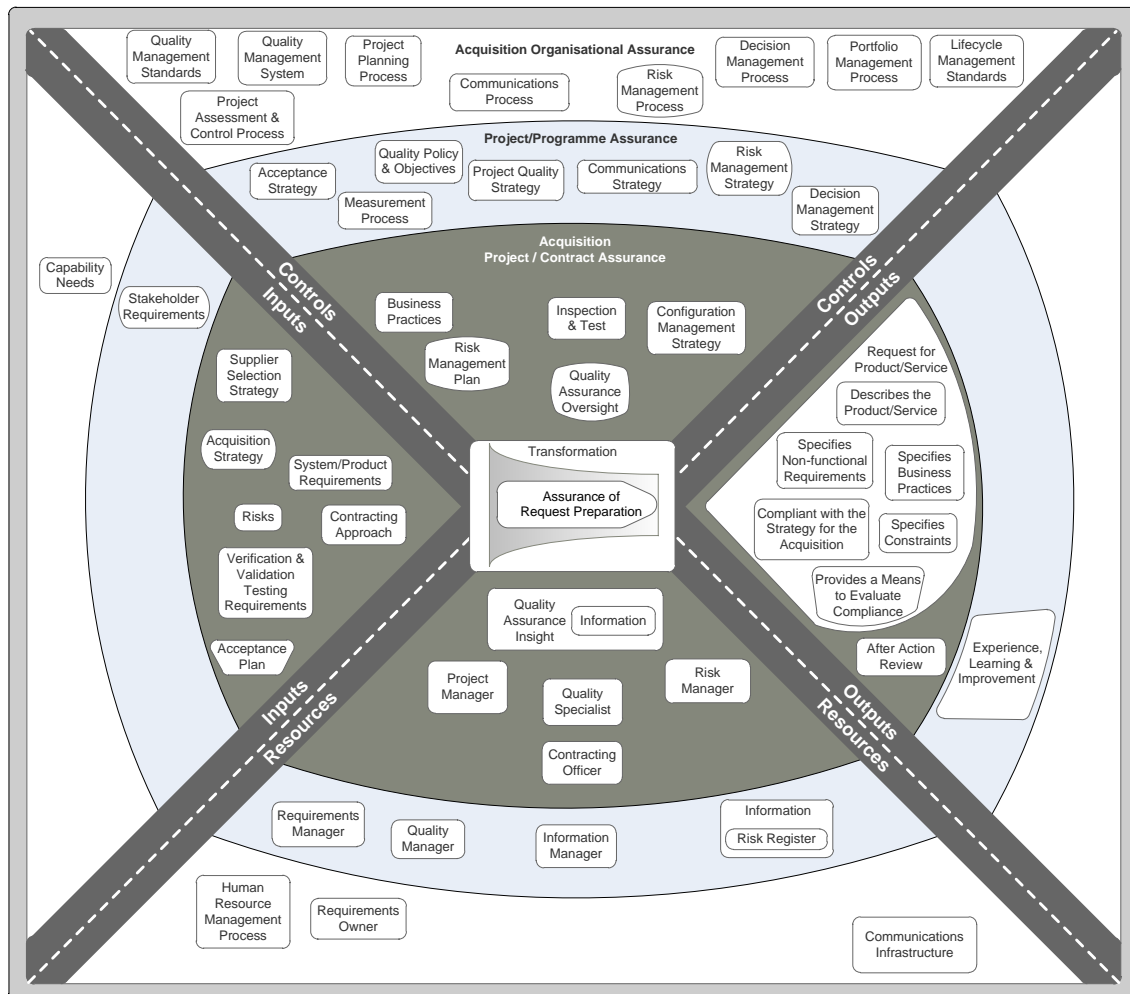


Figure 3-1. The Context of Request Preparation Assurance & the Process Approach

3.2. THE BENEFITS OF QUALITY ASSURANCE IN REQUEST PREPARATION

1. The key aspect to request preparation is communicating to the Supplier what is needed by the Acquirer. It might sound obvious, but misunderstandings do occur. An independent assessment of the request provides assurance of clarity, completeness and viability.
2. Quality management standards based on ISO 9001 provide a mutually understood framework of processes, a means to assess conformance and opportunity to intervene to prevent or correct issues. In a request they exploit best practice and advantages of standardisation through the duration of the acquisition.

3.3. RISKS RELATED TO REQUEST PREPARATION

1. The primary risk to request preparation from the quality perspective is that a mutually beneficial supplier relationship is not established. For example, if the contract is not clearly understood by either party. The product may not meet the acquirer's expectations; the supplier may need to perform rework. These issues are detrimental to the reputation of the supplier and to the project as a whole. They could result in increased cost to the supplier, which they might attempt to pass to the acquirer; schedule slippage and possible performance limitations.
2. The parties of the agreement enter into the agreement for their benefit. At the point when the benefit is no longer apparent to either party, the acquisition risks will increase significantly.

3.4. REQUEST PREPARATION DECISIONS, INFORMATION NEEDS AND SERVICES

1. Figure 3-2. explains the decisions, information needs and relevant QA services required to determine if whether the request promotes mutually beneficial supplier relationships and provides confidence in the request. The information is related to the decisions on the left which can be provided by the QA services on the right. A more detailed definition of each of the services is provided at Annex A of this publication.
2. The outline is intended to provide a basic knowledge of how QA services can provide confidence to project managers/decision makers through the provision of information. For more details on QA services, you are advised to contact your organisation's QA Authority.

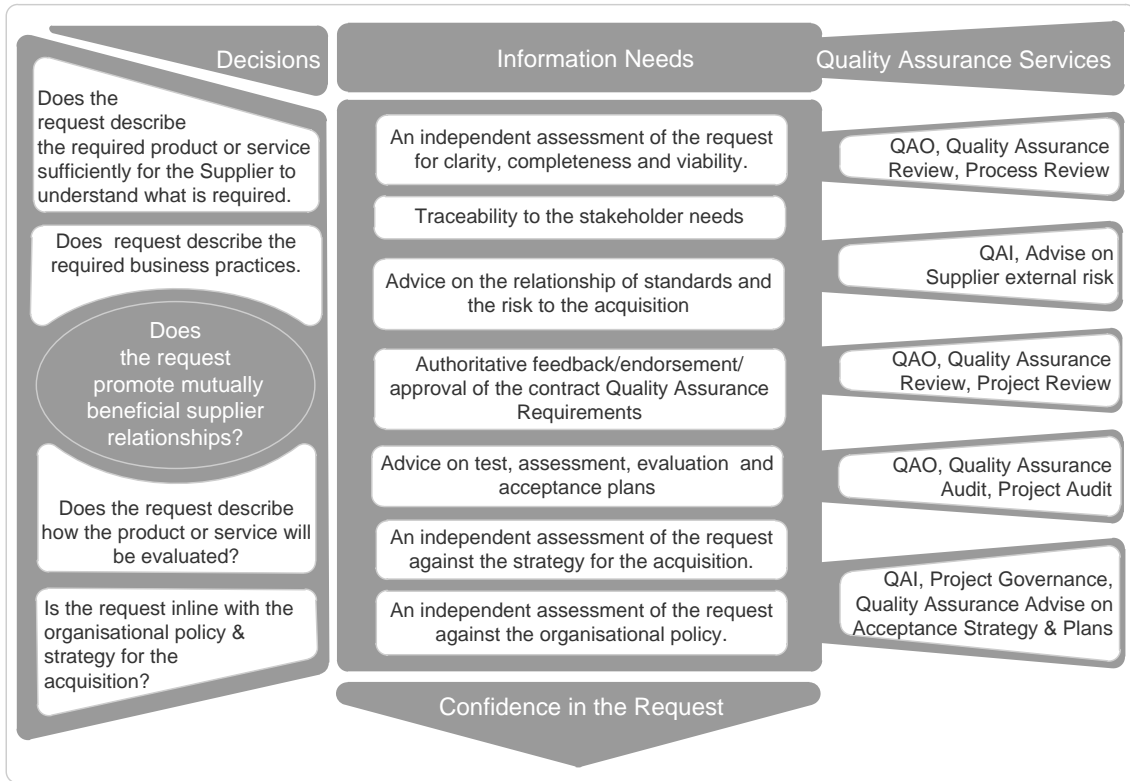


Figure 3-2. Decisions, Information Needs & Services - Request for Product or Services

CHAPTER 4 SOLICITATION AND SUPPLIER SELECTION

1. The purpose of Solicitation and Supplier Selection is to establish an agreement between the acquiring organisation and one or more suppliers. The decision to commit to an acquisition depends on matching the product or service being acquired to one or more suppliers.

2. The aim of the section is to support the application of a factual based approach (ISO 9000) to supplier selection based on a correlation between the risks related to the product or service and the level of assurance provided by potential suppliers and the methods used for their selection. It is assumed, by this stage, that the risks related to the product or service are understood and the risk tolerance is established; this section focuses on selecting an appropriate supplier.

Note: Legislation related to open and fair competition applies to government acquisition in many nations. You are advised to verify that your supplier selection criteria and methods comply with any legislation applicable to your acquisition.

4.1. PROCESS INTERACTION

1. The active part of the AAP48 acquisition process relevant to this section is

6.1.1.3:

- a. Advertise the acquisition and select the supplier,
 - b. Communicate the request for the supply of a product or service to potential suppliers and
 - c. Select one or more suppliers
2. The supporting processes are:
- a. Quality Management Process
 - b. The Risk Management Process
 - c. Project Assessment and Control Process
 - d. Verification Process
 - e. Validation Process
 - f. Decision Management Process
 - g. Measurement Process
3. The contract links request preparation and solicitation so should remain consistent through both stages to contract award. Inconsistencies between the request as advertised and the contract awarded can prejudice the responses from suppliers not party to the changed terms and so might provoke to claims of inequality and a need to repeat the solicitation.

4. Figure 4-1. provides an overview of the Assurance of request Preparation as a process. The supported AAP-48 processes outcomes and relating outputs are presented with the key inputs, resources and controls. The influences of public procurement legislation and the subsequent supplier selection strategy are shown as process controls.

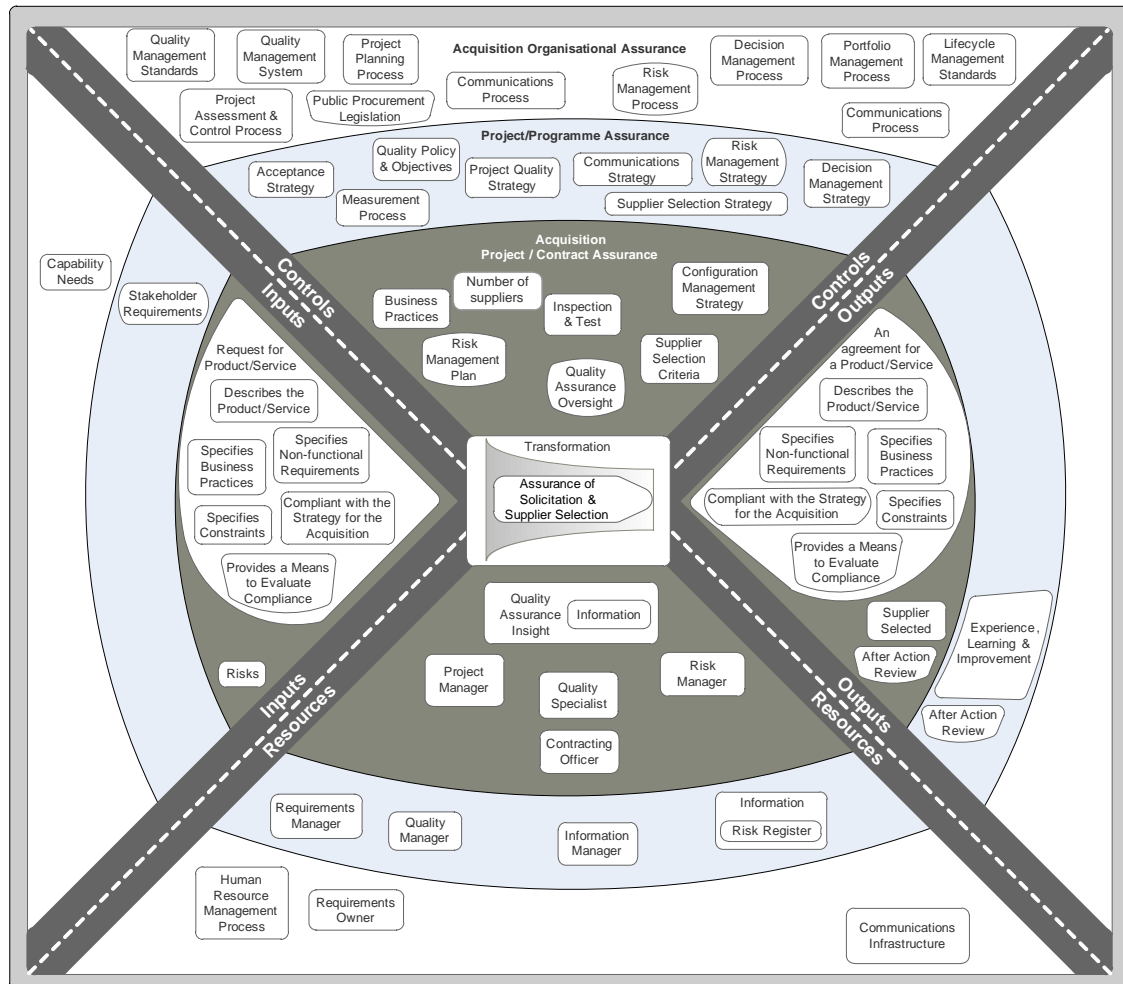


Figure 4-1. The Context of the Assurance of Solicitation & Supplier Selection & the Process Approach

4.2. THE BENEFITS OF QUALITY ASSURANCE IN SOLICITATION AND SUPPLIER SELECTION

1. The primary driver for selecting one supplier over another is value for money, often biasing the decision towards the lowest price. Quality Assurance offers another perspective on value for money; rationalising price against the likelihood and extent of issue resolution, reference Figure 1-6 and 1-7.

2. Quality assurance methods can differentiate between suppliers based on how well they control their processes and so how accurately their performance can be predicted. The reliability of the predictions depends on the Supplier QMS status and the type and extent of QA Services.

3. ISO 9001 is a globally recognised benchmark standard supported by an internationally accredited assessment methodology which is regulated at national and international levels. A supplier's capability to fulfil a contract can be assessed quickly, without cost, by reviewing their QMS certification. This kind of review uses information gathered by continual independent (3rd Party) assessments of the suppliers QMS.

4. To increase the reliability of the assessments or focus on the areas of the QMS which are critical to the product related risks; the 3rd party information can be verified and validated. The type and extent of the verification and validation can and should be balanced with the risks to the acquirer.

Note: There are different kinds of certification so QA specialist advice is essential and must be sought when reviewing certificates.

Note: QMS certification does not provide an indication of supplier capacity to fulfil a contract. Nor does it imply that the organisation is providing a superior product, or that the product itself is certified as meeting the requirements of an ISO (or any other) standard or specification (IAF)

4.3. RISKS RELATED TO SOLICITATION AND SUPPLIER SELECTION

1. The outcome of this section is a decision to commit to an acquisition through contract execution to Delivery and Payment. The scale of the commitment relates to the impact of the risks to the acquiring organisation. In principle, the commitment can be measured in duration of the agreement, cost or the acquirer's dependence on the acquired product or service.

2. The primary risk to Solicitation and Supplier Selection from the quality perspective is the commitment to a supplier which is unsuited to the agreement. This risk is linked to the establishment of a mutually beneficial supplier relationship. A supplier's QMS provides the framework, policy, processes and work instructions which control how the supplier operates. Inconsistency between the supplier's QMS and the risks related to the product or service and its application, is likely to result in disharmony between the supplier and acquirer.

3. The resultant issues would likely result in increased cost to the acquirer, reduced profits for the supplier, schedule slippage and performance limitations.

4.4. SOLICITATION & SUPPLIER SELECTION DECISIONS, INFORMATION NEEDS & SERVICES

1. Not only must the solicitation comply with the organisational policy and strategy for the acquisition; it must be understandable to the potential Suppliers. The acquiring and supplying organisations are both committing to work together; mutually beneficial supplier relationships (ISO 9000) are essential to a successful acquisition and the focus of Figures 4-2.a and 4-2.b. The solicitation requests responses from interested suppliers. The assessment of those responses establishes which suppliers are capable, corroborates the information and ranks suppliers based on a best fit to the requirements or specifications.

Note: You are advised to verify that your supplier selection criteria and methods comply with any legislation applicable to your acquisition.

2. Figures 4-2.a explains the decisions, information needs and relevant QA services required to determine whether the solicitation promotes mutually beneficial supplier relationships and provides confidence in the solicitation. In the same manner; Figure 4-2.b relates to whether the suppliers' response provides evidence that processes are suited to the acquisition and provide confidence in the supplier. The information is related to the decisions on the left which can be provided by the QA services on the right. A more detailed definition of each of the services is provided at Annex A of this publication.

3. The outlines are intended to provide a basic knowledge of how QA services can provide confidence to project managers/decision makers through the provision of information. For more details on QA services, you are advised to contact your organisation's QA Authority.

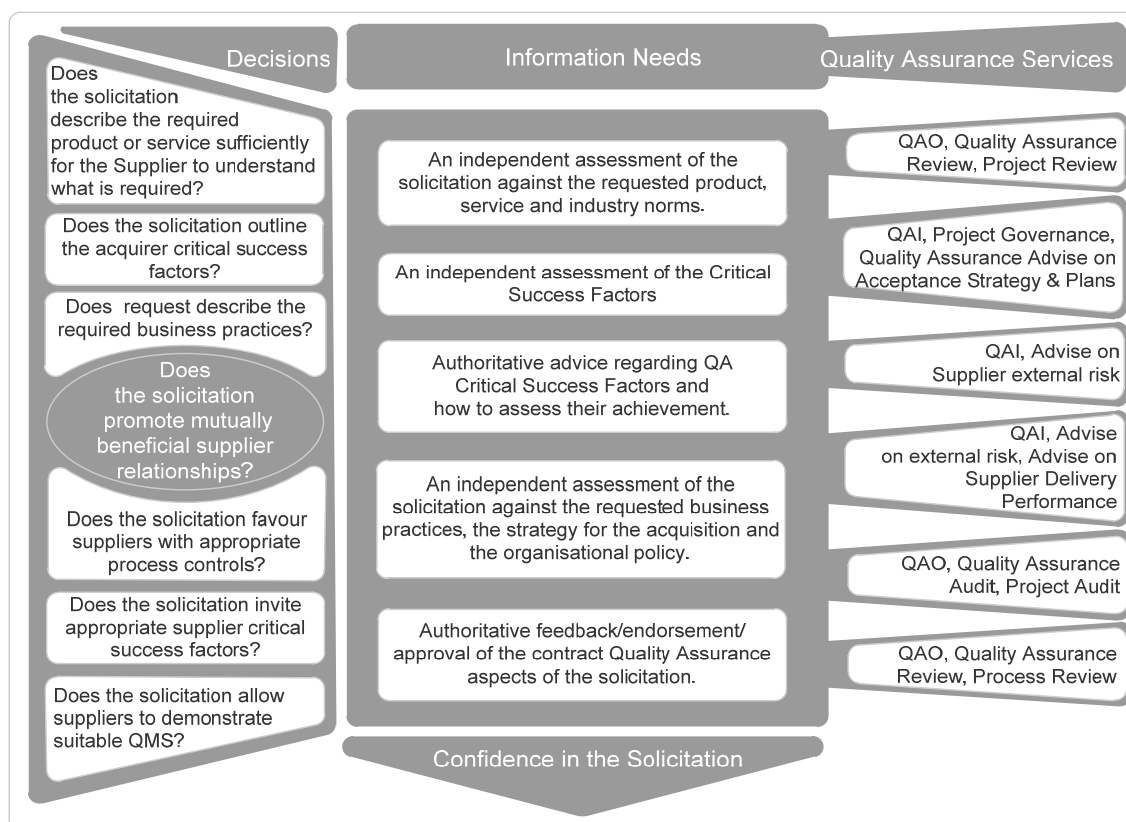


Figure 4-2.a Decisions, Information Needs and Services - Solicitation

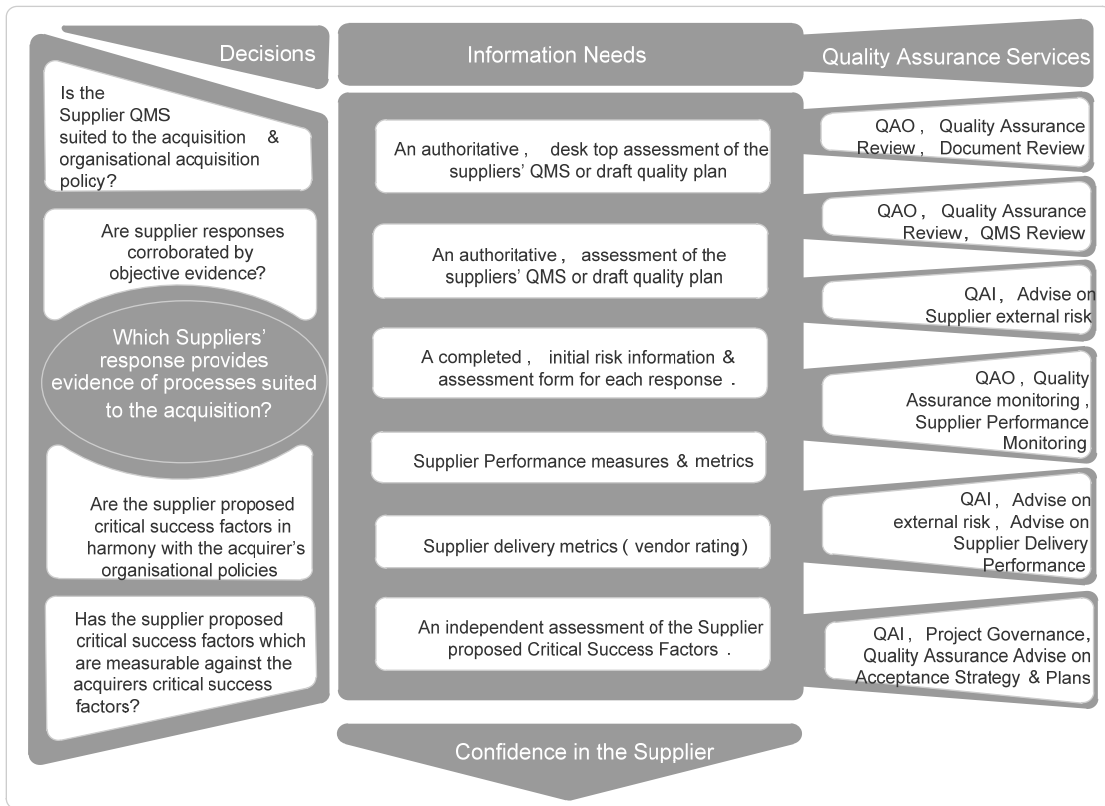


Figure 4-2.b Decisions, Information Needs and Services – Supplier Selection

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CHAPTER 5 CONTRACT EXECUTION

The Contract Execution stage is when the supplier realises the product, validating or otherwise the strategy for the acquisition and the decisions leading to the contract award. The acquisition organisation has a limited role in contract execution. This section will provide an outline of how quality assurance services can assist in gathering evidence that the supplier has met and continues to meet their commitments; that identified risks are managed and that emerging risks or issues are responded to appropriately; exemplifying a factual based approach to decision making (ISO 9000).

5.1. PROCESS INTERACTION

1. The active part of the AAP-48 acquisition process relevant to this section is

6.1.1.3:

- a. Commence the agreement with the supplier.
- b. Monitor the agreement.

2. The supporting processes are:

- a. Supply Process
- b. Quality Management Process
- c. The Risk Management Process
- d. Project Assessment and Control Process
- e. Verification Process
- f. Validation Process
- g. Decision Management Process
- h. Measurement Process

Note: Verification and validation of Supplier plans and process might occur in either stage or either side of contract award. It is normal that plans submitted in response to a solicitation will require further definition once the contract is awarded.

3. Figure 5-1 provides an overview of the Assurance of Contract Execution as a process. The supported AAP-48 processes outcomes and relating outputs are presented with the key inputs, resources and controls. The obvious output is the product or service provision. The product is not complete without evidence to show that it is what was agreed to and will meet the acquirer's requirements. The majority of the evidence is either provided by the Supplier or gathered from the previous stages of the acquisition, emphasising the acquirer's limited role during this stage.

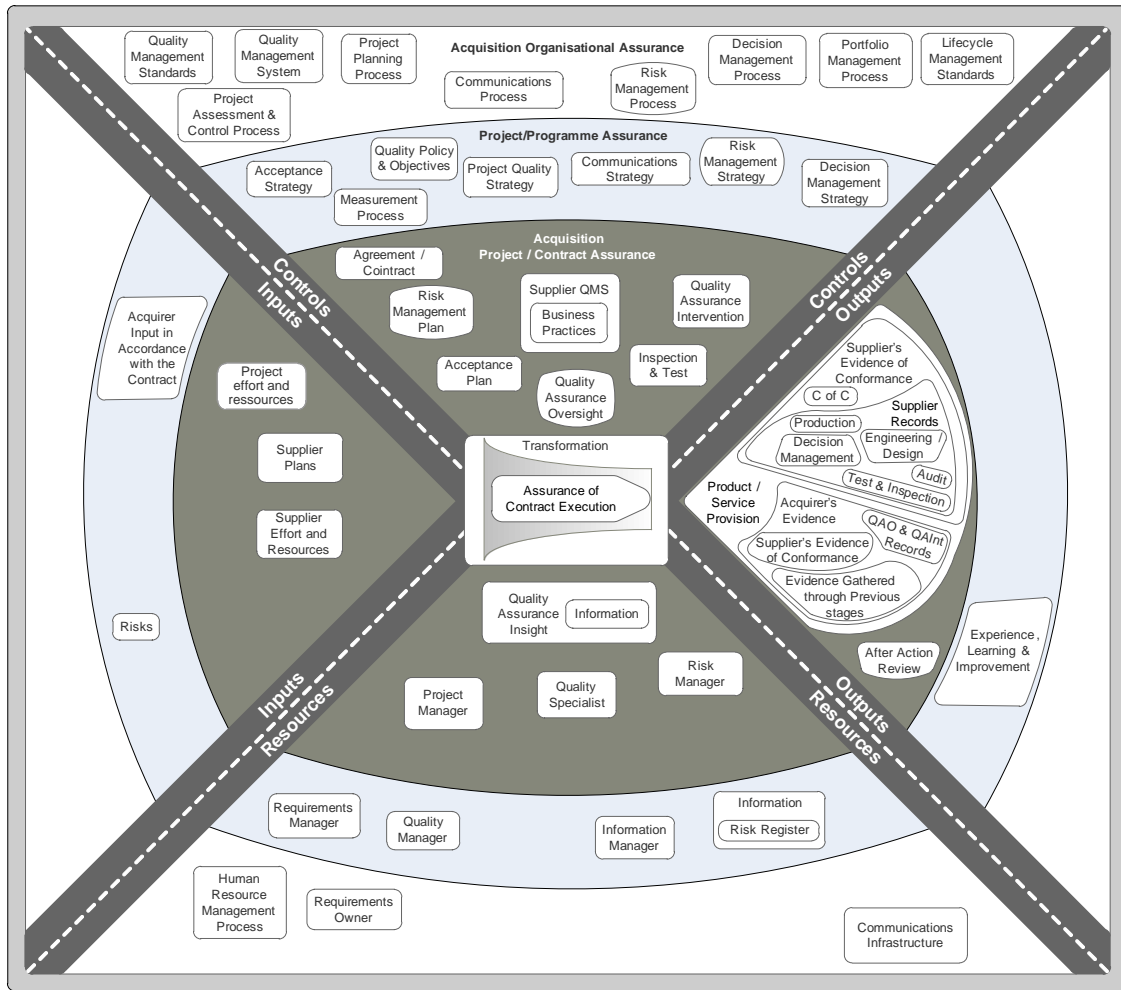


Figure 5-1. The Context of the Assurance of Contract Execution & the Process Approach

5.2. THE BENEFITS OF QUALITY ASSURANCE IN CONTRACT EXECUTION

Opportunities for early, quicker, easier or less costly problem resolution are reduced, (reference Figure 1-7.), nevertheless the principle that early intervention is cheaper still holds during contract execution. The rate of investment is high when compared to other stages so timeliness of information is at an even higher premium. Quality Assurance can provide early warnings of emerging risks and issues and intervene when remedial action is necessary.

5.3. RISKS RELATED TO CONTRACT EXECUTION

The risks during contract execution are many and varied. Information on how to identify and assess them is provided in AQAP 2070 Edition 2, Annex C. The risks can be considered to be either that the planned arrangements for quality are not suitable, not implemented appropriately, not monitored or not reviewed in a timely manner. Refer to 2.2 of this publication.

5.4. CONTRACT EXECUTION DECISIONS, INFORMATION NEEDS & SERVICES

1. Acceptance over the duration of a contract results in fewer surprises and reduces the potential for last minute issues when compared with final acceptance. This publication promotes an iterative build-up of evidence pertinent to decisions as the acquisition progresses. As the rate of investment increases during contract execution; so should the information flow.

2. In a mutually beneficial supplier relationship, risk sharing between acquirer and supplier is normal. It is common for the acquirer to complement the supplier's assurance activity or intervene to gain confidence in the supplier's risk management.

3. Figure 5-2.a explains the decisions, information needs and relevant QA services required to determine whether to initiate work and provides confidence. In the same manner; Figure 5-2.b relates to intervening during the performance of the contract and provides confidence in the product or services.

The information is related to the decisions on the left which can be provided by the QA services on the right. A more detailed definition of each of the services is provided at Annex A of this publication.

4. The outlines are intended to provide a basic knowledge of how QA services can provide confidence to project managers/decision makers through the provision of information. For more details on QA services, you are advised to contact your organisation's QA Authority.

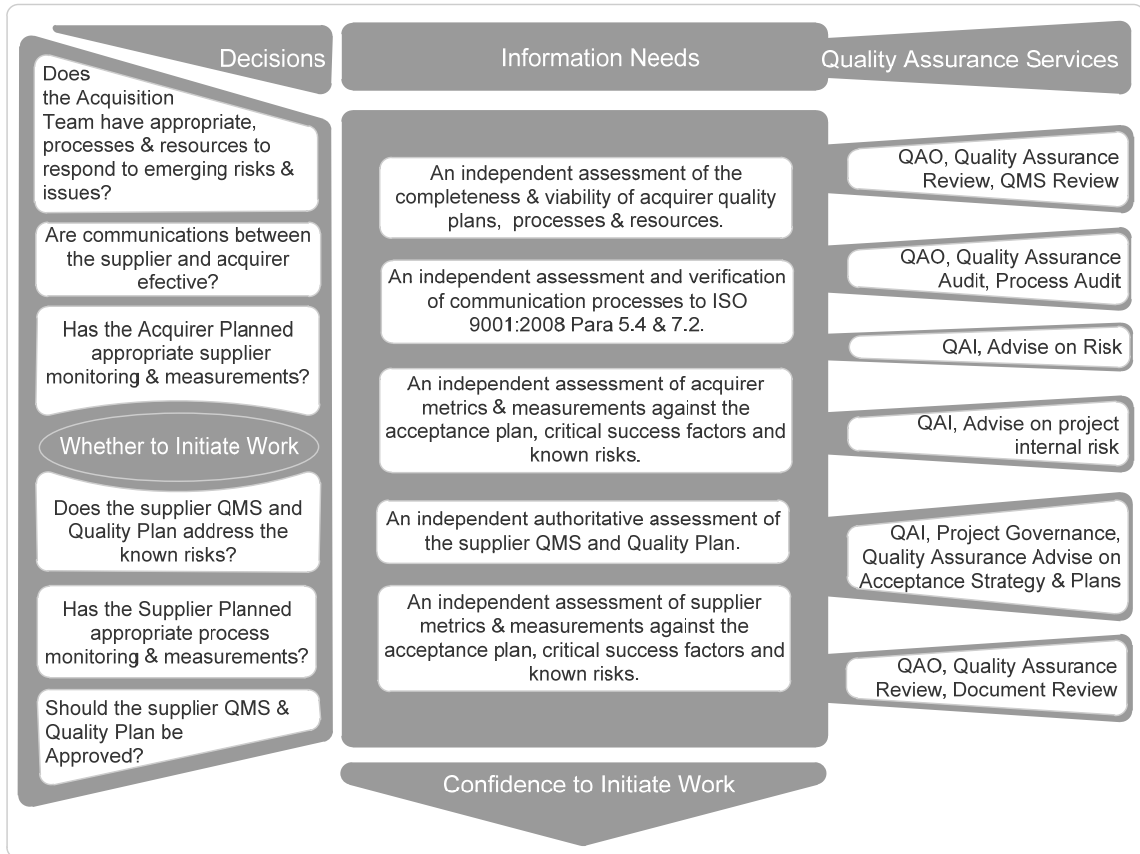


Figure 5-2.a Decisions, Information Needs and Services – Contract Execution, Contract Initiation

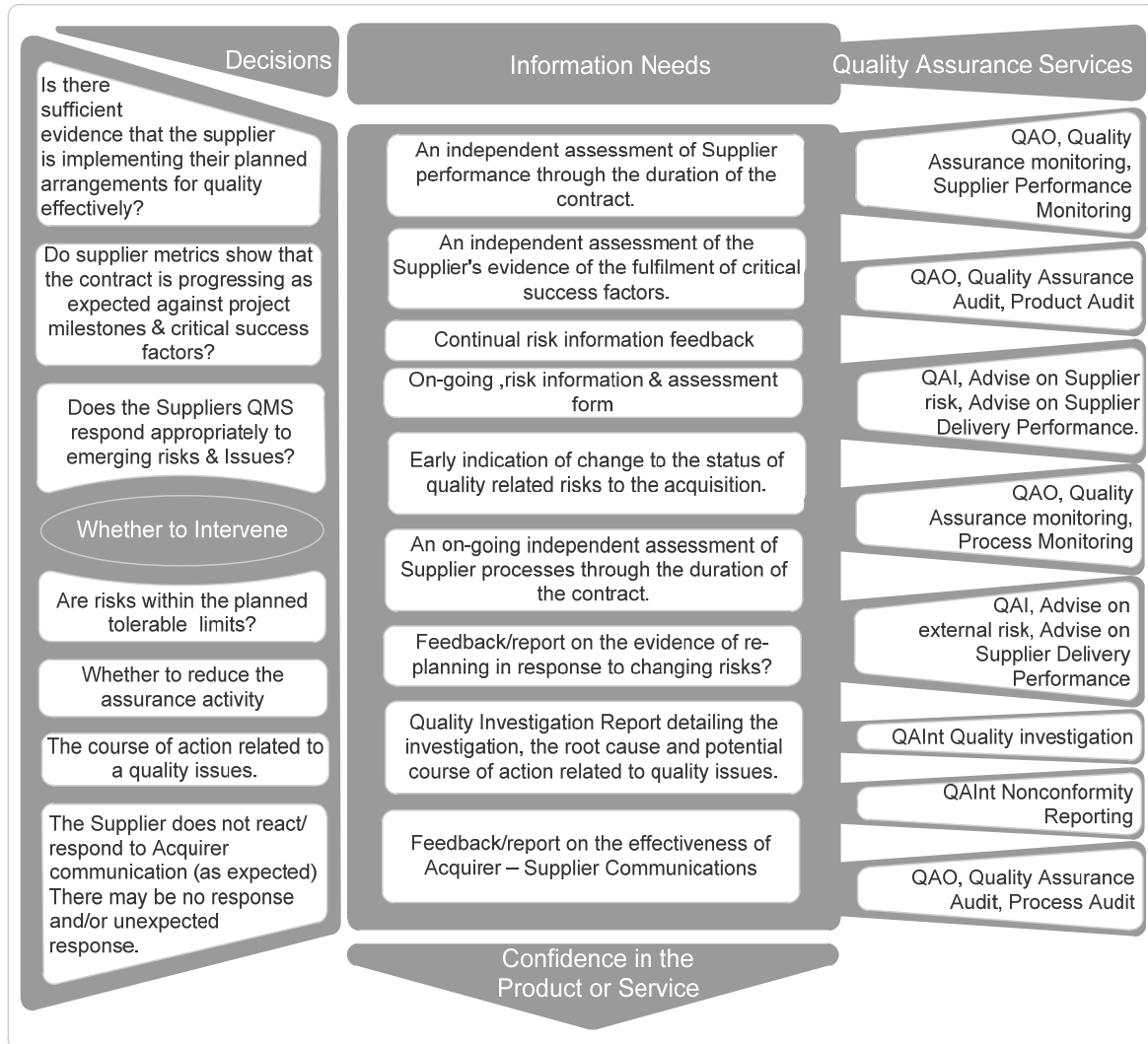


Figure 5-2.b Decisions, Information Needs and Services – Contract Execution, Contract Intervention

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CHAPTER 6 DELIVERY AND PAYMENT

1. The purpose of Delivery and Payment is for the supplier to present conforming product, including the evidence of conformance, pertinent records and delivery paperwork at the agreed time and place; and for the Acquirer to make agreed payment to the supplier.
2. Delivery and payment should take place when the evidence is gathered and verified against the requirements.

6.1. PROCESS INTERACTION

1. The active part of the AAP- 48 acquisition process relevant to this section is 6.1.1.3:
 - a. Accept the product or service
 - b. Make Payment
2. The supporting processes are:
 - a. Decision Management Process
3. Figure 6-1. provides an overview of the Assurance of Delivery and Payment as a process. The supported AAP-48 processes outcomes and relating outputs are presented with the key inputs, resources and controls. The view is simple compared with the previous stages, illustrating that the assurance is largely complete. From the quality assurance perspective the acquirer should have all the necessary information to decide whether to accept delivery and make payment.

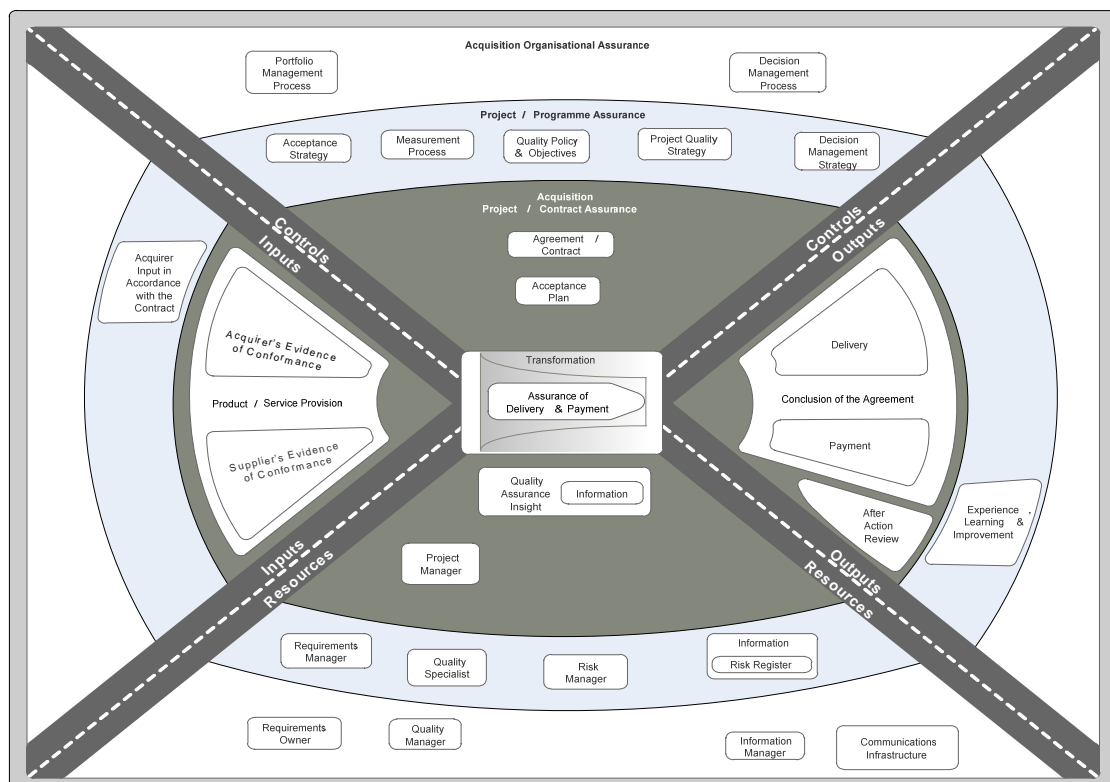


Figure 6-1. The Context of the Assurance of Delivery & Payment
6-1 Edition A Version 1

6.2. THE BENEFITS OF QUALITY ASSURANCE TO DELIVERY AND PAYMENT

The benefit of Quality Assurance as outlined in this publication is that during Delivery and Payment there is reduced likelihood of surprises. Both the supplier and acquirer should have sufficient confidence that the product meets the acquirer expectations. The emphasis is on early issue avoidance and progressively building confidence through the duration of the acquisition project.

6.3. RISKS RELATED TO DELIVERY AND PAYMENT

The primary risk to delivery and payment from the quality perspective is that there is insufficient evidence that the product meets acquirer expectations; so preventing acceptance, delivery and payment. Compiling evidence of conformance at this stage relies heavily on inspection, test and issue resolution which can be time consuming, costly and sometimes impractical.

6.4. DELIVERY AND PAYMENT DECISIONS, INFORMATION NEEDS & SERVICES

1. There is only one determination to make at this stage, whether to accept what is offered by the supplier. Acceptance over the duration of a contract results in fewer surprises and reduces the potential for issues during delivery and payment.

2. Figure 6-2 explains the decisions, information needs and relevant QA services required to determine whether the strategy of the product acceptance is suitable and provides confidence in the product or services. The outlines are intended to provide a basic knowledge of how QA services can provide confidence to project managers/decision makers through the provision of information. For more details on QA services, you are advised to contact your organisation's QA Authority.

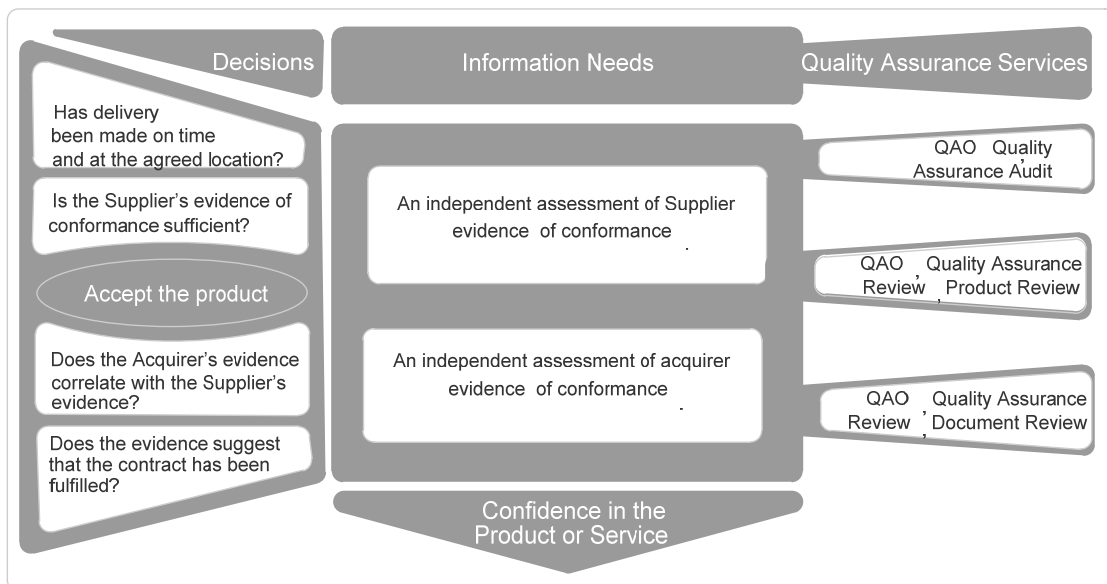


Figure 6-2. Decisions, Information Needs and Services – Delivery & Payment

CHAPTER 7 AFTER ACTION REVIEW

1. In accordance with the Deming Cycle, AAP-20 recommends an after action review during each stage of a project to capture any lessons learnt from the stage and allow the learning to be implemented as appropriate in the next stage and/or project. This publication recommends a similar review is undertaken prior to exiting any acquisition stage.
2. The review should focus on the objectives of each stage and determine whether they were met, whether they were right for the acquisition. The aim should be to establish, at the project, programme or organisational levels, what improvement can be made. For more information refer to ISO 9004 section 9.
3. It is essential that the lessons learnt, as an output of the after action review, are communicated/reported to the “Acquisition Organisational Assurance”. This allows them to be taken into account for both, ongoing and new projects/programs.

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ANNEX A DEFINITIONS AND TERMS

A.1. DEFINITIONS AND TERMS

1. Unless stated otherwise, AQAP-2110 definitions shall apply.

QA Service Categories	Definition	Source
Quality Assurance Service (QAS)	Purposeful coordinated work elements focused on providing confidence that quality requirements will be fulfilled. 3 categories of QA services are available: QAI, QAO, QAInt	Derived from ISO 9000:2005
Quality Assurance Insight (QAI)	First category, Quality Assurance Insight (QAI) is the sharing of information and advice to deepen the understanding of quality related project risks, issues and situations and so aid project management decision making. The insights are drawn from the culmination of knowledge and experience gained through the application of Quality Assurance Oversight and Quality Assurance Intervention .	Developed by the action team
Quality Assurance Oversight (QAO)	Second category, Quality Assurance Oversight (QAO) is purposeful activity which is planned and performed, specific to a project, providing targeted insight to assure the achievement of requirements.	Developed by the action team
Quality Assurance Intervention (QAInt)	Third category covers the response to emerging quality aspects or risks or issues found during the contract execution and product operation.	Developed by the action team

QA Services	Description	Source
QAI, Advise on Quality Management.	Advising on application, tailoring and evaluation of project quality management and Quality Management Systems (QMS). Note: a QMS is a set of orchestrated processes to coordinate, direct and control a project with regard to the fulfilment of requirements.	Developed by the action team Derived from ISO 9000:2005,
QAI, Advise on Quality Management, Advise on Internal Quality Strategy & Plans	Advising Acquirer Organisations on the development, application, tailoring and evaluation of project quality management strategies and plans.	Developed by the action team

QA Services	Description	Source
QAI, Advise on Quality Management, Advise on Supplier Quality Plans	Advising Acquirer Organisations on the suitability of Supplier Quality Plans.	Developed by the action team
QAI, Advise on external risk, Advise on Supplier Delivery Performance	Providing advice on Supplier ongoing performance based on monitoring. Result of QAO monitoring, Supplier Delivery Performance .	Developed by the action team
QAI, Advise on Supplier external risk, Advise on Industry Capability	Provide insight to the likelihood that industry in general or specific Suppliers can fulfil the functional or non-functional contractual requirements to provide a filtering criteria for potential Suppliers.	Derived from ARAMP-1
QAI, Advise on Risk	<p>QAI, Advise on Risk, provides the Quality Assurance aspects of:</p> <ul style="list-style-type: none"> • Risk Management Planning • Risk Identification • Risk Analysis • Risk response planning • Risk Monitoring and Control <p>For further details of risk management refer to ARAMP-1</p>	ARAMP1, 2.3
QAI, Advise on project internal risk	<p>Advising Acquirer Organisations on Quality Assurance aspects of internal risks:</p> <ul style="list-style-type: none"> • Risk Management Planning, <ul style="list-style-type: none"> • Provide insight to the type and extent of quality assurance based on the project risk tolerance and appetite. • Communicating any extant and pertinent risk information. • Risk Identification, <ul style="list-style-type: none"> • Input risks related to quality into the risk register. • Provide insight to the causes of risks. • Risk Analysis <ul style="list-style-type: none"> • Quantify and qualify risks and issues related to quality. • Risk response planning, <ul style="list-style-type: none"> • Relate the quality strategy and plans to risk responses outlined in ARAMP-1. • Provide insight on the quality related aspects of risk monitoring and control. 	Developed by the action team

QA Services	Description	Source
QAI, Advise on Supplier risk	<p>Advising Acquirer Organisations on Quality Assurance aspects of external (Supply Chain) risks:</p> <ul style="list-style-type: none"> • Supply chain Risk Management Planning, <ul style="list-style-type: none"> • Provide insight to the type and extent of supply chain quality assurance based on the project risk tolerance and appetite. • Communicating any extant and pertinent supply chain risk information. • Supply chain Risk Identification, <ul style="list-style-type: none"> • Input supply chain risks related to quality into the risk register. • Provide insight to the causes of risks. • Supply chain Risk Analysis <ul style="list-style-type: none"> • Quantify and qualify supply chain risks and issues related to quality. • Supply chain Risk response planning, <ul style="list-style-type: none"> • Relate the quality strategy and plans to supply chain risk responses outlined in ARAMP-1. • Provide insight on the quality related aspects of supply chain risk monitoring and control. 	Derived from ARAMP-1
QAI, Advise on Project Governance	Advising Acquirer Organisations on the selection and application of process specifications/standards to the project; recommending a benchmark (assessment criteria and methodology) to measure the project processes and support evaluation of the past, present and the likely future performance of the project.	Developed by the action team
QAI, Project Governance, Advise on Gate Review	Provide insight to contribute to understanding the Quality Assurance aspects of risks relevant to key decision points for the current and future acquisition lifecycle stages and assurance successful progress to next stage.	Derived from ARAMP1, 3.1.1
QAI, Project Governance, Quality Assurance Advise on Acceptance Strategy & Plans	Advising Acquirer Organisations on acceptance planning. The acceptance plan sets out how a product (or service) is to be accepted. The Acquirer owns the plan and is responsible for its development and management. The Supplier must understand how the Acquirer intends to satisfy themselves that their requirements have been met. It is beneficial for the Supplier and Acquirer to collaborate on the development of the acceptance plan.	Developed by the action team
QAO, Quality Assurance Monitoring	An intermittent (regular or irregular) series of observations through the project lifecycle, carried out to determine the extent of compliance with a predefined criteria or degree of deviation from the expected. Providing insight to past, present and the likely future performance of the project.	Derived from Joint Nature Conservation Committee - DEFRA

QA Services	Description	Source
QAO, Quality Assurance monitoring, QMS Monitoring	An intermittent (regular or irregular) series of observations of a QMS through the project lifecycle, carried out to determine the extent of compliance with or degree of deviation from a predefined standard or benchmark. Providing insight to past, present and the likely future performance of the QMS.	Derived from Joint Nature Conservation Committee - DEFRA
QAO, Quality Assurance monitoring, Process Monitoring	An intermittent (regular or irregular) series of observations of specific processes through the project lifecycle, carried out to determine the extent of compliance with or degree of deviation from the process expectations. Providing insight to past, present and the likely future performance of the process to assist decision making and promote continual improvement.	ISO 9000:2005 2.11 QMS focus.
QAO, Quality Assurance monitoring, Supplier Performance Monitoring	A regular, intermittent series of systematic and formal evaluation of Suppliers delivery performance against criteria determined to be important by the Acquiring organisation, for example product conformity, timeliness of delivery, lead time, price or some combination of variables. Providing an aggregated percentage scoring or hierarchical ranking of Suppliers. Top rated Suppliers may be awarded or given special status. Supplier Performance Monitoring is sometimes referred to as vendor rating.	Derived from (Advameg 2011)
QAO, Quality Assurance Audit	A systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.	EN ISO 9000:2005 (3.9.1) EN ISO 9000:2005 (3.9.4) EN ISO 9000:2005 (3.9.3)
QAO, Quality Assurance Audit, QMS Audit	A systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent of compliance with or degree of deviation of a QMS from a predefined standard or benchmark or QMS specification. QMS Audits can be undertaken by: <ul style="list-style-type: none"> • The organisation, on its own QMS(1st party audit); • A customer or other external direct stakeholder in the organisation(2nd Party Audit); • An organisation without a stake in the organisation (3rd Party audit). 	Derived from ISO 9000:2000

QA Services	Description	Source
QAO, Quality Assurance Audit, Process Audit	A systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which processes are effective and controlled. Process audits are undertaken at any stage of the Acquisition lifecycle.	Derived from ISO 9000:2005
QAO, Quality Assurance Audit, Product Audit	A systematic, independent and documented process for obtaining audit evidence tracking a specific product through the processes and activities of a specific organisation. Product audits are aimed at verifying and validating the product and the evaluating the effectiveness of the QMS.	Derived from ISO 9000:2005
QAO, Quality Assurance Audit, Project Audit	A systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent of compliance with or degree of deviation of a project from the project quality Strategy and Plans.	Derived from ISO 9000:2005
QAO, Quality Assurance Review	Activity undertaken to determine the suitability, adequacy, efficiency and effectiveness of the subject matter to achieve established objectives.	ISO 9000:2005
QAO, Quality Assurance Review, QMS Review	Systematic evaluation of the suitability, adequacy, effectiveness and efficiency of the QMS including the quality policy and objectives to the quality aspects of risk to the fulfilment of contract requirements. Note: QMS Audit is frequently used to perform QMS review.	Derived from ISO 9000:2005
QAO, Quality Assurance Review, Process Review	Systematic evaluation of the suitability, adequacy, effectiveness and efficiency of a process to produce its intended outcome.	Derived from ISO 9000:2005
QAO, Quality Assurance Review, Project Review	Systematic, independent, non-advocate, expert and critical evaluation of the project quality strategy and plans to provide the quality aspects of risk management.	Derived from ISO 9000:2005
QAO, Quality Assurance Review, Document Review	Systematic, independent, non-advocate, expert and critical evaluation of the project and Supplier documentation related to quality.	Derived from ISO 9000:2005
QAO, Quality Assurance Review, Product Review	Systematic evaluation of the product aimed at verifying and validating products against the product specification and user needs respectively.	Developed by the action team

QA Services	Description	Source
QAInt Quality investigation	Enquiry, examination and analysis of objective evidence to establish and eliminate the cause of risks or issues found during the contract execution and product operation.	Derived from ISO 9000:2005
QAInt Nonconformity Reporting	Advice to the owner of emerging risks or issues highlighting the pertinent information and requesting a quality investigation.	Developed by the action team
QAInt Advise on warranty liability	Advise on responsibility for defects warranty (investigations).	Developed by the action team

Note : QA Services provided by a NQAA are subject to their national practices.

Term	Definition	Source
Acquiring Organisation	Governmental and/or NATO Organizations, that enter into a contractual relationship with a Supplier, defining the product and quality requirements.	Derived from AQAP-2110
Audit evidence	records, statements of fact or other information which are relevant to the audit criteria	Derived from ISO 9000:2005
Audit criteria	A standard, set of policies, procedures, or requirements specification	Derived from ISO 9000:2005
Document	Meaningful data stored on paper, magnetic, electronic or optical computer, disc, photograph or a combination thereof.	Derived from ISO 9000:2005

**ANNEX B PROJECT MANAGERS' GUIDE TO QUALITY ASSURANCE INSIGHT,
OVERSIGHT AND INTERVENTION IN THE ACQUISITION PROCESS FEEDBACK FORM**

B.1. INTRODUCTION

Dear Sir/Madam,

This feedback form is part of continual improvement of the NATO Quality Assurance Framework.

The objective of the guide is to assure that the Project Managers perceive the relevance of quality assurance (Insight, Oversight and Intervention) in the acquisition process to the risks, issues, decisions and information needs.

It is very important that you complete it as accurately and objectively as possible. The information feedback form is anonymous and the feedback provided by you will be used for the sole purpose of improving NATO Publications.

Chère Madame/Monsieur,

Ce questionnaire intègre le processus d'amélioration continue du cadre documentaire Assurance Qualité de l'OTAN.

L'objectif du guide est d'assurer que les gestionnaires de projet perçoivent la pertinence de l'assurance de la qualité (connaissance, surveillance et intervention) dans le processus d'acquisition par rapports aux : risques, problèmes, décisions et besoins d'informations.

Il est essentiel que vous complétiez ce questionnaire aussi précisément et objectivement que possible. Les informations que vous retournerez demeureront anonymes et leur utilisation sera restreinte à l'amélioration des publications OTAN.

Please indicate the relevance to your acquisition project of the decisions listed through the Project Managers' Guide to Quality Assurance (Insight, Oversight and Intervention) in the acquisition process.
Par rapport à vos projets d'acquisitions, merci bien vouloir évaluer la pertinence des décisions listées dans le guide de l'assurance de la qualité (connaissance, surveillance et intervention) au cours du processus d'acquisition destiné aux gestionnaires de projet.

1 = is Not at All Relevant/*Non pertinent* 6 = Highly Relevant/*Très pertinent*

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

What if any decisions are irrelevant?
Qu'en est-il des décisions non pertinentes ?
Please provide brief comments related to why it is not relevant.
Merci de bien vouloir préciser succinctement les raisons de la non pertinence perçue.

Decision/ <i>Décision</i>	Comments/ <i>Commentaires</i>

What decisions relevant to your acquisition Project are not addressed?
Quelles sont les décisions pertinentes de vos projets d'acquisitions ne sont pas couvertes par le présent Guide ?

Decision/ <i>Décision</i>	Comments/ <i>Commentaires</i>

Please indicate the relevance to your acquisition project of the risks listed through the Project Managers' Guide to Quality Assurance (Insight, Oversight and Intervention) in the acquisition process.
Par rapport à vos projets d'acquisitions, merci de bien vouloir évaluer la pertinence des risques listés dans le guide de l'assurance de la qualité (connaissance, surveillance et intervention) au cours du processus d'acquisition destiné aux gestionnaires de projet.

1 = is Not at All Relevant/*Non pertinent* 6 = Highly Relevant/*Très pertinent*

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
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What if any risks and issues are irrelevant?
Qu'en est-il des risques non pertinents ?
Please provide brief comments related to why it is not relevant.
Merci de bien vouloir préciser succinctement les raisons de la non pertinence perçue.

Risk/ <i>Risque</i>	Comments/ <i>Commentaires</i>

What risks and issues relevant to your acquisition Project are not addressed?
Quels risques pertinents de vos projets d'acquisitions ne sont pas couverts par le présent Guide ?

Risk/ <i>Risque</i>	Comments/ <i>Commentaires</i>

<p>Please indicate the relevance to your acquisition project of the information needs and QA Services listed through the Project Managers' Guide to Quality Assurance (Insight, Oversight and Intervention) in the acquisition process.</p> <p><i>Par rapport à vos projets d'acquisitions, merci de bien vouloir évaluer la pertinence des besoins d'informations et des prestations d'Assurance Qualité listés dans le guide de l'assurance de la qualité (connaissance, surveillance et intervention) au cours du processus d'acquisition destiné aux gestionnaires de projet.</i></p> <p>1 = is Not at All Relevant/<i>Non pertinent</i> 6 = Highly Relevant/<i>Très pertinent</i></p>					
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>
<p>What if any information needs and/or QA Services are irrelevant? <i>Qu'en est-il des besoins d'informations et/ou prestations d'Assurance Qualité non pertinents ?</i> Please provide brief comments related to why it is not relevant. <i>Merci de bien vouloir préciser succinctement les raisons de la non pertinence perçue.</i></p>					
Information needs and/or QA Services/ <i>Besoins d'informations et/ou prestations d'Assurance Qualité</i>			Comments/ <i>Commentaires</i>		

<p>What information needs and QA Services relevant to your acquisition Project are not addressed? <i>Quels besoins d'informations et/ou prestations d'Assurance Qualité pertinents de vos projets d'acquisitions ne sont pas couverts par le présent Guide ?</i></p>	
Information needs and/or QA Services	Comments/ <i>Commentaires</i>

Thank You for your time, consideration and feedback.

Please send all responses to the National Quality Assurance Authority for delegation of government quality assurance (for NATO nations) or to the secretary AC/327 (for other countries).

Merci de votre temps, attention et retour d'information.

Bien vouloir transmettre toutes les réponses à l'Autorité nationale compétente pour la délégation de l'assurance officielle de la qualité (pour les pays de l'OTAN) ou au secrétariat AC/327 (pour les autres pays).

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ANNEX C ACRONYMS

C.1. ACRONYMS

Acronym	
C of C	Certificate of Conformity
MGQA	Mutual Government Quality Assurance
QAI	Quality Assurance Insight
QAO	Quality Assurance Oversight
QAInt	Quality Assurance Intervention

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AQAP-2020 (A)(1)