National Quality Awards (NQ-AWARD) and ECOWAS Quality Award (RQ-AWARD)

EXPLANATORY NOTES

WAQSP | West Africa Quality System Programme

UNIDO

WORDS FROM THE PRESIDENT (21st June 2016, Abidjan)

[The ECOWAS Commission], through its projects (ed.)], "must contribute to the acceleration of regional integration, structural transformation of West Africa economies, the provision of a coherent reference framework for development and integration initiatives and the promotion of the private sector. The Commission must also contribute to the building of a competitive, viable and secure regional economic union. It must contribute to the establishment of a space that is favourable for business, within the context of good governance, rule of law, peace and security and finally to the promotion of strong economic growth, that creates jobs and sustainable development within the ECOWAS area ".

Marcel Alain de Souza
ECOWAS Commission President

PREFACE

In order to contribute to the building of a competitive regional economic union and to promote the Culture of Quality in the region, ECOWAS adopted in 2010 the Common Industrial Policy of West Africa (CIPWA) supplemented in 2013 by The ECOWAS Quality Policy (ECOQUAL).

While implementing ECOQUAL, the ECOWAS Quality Award was instituted the same year. Based on National Quality Awards, this Regional Award is a fine example of the integration and materialization of Community guidelines for Quality Promotion.

Indeed, the ECOWAS Quality Award aims to reward Excellence, particularly in terms of Quality Management in the region. This is why it is companies and organizations that have been awarded the highest distinction at the national level, namely the Diamond or Excellence Award, that are competing at the regional level.

I would like to emphasize the judicious choice with regards to the National Awards and the ECOWAS Quality Award standards that harmoniously take after the International Organization for Standardization (ISO) quality management standards, in particular the ISO 9001 / ISO 9004 pair. This choice has the double advantage:

• of aligning the Prize to international norms based on these standards, whose relevance has been universally acknowledged since their first appearance in 1987;
• and allowing the participation of companies and organizations from all sectors of activity in these competitions.

Finally, a well-thought-out system of categorizing of enterprises according to their numbers opens the way to wider participation. When we know that Small and Medium-scale Enterprises (SMEs) constitute the bulk of the economic fabric of our region, this approach by categories is of relevance.

Technical assistance for the organization of the first edition of the ECOWAS Quality Award was entrusted to the West African Quality System Program (WAQSP), one of the Commission's flagship programs, financed by the European Union and implemented by the United Nations Industrial Development Organization (UNIDO). Since January 2016, the WAQSP has begun the implementation of this huge project.

It is within this framework that the harmonized criteria for the National Prizes and the ECOWAS Prize were validated in January 2016 during a regional workshop; framework documents on the Prize have also been published, particularly the Award Manager's Guide and the present Explanatory Notes on the Award.

At the beginning of the Explanatory Notes, you will find information that addresses the Why of the Award. Later, in the interest of transparency, which is essential for a competition of this stature, the Explanatory Notes provide all the necessary information, in particular on organizational rules and conditions of participation.

I strongly recommend this brochure to all economic players in the region and invite all the companies and organizations in our space to participate in this prestigious competition which is theirs.

Kalilou TRAORE
ECOWAS Commissioner
for Industry and Private Sector Promotion

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1.   Objectives of National and ECOWAS Quality Awards

1.1.   Context

The products and services quality deficit is one of the major obstacles to the participation of West African countries in world trade.

In order to address this quality issue, effective actions of information and awareness to the quality of economic actors including policy makers, government agencies, private companies and consumers, are needed.

For this purpose, in recent years, National Quality Awards are regularly organized in 8 Member States of ECOWAS (in the framework of the UEMOA Awards). Also, a country has started implementing its National Quality Award (Nigeria) while the other six ECOWAS countries & Mauritania did not.

At regional level, the ECOWAS Commission adopted in 2013, the Regulation C/REG.17/12/13 specifying the rules related to the organization of the ECOWAS Quality Awards (RQ-AWARD). One of the missions of the West Africa Quality System Programme aims to support the ECOWAS Commission for the organisation of the First ECOWAS Quality Award (RQ-AWARD).

1.2.   Objectives

The organization of National Quality Awards mainly aims to promote quality; The Award contributes in the consolidation of a recognized quality infrastructure at national, regional and international. Concretely, It as for objectives:
-    To establish a database based on the countries' economic performances in terms of quality ;
-    To improve the image of the country and locally manufactured products;
-    To promote quality culture within economic actors;
-    To encourage a large number of national organizations to adopt a quality approach and if possible obtain certification;
-    To encourage, reward and honour the agencies in their efforts to implement a quality approach;
-    To publish and disseminate the performances of the organisations in terms of quality approach adoption and implementation;
-    To enhance national performance throughout the sub-region.

The organisation of ECOWAS Quality Awards aims to reward the best organizations in the region and thus reward the quality effort at national level. The specific objectives of this Award are as follow:

-    Support the effort related to the promotion of the quality approach at national level;
-    Encourage the use of regional integration tools;
-    Encourage organisations for the adoption of good governance practices and promote sustainable performances;
-    Promote excellence in quality management

2.   Note to the national awards managers and ECOWAS

2.1.   Conditions for participation in National Awards

The arrangements related to the organisation of a National Award are detailed in the guide of the Award Secretariat Manager. Some key elements are included in this document.

All public and private organizations located in the country can register and compete for the National Quality Award.

In order to participate the organizations must:
-    Voluntarily choose their level of participation;

- Submit a registration form;
- Pay the registration fee, if applicable.

2.2. Entry-level of the organizations

There are 4 levels of participation, depending on the state of implementation of the quality management system. The organizations choose their level (see § 4.1).

The award secretariat manager helps the concerned organization to identify the "right level", i.e. that actually corresponding to the maturity of its QMS to avoid distortion (company / organization registered at a lower level (which is to his advantage in relation to other structures in competition in the relevant level) or higher so to its detriment). If necessary, further verification of documents and a site mission can be organized.

2.3. Process for the organization of an Award

The following steps are essential for a good organization of the Quality Award at the National level (this list is not exhaustive):

a. The institutionalization of an Award at the national level to foster a national recognition of its organization. This is about requesting the Government through the concerned Ministry to institutionalize the Quality Award by adopting a regulatory text (decree, law, etc.);

b. Establishment of rules: the rules describe the organization process of the Award. It shall include information about the objectives and the organizational scheme: the organizational committee (mission, composition, office), the technical secretariat (missions), the jury (missions, composition), the audit team (composition, mission and operation), the terms of participation for the organizations;

c. The training on the Award repository requirements: the organizing committee, jury member and auditors, etc. The main auditors and award secretariat managers trained at regional level are responsible for these courses at the national level;

d. Establishing a timeline of preparations for the current edition by the technical secretariat: Schedule and hold the first meeting for the establishment of the organizational committee with the objective to validate the proposed timeline;

e. Mobilization and sensitization of the organizations: active participation of all stakeholders and especially the mobilization committee and the technical secretariat;

f. Production and transmission of documents concerning the awards to the organizations and the monitoring of the feedback: expression of interest letters to participate in the Award, application file (presentation of the organization and the subscribed level of competition) organization identification form, expression of interest to participate in the current award edition, the award cover note (brief presentation of the award), etc.);

g. Establishment of the final list of candidates structures by level and category;

h. Distribution of the auditors by structure and information of the organizations: Audit Notification Letter – Undertaking of confidentiality - Audit plan, etc.

i. Validation of the audit results by the jury;

j. Organization of the official Award Ceremony.

2.4. Roles, responsibilities and authorities in the organization of an award

The institutions involved in the award management are: the Organizational Committee (OC), the Technical Secretariat (ST), the Jury, the auditors, the lead auditors and supervisors

► The Organizational Committee (OC)

The role of the Organizational Committee (OC) is to coordinate and monitor all actions taken by the Technical Secretariat. As such, it has the following main attributions:

- Validate the launch of the award,
- Seek funding,
- Validate the communication and promotion of the award,
- Validate the recruitment and organization of the training of auditors,
- Validate the organization of the award ceremony.

► The Technical Secretariat (ST)

- The technical secretariat of the Quality Award has the following main responsibilities:
- The coordination between different actors,
- Budget preparation,
- The preparatory work,
- Logistics,
- Office,
- Managing the submission / withdrawal of applications,
- The various administrative tasks (convocation at meetings, etc.)

► The Jury (Panel)

The jury of the validating authority:

- The official list of candidates,
- The ranking of candidates,
- The selection of auditors,
- The formal entrustment of selected auditors,
- The preselection of the audited organizations,
- The choice of organizations to reward.

The jury is sovereign and can decide for example to invalidate the application of an organization or not to reward an organization.

► The Auditors
The auditors are appointed by the jury. Their mission is to conduct audits of applicant organizations. If necessary, audit teams can be formed.

► The national lead auditors
Based on skills and experience criteria established at the regional level, a national lead auditor is selected in each ECOWAS state. He is a member of the audit team deployed on the ground in the framework of the audits for the ECOWAS Award Quality.

► Regional Supervisors / Regional Lead Auditors (ECOWAS Quality Award)
Regional supervisors are selected based on criteria of competence, at the regional level, established experience and language skills. These supervisors are the Team Leaders (TL) / Regional Lead Auditors (RLA) of the ECOWAS Quality Award audits. The countries are divided between the supervisors. This repartition shall be made taking into account the linguistic aspects. To ensure impartiality, a supervisor does not audit his country of origin.

3. Basic principles of national awards and the ECOWAS Quality Award

3.1. Categorization of organizations (regulation C/REG.17/12/13)

- Large organizations: more than 100 employees;
- Medium organizations: more than 20 to 100 employees;
- Small organizations: between 1 and 20 employees.

3.2. General terms and conditions of the definition of the criteria of the ECOWAS Quality Award and the national harmonised quality awards

The basic principle of the development of the ECOWAS Quality Award audit criteria is to not exclude any organizations of Member States wishing to participate in the competition.

For the ECOWAS Quality Award, it was therefore decided:

That the ECOWAS Quality Award must be able to be assigned:

To any organizations that meets the criteria and that is legally installed in one of the States of the community,

Only organizations having obtained, beforehand, the national quality award level 4 "Excellence / DIAMOND", based on harmonised repositories.

That there may not be competition between the two types of awards:

NHQA (NQ-AWARD): National Harmonised Quality Award

EQA (RQ-AWARD): ECOWAS Quality Award

That the ECOWAS Quality Award must be an incentive.

This justifies intermediate access opportunities have been integrated into the approach in form of "special award" corresponding to the satisfaction of predetermined criteria, from the repository of the ECOWAS Quality Award. It should be noted that, contrary to the National Award, organizations will only compete for the Excellence Award, special awards being considered as accesses.

4. Presentation of awards

4.1. National awards

These awards are organized in each organizations category (A, B, C) depending on the subscribed level. The categories are:

- Category A: large organization (over 100 employees)

- Category B: Medium organization (more than 20 to 100 employees)

- Category C: small organization (1 to 20 employees)

• Level 1: This is to measure the level of management commitment in the implementation of the quality approach. Level 1 includes 9 criteria. The "Bronze" award, also called "Commitment to quality" is associated with this level.

• Level 2: For organizations which, in addition to the commitment of management, implement a plan to improve their product or service. Level 2 includes 18 criteria and includes the criteria from level 1. The 'Silver', award also called "Quality control" is the award associated to this level.

• Level 3: For organizations that have implemented a quality approach and have done an internal audit (First Party Audit). Level 3 includes 27 criteria and includes the criteria for level 2. The award associated with level 3 is the 'Gold' award also called "Encouragement for Excellence"

• Level 4: For organizations that have implemented a quality approach and have done an internal audit (First Party Audit) and external audit (Third Party Audit). Level 4 comprises of 40 criteria and includes level 3. The award associated with level 4 is the 'Diamond' award, also called 'Excellence'.

Assignment of national awards:

Niveau	Score	Prix
level 1 (N1)	1 000	«Bronze» award / « Commitment to quality»
level 2 (N2) with a score higher than the No. 1 total	2 000	«Money» award / «Quality control»
level 3 (N3) with a score higher than total N2	3 000	«Gold» award / «Encouragement for Excellence»
level 4 (N4) with a score higher than a total N3	4 000	«Diamond» award / «Excellence»

Only organizations that were awarded the 'Diamond' /Excellence in each category at national level can participate in the competition at the regional level for the ECOWAS Quality Award.

Please note: States are free to require or not the certification as an entry criterion, especially for levels 3 and 4.

4.2.   Regional Awards (regulation C/REG.17/12/13)

The regional Awards include:

01 Award of Excellent

04 special Awards:

1. LEADERSHIP

2. PRODUCT DEVELOPMENT

3. RESOURCES MANAGEMENT

4. STAKEHOLDERS ORIENTATION

Award	Score	Criteria for obtaining
ECOWAS Award of Excellence	4 000	Organizations having totalled the highest points
Leadership	1 700	2nd organization having obtained a score greater than or equal to 1700 and less than the score for the ECOWAS Quality Award. [1700, 4000 [
Product development	925	3rd organization having obtained a score greater than or equal to 925 and less than 1700. [925, 1700[
Resources management	775	4th organization having obtained a score greater than or equal to 775 and less than 925. [775, 925 [
Stakeholders orientation	600	5th organization having obtained a score greater than or equal to 600 and less than 775.[600, 725[

5. Presentation of the criteria

5.1. Presentation of the regional criteria

5.1.1. Criteria of the ECOWAS Award of Excellence

The repository of the ECOWAS Award of Excellence includes 7 large sections and 50 criteria:

The sections:

- Organization management: 8 criteria
- Leadership: 3 criteria
- Planning: 3 criteria
- Support: 20 criteria
- Achievement of Operational activities: 8 criteria
- Performance evaluation: 5 criteria
- Improvement: 3 criteria.

> Organization Management

The criteria linked to the "Organization management" allows for the evaluation of the leaders orientation towards organizations. The management of the organization becomes a tool of detection to help with a better perception of the market trends and organise themselves accordingly. The collection and analysis of the signals of the context (market context, regulatory, internal market and expectations of clients and stakeholders) are organized and systematized. In addition, the search for coherence between the strategy and the management system participates in improving performance and capacity for innovation.

Normative references /ECOWAS	1 / Organization management	600 15%
ISO 9001/4.1	1.Understanding of the Organization and its context	50
E1	2.Integration into the organizations of legal and accounting repositories Certification of accounts of the past years - sales case-net asset value - profit excluding tax & tax-return equity-own total return net income of assets - margin net beneficiary and margin-gross growth cycle.	100
E2	3.Occupy a share of the ECOWAS market: % of Export turnover /total turnover Percentage of ECOWAS export in sales revenue Taking account of the regional dimension in the shareholding Regional coverage (joint venture, presence on the markets of at least 2 countries in the region, registered on the system from the ECOWAS trade liberation, etc.)	125
ISO 9001/4.2	4.Understanding the needs and expectations of interested parties	50
E3	5.Good governance - consistency between decisions of the GA, CA and DG Financial performance, Citizenship (being in good standing from the State (social security, tax discharge, local authorities etc.)) • Ethics and organizations conduct • training or strengthening of capacity of the leader	200

ISO 9001/4.3	6.Determination of the scope of the application of quality management system	25
ISO 9001/4.4	7.Quality management system and its processes	25
E4	8.Use of the seven principles of quality management	25

E = ECOWAS criterion

> Leadership and planning

The criteria for Leadership and planning are based on the risk approach to contribute to the control of activities and reduce the impacts and adverse effects. Leadership and planning are positioned as prevention tools to better identify the risks and opportunities in order to anticipate their effects and improve the performance of the organizations.

Normative references /ECOWAS	2 / Leadership	400 (10%)
	9.Leadership and commitment	200
ISO9001/5.2	10.Policy	100
ISO9001/5.3	11.Roles, responsibilities and authorities within the Organizations	100
Normative references /ECOWAS	3 / planning	400 (10%)
ISO9001/6.1	12.Actions to be implemented against the risks and opportunities	200
ISO9001/6.2	13.Quality Objectives and planning action to achieve them	150
ISO9001/6.3	14.Planning of changes	50

▸ Support

Support -related criteria include notions of security, safety, parsimony, maintenance and preservation of the management of human, material and financial resources. Furthermore, the branch must anticipate, guide, promote and communicate with its teams but also better identify their expectations, their roles and responsibilities and involve teams in the identification and prioritization of risks and opportunities, as well as the definition and achievement of objectives.

The concept of "organization continuity plan" is specific to the ECOWAS quality award. It's taken into account level of:

- Building (site of production of goods and service): taking into account safety, security, etc. a (OHSAS 18001).
- Equipment, including hardware and software: Use of economic equipment in energy, diversification of sources of energy adaptable to equipment (ISO 51001), replacement equipment, preventive maintenance plan.
- Means of transport: replacement of rolling stock, preventive maintenance.
- Information and communication technologies: safety, security, permanent availability of sensitive data (ISO 27001 information security management)

Normative references /ECOWAS	4 / support	1000 (25%)
ISO9001/7.1	15.Resources (Availability of necessary resources)	25
ISO9001/7.1.2	16.Human resources (% of local employee, regional, technical staff, total) (social investment) (Equal opportunities in the work - plan of career)	50
E5	17.Individual integrity protection - Staff of the organizations and other -taking account of gender in the enterprise	25
ISO9001/	18.Infrastructure (investment infrastructure) - appropriateness of technology including local technology	60
ISO9001/7.1.3 NOTE	19.Continuity plan (information system, equipment, building) a. buildings and the associated services b. equipment, including hardware and software c. means of transport; d. information and communication technologies	100
ISO9001/7.1.4	20.Environment for the implementation of the process	20
ISO9001/7.1.5	21.Resources for monitoring and measurement	20
ISO9001/7.1	22. Connaissances organisationnelles	40
E6	23.Recognition of the merits of the collaborators (equal opportunities in work)	20
E7	24.Recognition of the skills of the employees	20
E8	25.Staff compensation	20
ISO 9004/6.3.3	26.Involvement and motivation of staff	25
ISO9001/7.2	27.Skills	100
ISO9001/7.3	28.Awareness	100
ISO9001/7.4	29.Communication	100
ISO9001/7.5	30.Documented information	50
ISO9004/6.8	31.Natural resources	100
E9	32.Environmental protection - control of natural resources in a spirit of sustainable development (contribution to the preservation of the environment)	75
ISO9004/6.2	33.Financial resources	25
E10	34.Involvement of Personnel	25

> **Achievement of operational activities**

The criteria relating to the **"achievement of operational activities"** insist on the performance of activities and the achievement of results in terms of compliance products/services, customer satisfaction and objectives. Combined with the approach risks, these new objectives promote the reduction of the costs of non-quality and adverse effects.

Normative references /ECOWAS	5 / achievement of operational activities	1000 (25%)
ISO9001/8.1	35. Planning and operational control	50
E11	36. Processing and/or marketing of local productions	50
ISO9001/8.2	37. Requirements for products and services	75
ISO9001/8.3	38. Design and development of products and services (Expenditures on research and development over the past two years)	50
ISO9001/8.4	39. Control of processes, products and services provided by external service providers	225
ISO9001/8.5	40. Production and provision of service	350
ISO9001/8.6	41. Release of products and services	100
ISO9001/8.7	42. Control of non-compliant outputs	100

> **Performance evaluation**

"Performance evaluation" criteria allows to measure and evaluate the performance of the organizations. This evaluation is also to provide an assessment of the level of performance achieved by benchmarking for example.

Normative references /ECOWAS	6 / performance evaluation	400 (10%)
ISO9001/9.1	43. Monitoring, measurement, analysis and evaluation	150
E12	44. Increased performance	100
ISO9001/9.2	45. Internal audit	50
ISO9001/9.3	46. Management review	75
E13	47. Factual approach to decision making	25

> Improvement

It involves seeing the decisions taken by the Organizations in the context of continuous improvement.

Normative references /ECOWAS	7 / improvement	200 (5 %)
ISO 9001/10.1	48. Determination and selection of opportunities for improvement and actions to be implemented	50
ISO9001/10.2	49. Nonconformity and corrective action	100
ISO9001/10.3	50. Continuous improvement	50

EXPLANATORY NOTES • ECOWAS QUALITY AWARD

5.1.2. Special awards criteria

5.1.2.1. «Leadership» award

The purpose of this award is to reward the organisations registered in a shared project and sustainable performance through medium and long term approach to contribute to the development of the ECOWAS.

The Leadership Award takes into account the elements of the table below.

Requirements Award ECOWAS «Leadership»		
Normative references /ECOWAS	**Wording**	**Number of points**
E1	1. integration in the organisation of legal and accounting repositories Certification of 2 years accounts- sales case-net asset value - profit excluding tax & tax-return equity-own total return net income of assets - margin net beneficiary and margin-gross growth cycle.	100
E2	2. Occupy a share of the ECOWAS market: % of Export turnover/ total turnover Percentage of exports in turnover Taking account of the regional dimension in the shareholding	125
E3	3. Good governance - consistency between decisions of the GA, CA and DG Financial performance, citizenship (valid towards State and local authorities, etc.) - regional coverage (joint venture, presence on the markets of at least 2 countries in the region, registered on the system from the ECOWAS trade liberation, etc.) - ethics and ethics of the organizations - formation or strengthening of capacity of the leader	200
ISO 9001/4.3	4. determination of the scope of the quality management system	25
ISO 9001/4.4	5 management of systems and processes	25
E4	6. use of the seven principles of quality management	25
ISO9001/5.1	7. leadership and commitment	200
ISO9001/5.2	8. Policy	100
ISO9001/5.3	9. Roles, responsibilities and authorities within the Organizations	100
ISO9001/6.2	10. Objectives quality and action planning to achieve	150
ISO9001/6.3	11. Planning for changes	50
ISO9001/9.1	12. Monitoring, measurement, analysis and evaluation	150
E12	13. Increased performance	100
ISO9001/9.2	14. Internal audit	50
ISO9001/9.3	15. Management review	75
E13	16. Factual approach to decision making	25
ISO9001/10.1	17. Determination and selection of opportunities for improvement and actions to be implemented	50
ISO9001/10.2	18. Non-conformance and corrective action	100
ISO9001/10.3	19. Continuous improvement	50
TOTAL		**1700**

5.1.2.2. Award «Resources Management»

The purpose of this award is to encourage agencies to an efficient and sustainable resource management by involving their staff to optimize the process, encourage initiatives & responsibility, and aim for efficiency.

Requirements ECOWAS «Resource Management» Award		
Normative references /ECOWAS	Wording	Number of points
ISO9001/7.1	1. Resources (Availability of necessary resources)	25
ISO9001/7.1.2	2. Human resources (% of local employees, regional, technical staff, total) (social investment) (Equal opportunities in the work - plan of career)	50
E5	3. Individual integrity protection -The organization's staff and others - taking into account the gender dimension in the enterprise	25
ISO9001/7.1.3	4. Infrastructure (investment infrastructures)-appropriateness of technology including local technology	60
ISO9001/7.1.3 Note	5. Continuity plan (information system, equipment, building) a buildings and the associated services b - equipment, including hardware and software c - means of transport; d - information and communication Technologies	100
ISO9001/7.1.4	6. Environment for implementing work processes	20
ISO9001/7.1.5	7. Resources for monitoring and measurement	20
ISO9001/7.1.6	8. Organizational knowledge	40
E6	9. Recognition of the merits of the collaborators (equal opportunities in work)	20
E7	10. Recognition of the skills of the employees	20
E8	11. Reward to staff	20
ISO9001/7.2	12. Skills	100
ISO9001/7.3	13. Awareness	100
ISO9001/7.4	14. Communication	100
ISO9001/7.5	15. Documented information	50
ISO9004/6.8	16. Natural resources	100
ISO9004/6.2	17. Financial resources	25
E10	18. Involvement of staff	50
TOTAL		925

5.1.2.3. Award "Product development"

This award recognizes best practices in design, management and process improvement to support its policy and strategy and to give satisfaction to its customers and other stakeholders while increasing the value and valuing local products.

Requirements for ECOWAS «Product development» Award		Rating
Normative references /ECOWAS	Wording	Number of points
ISO9001/8.1	1. Planning and operational control	50
E11	2.Processing and/or marketing of local productions	50
ISO9001/8.2	3.Requirements for products and services	75
ISO9001/8.3	4.Design and development of products and services	50
	5.(Expenditure for research and development over the past two years)	
ISO9001/8.5	6.Production and provision of service	350
ISO9001/8.6	7.Release of products and services	100
ISO9001/8.7	8.Control of non-compliant outputs	100
TOTAL		775

5.1.2.4.Award «Stakeholders orientation»

By addressing the current needs and future anticipated needs of stakeholders, opportunities for improvement and innovation can be identified.

Requirements for ECOWAS «Stakeholders orientation» Award		
Normative references /ECOWAS	Wording	Number of points
ISO 9001/4.1	1.Understanding of the Organizations and its context	50
ISO 9001/4.2	2.Understanding the needs and expectations of interested parties	50
ISO9001/6.1	3.Actions to be implemented against the risks and opportunities	200
E9	4.Environmental protection - control of natural resources in a spirit of sustainable development (contribution to the preservation of the environment)	75
ISO9001/8.4	5.Control of processes, products and services provided by external service providers	225
TOTAL		600

5.1.3.   Presentation of national criteria

5.1.3.1. Level 1 requirements

At this level, the Organization has defined processes and quality policy. The existence of a planning of the quality management system is applied. The realization is client oriented. At this stage, the client satisfaction measurement and formalized analyses leading to decisions taken are not systematized. **There are 9 criteria.**

Normative references /ECOWAS	Wording	Number of points
4.1	1. understanding of the Organizations and its context	150
4.2	2. understanding the needs and expectations of interested parties	100
5.2	3. Policy	150
5.3	4. roles, responsibilities, authorities within the Organizations	100
7.1.3	5 infrastructure	100
7.1.5	6. resources for monitoring and measurement	100
8.1	7. planning and operational control	100
8.4	8. control of processes, products and services provided by external service providers	100
8.5	9. Production and service delivery	100
TOTAL		**1000**

5.1.3.2. Level 2 requirements

The quality Management system is implemented and deployed. However, items related to non-renewable resources, approach, and studies of context are not taken into account. **There are 18 criteria.**

Normative. References/ ECOWAS	Wording	Number of points
4.1	1. understanding of the Organizations and its context	150
4.2	2.Needs and expectations of stakeholders	150
5.2	3. Policy	100
5.3	4. roles, responsibilities, authorities within the organizations	100
7.1.2	5. Human resource management-skills and Personnel training	100
7.1.3	6. infrastructure	100
7.1.4	7. Environment for the implementation of the process	150
7.1.5	8. resources for monitoring and measurement	100
8.1	9. planning and operational control	150
8.4	10. control of processes, products and services provided by external service providers	150
8.5	11. Production and delivery of service	200
8.6	12. release of products and services	150
9.1	13. Monitoring, measurement, analysis and evaluation	50
9.1.3	14. Analysis and evaluation	100
9.2	15. internal audit	50
9.3	16. Management review - Board of Directors - General Assembly - and enforcement of decisions	50

E3	*17. Good governance*	100
Principe Management	*18. Factual approach for decision making*	50

TOTAL	**2000**

E= ECOWAS criterion

Légende :

■ Level1(9 criteria)

■ Level 2 supplementary requirements (9 criteria)

5.1.3.3. Level 3 Requirements

The quality Management system is implemented and deployed. However, non-renewable resource-related items are taken into account. The risk approach, and studies of context are not taken into account**. There are 27 criteria.**

References Normative /ECOWAS	Wording	Number of points
4.1	*1. Understanding of the Organizations and its context*	150
4.2	*2 Needs and expectations*	150
5.1	*3. Leadership and engagement*	100
5.2	*4. Policy*	150
5.3	*5. roles, responsibilities, organizational authorities*	150
6.2	*6. quality objectives and planning of action to achieve them*	150
6.3	*7. planning of changes*	100
7.1.2	*8. human resources management –Skills and Personnel training (150 points)*	150
7.1.3	*9. infrastructure*	150
7.1.4	*10. Environment for the implementation of the process*	150
7.1.5	*11. resources for monitoring and measurement*	150
7.1.6	*12. organizational knowledge*	150
8.1	*13. planning and operational control*	150
8.3	*14. Conception & Development of goods and services*	100
8.4	*15 control of processes, products and services provided by external service providers*	100
8.5	*16. Production and delivery of service*	100
8.6	*17 release of products and services*	100
9.1	*18. Monitoring, measurements, analysis and evaluation*	100
9.1.3	*19. Analysis and evaluation*	100
9.2	*20. internal audit*	50
9.3	*21. Management review - Board of Directors - General Assembly - and enforcement of decisions*	50
E3	*22. Good governance*	100

Principe Management	23. Factual approach for decision making	50
ISO 9004/6.2	24 Financial resources	100
ISO 9004/ 6.8	25 natural resources	100
CEDEAO	26. increased performance	50
Principe Management	27. Continuous improvement	50
TOTAL		**3000**

E= ECOWAS criterion

■ Level 1(9 criteria)

■ Level 2 supplementary criteria (9 criteria)

■ Level 3 supplementary criteria (9 criteria)

5.1.3.4. Level 4 requirements

It's about organizations that have a Quality Management System ISO 9001 certified or certified on other types of repositories. **There are 40 criteria.**

Normative references /ECOWAS	Wording	Number of points
4.1	1. understanding of the Organizations and its context	150
4.2	2.Needs and expectation of stakeholders	150
4.4	3. management of systems and processes	100
5.1	4. Leadership and engagement	150
5.2	5. Policy	150
5.3	6. roles, responsibilities, organizational authorities	100
6.2	7. quality objectives and planning of action to achieve them	150
6.3	8. planning of changes	100
7.1.2	9. Human resources management – skills and Personnel training personnel	100
7.1.3	10. infrastructure	100
7.1.3 a	11. infrastructure: buildings and services	100
7.1.3 b	12. infrastructure: means of transport	100
7.1.3 c	13. infrastructure: information and communication technologies	100
7.1.4	14. Environment for the implementation of the process	100
7.1.5	15. resources for monitoring and measurement	100
7.1.6	16. organizational knowledge	100
7.2	17. skills	100
7.4	18. communication	150
8.1	19. planning and operational control	100
8.3	20. Conception &Development of goods and services	100

Normative references /ECOWAS	Wording	Number of points
8.4	21. control of processes, products and services provided by external service providers	150
8.5	22. Production and delivery of service	150
8.6	23. release of products and services	100
8.7	24. control of non-conforming output elements	150
9.1	25. Monitoring, measurement, analysis and evaluation	100
9.1.3	26. analysis and evaluation	100
9.2	27. internal audit	100
9.3	28. Management review - Board of Directors - General Assembly - and enforcement of decisions	100
10.2	29. non-conformance and corrective action	50
10.3	30. continuous improvement	50
ISO 9004/6.2	31. Financial resources	100
ISO 9004/ 6. 8	32. Natural resources	100
E3	33. good governance	50
E12	34. increased performance	100
E1	35. integration into the organizations of legal repositories and accountants	50
E9	36. protection of the environment - social Actions - master of natural resources in a spirit of sustainable development	50
Principes de Management	37. customer orientation	50
E10	38. Personnel involvement	50
Principe Management	39. Factual approach to decision making	50
Principe Management	40. management of relations	50
TOTAL		**4000**

E= ECOWAS criterion

Legend:

- ■ Level1 (9 criteria)
- ■ Supplementary criteria Level 2 (9 criteria)
- ■ Supplementary criteria Level 3 (9 criteria)
- ■ Supplementary criteria Level 4 (13 criteria)

6. Main differences between the ECOWAS Quality Award and the UEMOA Quality Award criteria.

• Level 1 to Level 3

The criteria remain broadly the same. The changes related to those concerning the repository ISO 9004: 2009 in the UEMOA repository. They are replaced with the equivalent requirements which is ISO 9001: 2015.

• ECOWAS Level 4

ECOWAS award level repository 4 is level 4 of the UEMOA one with updates relative to ISO 9001: 2015 instead of articles of ISO 9004: 2009

The tables below show explicitly the differences by level between the Quality awards of the ECOWAS and the UEMOA (Ref: UEMOA-Prq-008-03 Revision N°03 du 07-03-2014).

Note: in blue, the criteria specific to the UEMOA repository and unmatched in the ECOWAS criteria.

6.1. Comparative Table for Level 1

Comparison Criteria Level 1	
ECOWAS	**UEMOA**
4.1 Understanding the organization and its context (150 points)	Sustainable Performance and Planning (100 points)
4.2 Needs and expectations of interested parties (100 points)	7.1 Processes related to interested parties (100 points)
5.2 Policy (150 points)	4.1 General policy and strategy of the organization - Policy and Quality Objectives (100 points)
5.3 Roles, responsibilities, authorities within the body (100 points)	5.4 Responsibility, authority and communication (50 points)
7.1.3 Infrastructure (100 points)	Responsibility and authority on process (50 points)
7.1.5 Resources monitoring and measurement (100 points)	Mastery of measuring and monitoring devices (100 points)
8.1 Operational Planning and Control (100 points)	Product realization - General - Definition and data planning related to process characteristics (100 points)
8.4 Control of processes, products and services provided by external service providers (100 points)	7.2 Purchases (100 points)
8.5 Production and service provision (100 points)	7.3 Production and Preparation of production or service (100 points)
Rating = 800/800	**Rating = 800/800**

1.   The criteria "Understanding the context, and political role, responsibility and authority" are quoted at the ECOWAS criteria.

2.   Criteria "Responsibility and authority" regarding processes are replaced by the "infrastructure" criterion level of ECOWAS.

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6.2. Comparative Table for Level

Comparison Criteria Level 2 9 additional criteria compared to level 1	
ECOWAS	UEMOA
Needs and expectations of interested parties (150 points)	Needs and expectations of interested parties (100 points)
Management of Human Resources, Skills and Training of personnel (100 points)	Management of Human Resources, Skills and Training of personnel (100 points)
Environment for the implementation of the process (100 points)	Work environment (100 points)
Release of goods and services (100 points)	Suppliers and Partnerships (50 points)
Monitoring, measurement, analysis and evaluation (100 points)	Monitoring and measurement (150 points)
Analysis and evaluation (100 points)	Analysis of data (100 points)
internal audit (100 points)	Self-Assessment (100 points)
Management review - Board of Directors - General Assembly and implementation of decisions (100 points)	Management Review - Board of Directors - General Assembly - and enforcement of decisions (100 points)
Factual approach to decision making (50 points)	Factual approach to decision making (100 points)
900/900	900/900

1- Adding 50 points to the needs and expectations of stakeholders in ECOWAS

2- Remove 50 points on factual approach to decision making.

6.3. Comparative Table for Level 3

Comparison criteria Level 3 9 additional criteria compared Level 2	
ECOWAS	UEMOA
Leadership and Commitment (150 points)	Leadership et Démonstration du leadership (100 points)
Quality objectives and action planning to achieve them (150 points)	Infrastructures (100 points)
Changes Planning (100 points)	Resource Planning (150 points)

Comparaison critères Niveau 3 9 critères supplémentaires au niveau 2	
ECOWAS	**UEMOA**
Organizational knowledge (100 points)	Knowledge, Information and Technology (100 points)
Design and development of products and services (100 points)	Design & Development (100 points)
Continuous improvement (50 points)	Continuous Improvement (100 points)
Financial resources (100 points)	Financial resources (100 points)
Natural resources (100 points)	Natural resources (100 points)
Increased performance (100 points)	Measuring process performance (150 points)
950/950	**1000/1000**
Suppression of the criterion 'resource planning and infrastructure "at the ECOWAS criteria.	

6.4.   Comparative Table for Level 3

Comparison criteria Level 4 13 additional criteria at Level 3	
ECOWAS	**UEMOA**
Management systems and processes (100 points)	Deployment of the Quality policy and strategy throughout the organization (50 points)
Infrastructure: buildings and associated services (100 points)	
Infrastructure: transport (100 points)	Internal Audit (150 points)
Infrastructure: information and communications technology (100 points)	
Competences (100 points)	
Communication (150 points)	
Control of non-compliant outputs (150 points)	
Non-compliance and corrective action (50 points)	

Comparison criteria Level 4	
13 additional criteria at Level 3	
ECOWAS	**UEMOA**
Integration into the organization of legal and accounting standards (50 points)	
Protecting the environment-Social actions-Control of natural resources in a spirit of sustainable development (50 points)	
Customer orientation (50 points)	
Staff involvement (50 points)	Involvement of personnel (100 points)
Relationship management (50 points)	
1000/1000	**300/300**

Introduction of new criteria in the repository ECOWAS

Suppression of the criterion "policy deployment and internal audit"

The ECOWAS region criteria match the UEMOA region criteria, plus the 10 following criteria:

a)   Action to be implemented to the risks and opportunities (6.1 ISO 9001: 2015)

b)   Planning changes (6.2 / ISO 9001: 2015)

c)   Continuity Plan (Note 7.1.3 / ISO 9001 infrastructure: 2015)

d)   Organizational knowledge (7.1.5 / ISO 9001: 2015)

e)   Competence (7.2 / ISO 9001: 2015)

f)   Awareness (7.3 / ISO 9001: 2015)

g)   Processing and / or marketing of local products

h)   Release of goods and services (8.6 / ISO 9001: 2015)

i)   Control of non-compliant outputs (8.7 / ISO 9001: 2015)

j)   Determination and selection of improvement opportunities and action to implement (10.1 / ISO 9001: 2015 Generality)

There are also differences of content for consideration of the use of ECOWAS integration tools by the organizations.

N.B: UEMOA criteria Ref: PUQ-PQP 001-02 Revision No. 02 of 26-10-2009.

7. Grading scale and type-forms

7.1. Criteria for scoring

The audit is to seek objective evidence and tangible compliance. The assignment of score by criteria is done as follows:

>For each audited criterion, document compliance is equivalent to 10% of the points. The documentary compliance means that documentary evidence exists to demonstrate compliance to the audited criteria. This 10% of the overall score will be divided according to the level of documentary compliance described in the table below:

	Documentary compliance
[0 ,25%]	Very low to low
] 25%, 50%]	Low to acceptable
] 50%, 75%]	Acceptable to well
] 75%, 100%]	Well to Very well

>For each audited criteria, the systematic application is 50% of the points. This is the deployment and planned and rigorous application, in appropriate areas, of the mentioned criteria.

50% of the points are distributed following the systematic application levels established as shown in the table below:

	Systematic application
[0 ,25%]	Very low to low
] 25%, 50%]	Low to acceptable
] 50%, 75%]	Acceptable to well
] 75%, 100%]	Well to Very well

>For each audited criterion, the effective application of a criterion is equivalent to 25% of the points. The effective application of a criterion, it is the achievement of planned and tangible results adding value to the organization. 25% are distributed according to the level of effective implementation established as shown in the table below:

	Effective application
[0 ,25%]	Very low to low
] 25%, 50%]	Low to acceptable
] 50%, 75%]	Acceptable to well
] 75%, 100%]	Well to Very well

>For each criterion audited, the systematic monitoring of a standard application is equivalent to 15% of the points. Systematic monitoring of an application is auditing the application of the provisions for continuous improvement (over time, at all relevant levels). These 15% are allocated according to the degree of systematic monitoring application level found as shown in the table below:

	Application Systematic monitoring
[0 ,25%]	Very low to low
] 25%, 50%]	Low to acceptable
] 50%, 75%]	Acceptable to well
] 75%, 100%]	Well to Very well

7.2. How to use the forms ?

7.2.1. Main forms of the National Award

– **Self-Assessment Questionnaire for Organizations (F0)**: Document to the attention of candidate organizations enabling them to self-assess against the ECOWAS Quality Award repository.

– **Audit Questionnaire for the ECOWAS Quality Award (F1)**: it elaborates on what is sought behind each criterion. It is used by the auditors during the audit

– **Requirements - ECOWAS Quality Award (F2)**: It introduces criteria, ratings and scores obtained by organizations (per criterion). It is used by auditors and members of the jury. This form is filled on the basis of the information gathered through the form f1.

– **Scoring grid during the audit of ECOWAS Quality Award (F3)** : Explains how the auditor assigned the notes at the level of each criterion. This form substantiates on the marks awarded on the basis of answers collected with the Form f1.

– **Requirements - Special Awards of ECOWAS Quality Award (F4)**: it introduces the requirements of special awards and scores obtained by organisations. This form is populated only for the 4 organizations who were attributed the highest scores after the the winner of the Award of Excellence in each category of organization. This is the form that allows you to assign the special Awards.

7.2.2. Main forms of the National Award

Self-assessment questionnaires: It is used by auditors when auditing but also by organizations for their self assessment.
Self assessment questionnaire of applicants to National Quality Award - Level 1
Self assessment questionnaire of applicants to National Quality Award - Level 2
Self assessment questionnaire of applicants to National Quality Award - Level 3
Self assessment questionnaire of applicants to National Quality Award - Level 4
Scoring grid during the audit of the National Quality Award: It provide details about allocation of marks by criterion (scoring is based on documentary evidence, application, effectiveness and follow-up).
Scoring Grid _ Audit of the National Quality Award - Level 1
Scoring Grid _ Audit of the National Quality Award - Level 2
Scoring Grid _ Audit of the National Quality Award - Level 3
Scoring Grid _ Audit of the National Quality Award - Level 4