



WEST AFRICA QUALITY SYSTEM PROGRAMME (WASQP)  
In Support of the Implementation of the ECOWAS Quality Policy (ECOQUAL)  
Funded by the European Union

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**Project No. 140203**

**Implementation Report**

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**Submitted by:**

**United Nations Industrial Development Organization (UNIDO)**

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Field Code Changed

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## List of Abbreviations

<b>CTA</b>	Chief Technical Adviser
<b>EC</b>	European Commission
<b>ECOQUAL</b>	ECOWAS Regional Quality Policy
<b>ECOSHAM</b>	ECOWAS Scheme and procedures for the harmonization of standards
<b>ECOWAS</b>	Economic Community of West African States
<b>FAFA</b>	Financial and Administrative Framework Agreement between the EC and the United Nations
<b>GIZ</b>	Gesellschaft für Internationale Zusammenarbeit
<b>ISO</b>	International Standards Organisation
<b>NSB</b>	National Standards Body
<b>NTC</b>	National Technical Coordinator
<b>NTCU</b>	National Technical Coordination Unit
<b>NQIP</b>	Nigerian Quality Infrastructure Programme
<b>PTB</b>	Physikalisch-Technischen Bundesanstalt
<b>RSC</b>	Regional Steering Committee
<b>RSC</b>	Restricted Steering Committee
<b>RTCU</b>	Regional Technical Coordination Unit
<b>SOAC</b>	West African Accreditation System
<b>SPS</b>	Sanitary and Phytosanitary Measures:
<b>TBT</b>	Technical Barriers to Trade
<b>TBT</b>	Technical Barrier to Trade Programme
<b>TRAQUE</b>	Trade Related Assistance & Quality Enabling Programme
<b>EU</b>	European Union
<b>UNIDO</b>	United Nations Industrial Development Organisation
<b>WAEMU</b>	West African Economic and Monetary Union
<b>WAHO</b>	West Africa Health Organization
<b>WAQP</b>	West Africa Quality Programme

### **Summary of the report**

The West Africa Quality System (Support for the implementation of the Quality Policy of ECOWAS) is being implemented by UNIDO since September 2014. Between end August 2015 and August 2016, the implementation of the WAQSP technical activities allowed the catching-up of a part of the delay recorded at the beginning of the Programme.

During this period of one year, the following activities have been conducted:

- The finalization of the setting up of the WAQSP's National Technical Coordination Units and the organization of official launch of the programme in some countries ;
- The development, update and adoption of National Quality Policies in the countries;
- The study regarding the ECOWAS regional quality infrastructure structure ;
- The support for the organization of meetings to harmonize regional standards (ECOSHAM);
- The selection of 40 conformity assessments bodies to be supported by the Programme (out of 140 identified and assessed).
- The conduct of a study to the setting up of a database incorporating data on quality infrastructure and industry;
- The harmonization of criteria and trainings of experts for the realisation of the ECOWAS and National Quality Awards;
- The trainings of 259 experts in several technical areas (ISO 9000, ISO 17020 and ISO 22000);
- The update and the implementation of the communication strategy and the Programme website development;
- The trainings of 224 journalists in the 16 countries.

The WAQSP has also undergone a Result Oriented Monitoring (ROM) conducted by the EU from 30 August to 8 September 2015.

By end November 2015, after reaching 73% of the first instalment in terms of expenditures, UNIDO requested the second instalment to the EU, which was received in March 2016.

The progress in the implementation of the Programme can be assessed against the increase of implementation, leading to a total disbursement of EUR 3,126,389.67 (including indirect costs) as of 31 August 2016, representing 70% of the first and second instalments (EUR 4,446,127.00) and 48% of the total budget of the action (EUR 6,548,049). By end August 2015, this rate was counting for only 18% of the total budget. This shows an increase of 30% over the second year of implementation of the Programme.

The recommendations of the Steering Committee meeting held in August 2015 in Abuja to increase the budget allocated to the Harmonisation of the Standards (ECOSHAM) and the visibility of the Programme, triggered an amendment of the Contribution Agreement. Despite the progress made in the implementation of the Programme, the last steering committee meeting mainly recommended UNIDO to propose measures that would further increase the execution rate in order to ensure a maximum rate of financial implementation by the end of the first phase.

## Introduction

In line with the West Africa Common Industrial Policy (WACIP) and the West Africa Regional Quality Policy (ECOQUAL), the West Africa Quality System Programme (WAQSP) has been developed to answer the needs of the region in terms of Standardization, Quality Assurance and Promotion, Accreditation, Conformity Assessment and Metrology. In this regard, the current Programme is focusing on the establishment of the Regional Structures as defined by the ECOWAS regulation C/REG.19/12/13 adopting the scheme for the Regional Quality Infrastructure.

The implementation of the West Africa Quality System Programme started end September 2014 for a duration of three years for the first phase. Initially, the actions of the Programme consisted in 4 specific objectives and 16 results in order to provide the region with the necessary quality infrastructure bodies and services for the West Africa industrial development.

This fifth progress report presents the recent developments, actions undertaken and achievements made by the Programme since the last Steering Committee Meeting held on 14<sup>th</sup> August 2015. It also aims to provide necessary information to the participants of the fifth Regional Steering Committee Meeting scheduled for 18th October 2016. This report will follow a structure based on 5 parts.

The first part is related to the Programme implementation status which includes the latest developments in terms of governance of the Programme, implementation of technical activities, communication and visibility and the Programme main achievements.

The second part of the report provides details on the ongoing partnerships and the monitoring aspect of the project while the following one provides highlight on gender mainstreaming in the framework of the project implementation.

Subsequently, the fourth section presents the financial statement of the implementation of the Programme and a detailed overview of the distribution of expenditure by August 31st, 2016.

The last part shows the main challenges and difficulties encountered in the implementation of the Programme

## **I. Programme implementation status**

### **A. Governance of the Programme**

#### **1. Steering Committee Meetings**

Two Steering Committee meetings were held during the second implementation year of the programme.

##### **a) The Third Steering Committee Meeting**

The third steering committee meeting was held on August 28, 2015 at the Delegation of the European Union in Abuja, Nigeria, with the participation of representatives of the two Regional Organisations Commissions (ECOWAS and WEAMU) and UNIDO.

The main conclusions and recommendations of this third meeting were as follow:

- Agreement to consider some modifications of activities and budget allocation (namely for Standards harmonization) requested by the ECOWAS Commission.
- The recommendation to EU and UNIDO to prepare an amendment of the Contribution Agreement accordingly.
- The adoption of the modified chronogram of activities for the second year of implementation of the Programme (September 2015-August 2016).
- A recommendation to add a representative of the Private Sector in the Steering Committee.

Furthermore, the two Commissions (ECOWAS and WAEMU) informed the participants that they will soon sign a memorandum of cooperation on quality matters.

## **b) The Fourth Steering Committee Meeting**

The fourth one was organised in Lomé (Togo) on April 14<sup>th</sup>2016. The attendees were representatives of EU Delegations in Nigeria and Togo, ECOWAS Commission, WEAMU Commission and UNIDO.

During the meeting, the participants discussed mainly about the implementation of the recommendations made by the third steering committee meeting, the Programme execution and the 2016 work plan.

This meeting pointed out the following:

- All the recommendations received during the last steering committee meeting were addressed.
- A tangible improvement of the implementation rate was noticed. However, considering the remaining period for the execution of the Programme, the Committee was wondering if the budget allocated will be fully used by the end of the first phase.

The participants made the following recommendations:

- Share Conformity Assessment Bodies selection criteria with the Programme Steering Committee members.
- UNIDO should propose measures aiming to increase the implementation rate of the Programme and ensuring that the maximum of the budget allocated will be used. These measures should be shared with the Programme Steering Committee members.
- UNIDO should take measures to stabilise the Programme team.
- An agreement should be signed between PTB and UNIDO for the execution of technical activities related to metrology.

## **2. Amendment of the Contribution Agreement**

The inception phase of the Programme highlighted the need to adapt some activities in order to propose appropriate responses to the needs of the Programme beneficiaries:

- The support to the development or updating of national quality policies, harmonized with the regional policy, is increased with regards to the importance of the activity.



- The cost of acquisition of computers and reprographic equipment for the development of standards (ECOWAS and technical secretariats at country level) is higher than expected.
- In order to consider the new estimated budget related to the Communication Strategy and due to the need of higher visibility expressed by the ECOWAS Commission, the European Union and the countries through the Regional Steering Committee, the budget devoted to the visibility of the Programme needed to be increased.

The consideration of these needs and changes led to a revision of the logical framework, the chronogram of activities and the first phase budget structure.

In addition, the ECOWAS Commission made a request for the implementation of all the activities regarding the formulation and adoption of regional standards should be implemented during the first two years leading to an increase of the initial budget related to these activities.

Therefore, an amendment of the contribution agreement was necessary and was requested in December 2015. In March 2016, the Contribution Agreement amended was signed by EU and UNIDO.

### **3. The Programme Key Acceleration Measures**

As requested by the fourth Steering Committee meeting, UNIDO proposed key measures to improve the overall implementation rate of the Programme and ensure a maximum use of the budget by end of the phase one. These measures primarily aim to stabilise the project team of the Regional Technical Coordination Unit, start the implementation of the ECOWAS structures of quality, the establishment of the Quality and Industry Database, and improve culture of quality within the region through the implementation of activities related to National and ECOWAS Quality Awards and the ECOWAS Quality Mark.

A detailed table of all actions identified for the increase of the WAQSP implementation rate is in the annexes of the current report (Annex 2).

#### **4. Contractual Reports on the implementation of the Programme to EU**

In conformity with the Contribution Agreement, UNIDO transmits yearly report to the EU.

In addition to the first year report (28 August 2014 – 28 August 2015), a supplementary report covering the period starting from 1 September 2015 to 31 November 2015 was sent to the EU to support the request for second instalment. Following this request, the second instalment has been transferred by the EU to UNIDO in March 2016.

The current report is covering the second year of the WAQSP implementation (29 August 2015-28 August 2016).

#### **5. Technical Coordination of the Programme**

##### **a) Stabilization of the Regional Technical Coordination Unit**

UNIDO initially established a Regional Technical Coordination Unit (RTCU) based at the ECOWAS Commission in Abuja, Nigeria. It consisted of a Chief Technical Advisor (CTA), an International expert in standardization and quality promotion (parttime), an International expert in conformity assessment, metrology and accreditation (parttime), a Communication and Visibility Officer and a Regional Programme Assistant.

Unfortunately, the programme suffered from the departure of several members of the RTCU:

:

- The programme assistant resigned to take up a new position in her country; another Programme Assistant was recruited, but resigned the same way; a temporary Programme Assistant was recruited to take over the duties of the previous one. This temporary Programme Assistant has been maintained and his contract was extended.
- The standardisation & quality promotion expert did not deliver satisfactory results as per his duties. He was redeployed on the field for ad hoc missions. His tasks are currently covered by the Expert in conformity assessment, metrology and accreditation.
- The visibility & communication officer was no longer available for a full time position in Abuja. A new recruitment process was completed and led to the recruitment of a communication and visibility officer in June 2016.

- A junior expert in monitoring & evaluation has been recruited, to support the CTA in the monitoring of the programme, development and operationalisation of monitoring tools.
- The Expert in conformity assessment has been assigned to the position of Principal Technical Expert (PTE). He is supervising a technical pool of short-term experts, responsible for the implementation of activities in each of the main technical fields.
- An expert has been recruited in support to the directorate of industry, notably for ECOWAS Standards Harmonization Meetings (ECOSHAM).

These changes are reflected in a new organigram of the RTCU (in Annex 7).

#### **b) Finalisation of the setting up of the National Technical Coordination Units**

National Ministers in charge of quality (except Nigeria) have finalized the establishment of National coordination structures. In Nigeria, the Programme is supported by the National Quality Infrastructure Programme (NQIP) for the implementation of activities at National level.

In Guinea, the previous National Technical Coordinator (Mr. Thierno Tafsir Diallo) had to be replaced in 2015 by Mr. Salif Koivogui, and an assistant to the National Technical Coordinator was recruited.

With the exception of Sierra Leone, WAQSP has been able to recruit NTC assistants in the remaining countries (refer to table below):

**Table 1: List of additional Assistants of National Technical Coordinators  
(Cabo Verde, Côte d'Ivoire, Guinea, Guinea Bissau and Togo)**

<b>COUNTRY</b>	<b>NAME</b>	<b>ENTRY IN DUTY</b>
CABO VERDE	Valter Rocha	20 October 2015
COTE D'IVOIRE	Zore Toussaint Donation BAILLY	10 February 2016
GUINEA	M'mahawa Nioke	31 August 2015
GUINEA BISSAU	Francisca Cesar Ferreira	19 October 2015
TOGO	Fedjibe Kombate	9 November 2015

## **B. Implementation of technical activities**

As mentioned above, the Programme is divided in four specific objectives. The summary of the results by specific objective is as follows:

### **1. Specific Objective 1 – Regional quality infrastructure**

The Programme developed and updated National Quality Policies for the 16 countries covered by the Programme. Among them, 12 countries have officially validated the draft policy proposed (Burkina Faso, Cabo Verde, Mali, Niger, Cote d'Ivoire, Guinea Bissau, Gambia, Liberia, Mauritania, Nigeria (in the framework of the NQIP), Senegal, and Togo) and one of them has officially adopted its new National Quality Policy (Mauritania). The Programme also made a proposal regarding the financing mechanism of the Regional Quality Infrastructure and supported the ECOWAS and the member countries for the monitoring of the Programme execution.

### **2. Specific objective 2 - Standards**

A concept note for the establishment of a database of standards is made and a catalogue of regional standards is under development by a regional expert.

The Programme has supported the ECOWAS Commission for participation in international meetings on standards, for the organisation of ECOSHAM meetings (notably for the establishment of the Technical Harmonisation Committee 6 related to tourism), for the organisation of the ECOWAS Ministerial Meetings and has fully equipped 5 (among 6) THC secretariats to facilitate the development and drafting of regional standards. The budget allocated to regional standards harmonisation has increased from 330,000 Euros to 677,800 Euros in the framework of the amendment of the Contribution Agreement.

### **3. Specific objective 3 – Accreditation of Conformity Assessment Bodies**

The Programme has selected the CABs to be supported after physical evaluation. A strategy to support the CABs has been elaborated and is currently being implemented by the Programme. It includes a support to 30 laboratories toward accreditation as well as a proficiency test for laboratories, support to 16 certification bodies and 16 inspection bodies. This assistance already started with the trainings of experts on ISO 17020 and ISO 17065 to strengthen the national and regional expertise.

### **4. Specific objective 4 – Quality Promotion**

The Programme has trained 225 national experts on ISO 22000, supported the adoption of harmonised criteria for the National and Regional Quality Awards and trained secretariat managers, auditors and supervisors of the Quality Awards.

## **C. Communication and Visibility**

### **1. Development and implementation of the communication plan**

The communication strategy has been updated and validated by ECOWAS. It is currently being implemented and coordinated by the communication expert.

The WAQSP has finalized the organization of the Programme launching ceremonies in the remaining countries, notably Côte d'Ivoire (November 26, 2015) and Togo (October 13, 2015), to create awareness and kick start the programme activities.

As the overall launching ceremony of the WAQSP took place in Nigeria in 2014 with all stakeholders, no additional ceremony was organized at national level.

The second edition of WAQSP Newsletter was released in November 2015 and the third WAQSP newsletter in March 2016. The fourth one is ready to be shared with the counterparts.

## **2. Dissemination of promotional material**

During this second year some communication material such as rolls up, brochures, posters and notebooks were printed and disseminated in the countries.

A Programme web-site template was developed and has been validated by the EU. The web-site is under finalisation process. A Facebook and a Twitter account have been opened and are currently managed by the communication expert. These accounts are intended to share news and pictures about the last activities conducted in the Programme.

## **3. Training for communication professionals on quality**

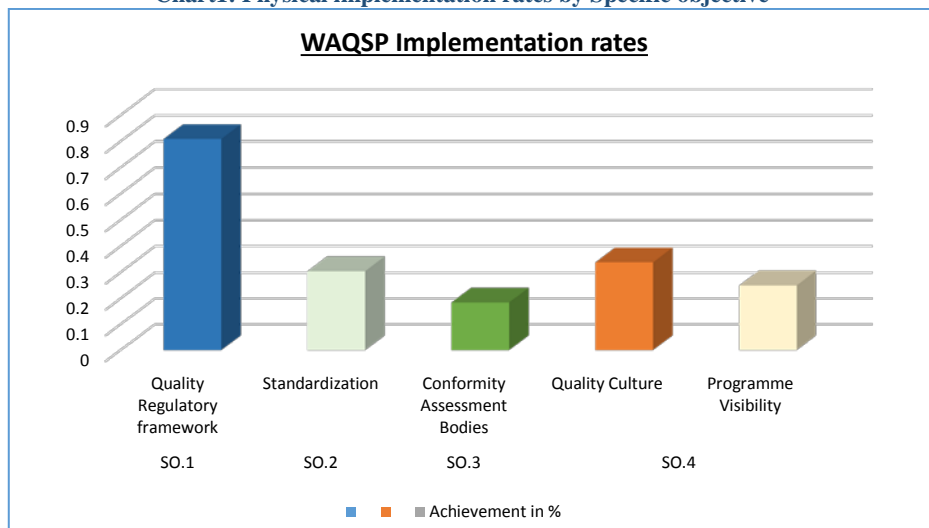
The overall objective was to sensitize national journalists on quality matters and programme objectives and activities. These training sessions also aimed to provide them with necessary tools for the elaboration of news reports and newspaper articles on quality matters. They also contribute to foster the WAQSP ownership by institutional stakeholders and operational beneficiaries in countries.

## **D. Programme main achievements**

The chart below shows the physical implementation level of the Programme. In other words, this is an evaluation of the progress made at this stage according to the initial indicators of the Programme. The establishment of the regulatory framework is a requirement to ensure that all actions taken in the Programme will be made in accordance with ECOQUAL. This can explain the high rate of implementation on this first specific objective. The rate in the specific objective 2 is lower as only 1 THC meeting were organised this year instead of 4 as initially planned. The third specific objective is low because, the selection of CABs and the study on the setting up of the regional quality infrastructure took time to be finalised, and the expert initially in charge of this specific objective was also assigned to the others, as mentioned above. The main activities regarding quality culture just started on January 2016 and this can explain the rate of 34% for the concerned specific objective. As there was no communication expert from January 2016 to end of June 2016, the rate for the visibility is only about 25%. It appears that the global physical implementation rate is 36% while the global financial implementation rate is 48%. This is understandable as the launching of the heavy technical activities such as National Quality Policies, Selection of CABs and study for the setting up of the Regional Quality Infrastructures structures, establishment of the Regional Quality

Awards. Now that these all activities are initiated, a significant increase of the rate of physical implementation is expected in the coming months. For more details on the calculation methodology used, please refer the annex 5 of the current report.

**Chart1: Physical implementation rates by Specific objective**



The first table 2 in annex 6 provides more details on the activities and achievements by specific objective while the table below shows the progress in terms of implementation as it allows the comparison between initial indicators and achieved indicators to date. This last table also shows the execution rate of the Programme considering the financial weight of each result in the total budget allocated to technical activities and visibility. For more details on the calculation process, please refer to the annex 5 of the report.

**Table 3: State of implementation per result (As at end August 2016)**

OUTPUTS	INITIAL INDICATORS	ACHIEVED INDICATOR(S)	% of execution
<b>Specific objective 1. Relevant actors in countries covered by the programme make use of the regional quality infrastructure and harmonized legal framework</b>			<b>81%</b>
<b>Result 1.1.</b>	<b>National quality policies are in line with the regional quality policy and implemented</b>		<b>81%</b>
	A national quality policy is developed / updated in at least 10 countries covered by the Programme.	<b>National Quality Policies developed, updated and harmonized with ECOQUAL in 12 countries. Validation of NQP drafts in 11 countries 1 country has officially adopted its updated NQP.</b>	
	Public Procurement rules are updated to integrate quality requirements in at least 8 countries.	<b>Non applicable at the current phase of the Programme (phase 2)</b>	
<b>Specific objective 2. Private sector has access to strategically prioritized and harmonized standards for facilitated regional and international trade</b>			<b>30%</b>
<b>Result 2.1</b>	<b>The regional standardization system is operational and ready to issue standards</b>		<b>24%</b>
	Regional structure in charge of standard harmonization appointed or established by the ECOWAS Commission and staffed in a gender responsible approach;	<b>The feasibility study for its establishment is under finalisation</b>	
	At least 5 regional technical standardization committees involving female economic actors are established (priority sectors) and are operational.	<b>5 Technical Harmonization Committees identified (THC1, THC2, THC3, THC4, and THC5) and the THC 6 is established with the support of the programme. 5 THC secretariats are fully equipped to perform their duties</b>	
	At least 5 harmonized standards in average sold by country	<b>The concept note of the regional database on standards is available. An expert recruited to develop a catalogue of standards.</b>	
<b>Result 2.2</b>	<b>Regional standards are adopted for priority products in the region</b>		<b>61%</b>
	At least 50 regional standards on priority products adopted & homologated	<b>41 regional standards elaborated and discussed by technical committees. 12 regional standards (regarding food products and electro-technical products) recommended by the TMC</b>	



OUTPUTS	INITIAL INDICATORS	ACHIEVED INDICATOR(S)	% of execution
Result 2.3	<b>The capacities of the documentation centers of national standards bodies are enhanced</b>		6%
	National documentation centers use and update the regional database on standards	<b>A concept note for the regional database is available. A catalogue of regional standards under preparation.</b>	
	At least 30 people per country are sensitized to & informed on harmonized standards	<b>Non applicable at the current phase</b>	
<b>Specific objective 3.Private and public sectors have access to a network of accredited and competitive conformity assessment services provided in the region</b>			<b>19%</b>
Result 3.1	<b>The regional accreditation system is established and strengthened to serve the needs of accrediting conformity assessment services in the region</b>		20%
	The secretariat of the regional accreditation system is operational and has adopted a gender-balanced human resource management	<b>The feasibility study for its establishment is under finalisation</b>	
	Needs of the region are 100% covered (geography and language).	<b>The needs of the region are identified</b>	
	At least 1 of the AB of the Regional (West Africa) Accreditation System is recognised as an affiliate member by ILAC.	<b>Programme and calendar for the trainings of accreditation committees under preparation</b>	
	The accreditation application files for at least 10 CABs are assessed by accreditation committees of accreditation bodies in the region	<b>Data collected on the 140 laboratories that have applied. 40 laboratories selected to be supported by the WAQSP</b>	
Result 3.2	<b>A network of accredited conformity assessment services is established and strengthened in order to provide the full range of services required in the region</b>		19%
	At least 20 new CABs are accredited in the region during the programme	<b>30 CABs supported toward accreditation by the Programme. Methodology &amp; tools to assist CABs towards accreditation available</b>	
	At least 100 technical staff of labs are trained in the region, including 50 women;	<b>17 experts trained on ISO 17065. 17 experts trained on ISO 17020.</b>	
	An average of 2 labs (not yet accredited) in each country have participated in inter-laboratory comparisons (ILCs);	<b>Areas for the laboratories inter-comparison tests are identified.</b>	

OUTPUTS	INITIAL INDICATORS	ACHIEVED INDICATOR(S)	% of execution
Result 3.3	At least 1 Proficiency Testing Organizer is operational at national or regional level to serve the region.	<b>Terms of references a strategy for the regional laboratories proficiency tests available.</b>	
	<b>A regional certification scheme and a regional "ECOWAS Product Certification Mark" for products is established, promoted and used</b>		<b>20%</b>
	Regional product certification scheme is adopted by ECOWAS.	<b>The feasibility study for its establishment is under finalisation A plan to strengthen all national certification bodies (16) is available.</b>	
Result 3.4	ECOWAS product certification Mark is created and protected at WIPO		
	At least 5 national product certification bodies deliver the "ECOWAS Product Certification Mark	<b>7 Certification Bodies will be supported for accreditation according to 7 scopes identified as important for the region.</b>	
	<b>The regional metrology/calibration system (RMS) is established and operational to provide calibration services to laboratories and companies with traceability to the international system of measurement (SI)</b>		<b>15%</b>
	The secretariat of the regional metrology system is operational and has adopted a gender-balanced human resource management	<b>The feasibility study for its establishment is under finalisation</b>	
	Priority needs of the region are covered for Mass, Temperature, Pressure and Volume.	<b>Priority needs in the region are identified.</b>	
	At least one additional metrology laboratory is accredited for each of the following dimensions: mass, volume, temperature and pressure.	<b>7 calibration structures will be supported for accreditation according to 10 scopes to serve the region.</b>	
At least 40 metrologists trained for key metrology quantities in the region, following a gender-balanced selection	<b>An expert recruited to prepare the training programme in this area.</b>		
<b>Specific objective 4.A culture of quality is entrenched in private sector operators</b>			<b>41%</b>
Result 4.2	<b>Training of trainers on structured themes on quality mainly in coordination with industry and trade associations – trainers able to train consultants, auditors, and leaders for corporate management systems</b>		<b>37%</b>
	An average of 20 trainers (male and female) per country trained and qualified in certain quality domains (ISO 22000, ISO 14001, and ISO 9001) among the candidates from the private and public sectors and education.	<b>Around 225 experts trained in the region in ISO 22000</b>	

OUTPUTS	INITIAL INDICATORS	ACHIEVED INDICATOR(S)	% of execution
Result 4.3	<b>Relevant regional and national actors in the quality area are aware of the quality principles and of the business services provided by its infrastructure; they have access to the required knowledge and are motivated for the implementation and improvement of quality objectives</b>		<b>44%</b>
	Gender neutral texts (leaflets on standards, guidelines, brochures...) related to standardization and quality are available in NSBs and Chambers of Commerce and Industry (CCI) and are being promoted and distributed, including a brochure on the gender impact of standards development		
	At least 75 corporation managers, including 25 women, sensitized to the implementation of major standards (ISO 9001, ISO 14001 - environment, ISO 22000 -food safety, Globalgap, ISO 50001 - energy management...)		
	16 national Quality Days organized with the specific focus of reaching women as their target audience	<b>7 National quality promotional events organized in the countries.</b>	
	The regional ECOWAS Award is organized at least once and includes a special award for Women entrepreneurs.	<b>One required criterion for the ECOWAS QA "Resource Management" is gender-related.</b>	
Participation of companies from all countries in the ECOWAS Quality Award	<b>Adoption of 13 harmonized Regional Quality Awards criteria. 18 secretariat managers, 20 auditors and supervisors of National / regional Quality Awards sensitized and trained at regional level. The Guide for the organization of National Quality Awards is available in each country. The Guide for the management of the award secretariat is available in each country.</b>		
Result 4.4.	<b>An organized and coherent bilingual Internet based regional information system on services delivered by the quality infrastructure is established and used</b>		<b>20%</b>
	The bilingual Internet based regional information system is deemed to be updated, easy to use, and useful	<b>The concept note for the ECOWAS regional database is available.</b>	
<b>Communication and Visibility</b>			<b>25%</b>

OUTPUTS	INITIAL INDICATORS	ACHIEVED INDICATOR(S)	% of execution
	A communication plan taking into consideration female audience is adopted and implemented, in conformity with the communication and visibility criteria of the partners (ECOWAS, EU and UNIDO)	<b>The Programme communication strategy is developed and finalized with the agreement of ECOWAS and the EU.</b>	
	At least 2 articles issued per country and per year;	<b>All major events are covered by the media in each country</b>	
	At least 2 TV reports broadcasted per country and per year;		
	At least three newsletters disseminated on the program per year;	<b>The third and the fourth bulletins are released and shared with all counterparts and countries</b>	
	A website about the program is operational	<b>The Programme website template is validated with EU and ECOWAS and currently under development</b>	
<b>Overall execution rate of the Programme</b>			<b>36%</b>

## II. Partnership and Monitoring

### A. Partnership and Synergies

During his field mission to Ghana in December 2015, the CTA met with the national TRAQUE Program team, (programme funded by EU and aiming to support the country in the field of quality and trade related aspects). Some areas of cooperation were identified: WAQSP is working with TRAQUE for the development of the NQP in Ghana to ensure full compliance with ECOQUAL. TRAQUE will also be involved in the setting up of the Regional Accreditation System as this project is supporting Ghana for the establishment of the Ghanaian Accreditation Body.

The PTB (Physikalisch-Technische Bundesanstalt)- the German Metrology Institute - has a regional programme in metrology in West Africa and some synergies and opportunities of cooperation were identified. Hence, the WAQSP is currently cooperating with PTB for the implementation of activities related to National Metrology Institutes and Metrology Laboratories. A coordination meeting was held from 3 to 4 February 2016 in Lomé.

Likewise, the ACP-EU TBT Programme is also collaborating with the WAQSP for trainings related to metrology. The two programmes are currently preparing a regional training for laboratories technicians to be held from 17 to 18 October 2016.

The WAQSP and GIZ program in the ECOWAS region agreed to explore possible synergies in the implementation of regional quality infrastructure, notably in the field of quality management and trainings. Both programs decided to have a common strategy on the development and implementation of certifying curricula in the region. A feasibility study will be conducted by GIZ.

During the training on pharmaceutical inspection, the WAQSP seized the opportunity to discuss with the West Africa Health Organization and to share their experience and achievements within the region. The WAQSP will organize a meeting with WAHO to identify possible common actions that can be conducted.

The WAQSP holds regular meetings with the NQIP project in Nigeria for the implementation of the two projects. WAQSP is participating to the main activities of the NQIP project and vice-versa. Furthermore, they hold regular meetings to strengthen their cooperation and refine their implementation strategies. NQIP is also currently acting as National Coordination point for Nigeria.

## **B. Project monitoring and Evaluation**

### **1. External Monitoring (Result Oriented Monitoring Mission)**

The Result Oriented Monitoring (ROM) is a tool that provides external, objective and impartial feedback on the performance of European Commission aid projects and programmes as part of the Commission's commitment to quality assurance. This monitoring arrangement allows the EU to track and assess the performance of the Programmes including checking the logical framework, the completion reports and cross checking the information from other sources such as project partners.

The WAQSP received a ROM mission which took place from August, 30<sup>th</sup> 2015 to September, 08<sup>th</sup> 2015. It was conducted by Mr. VAN MANEN Gijsbert and assisted by AFONSO Aline. For the purpose of their mission, the evaluation team met different executives from the following institutions: EU delegation in Abuja (Nigeria) and Ouagadougou (Burkina Faso), ECOWAS, UNIDO/WAQSP, WBG, IFC/WBG in Abuja

(Nigeria) and Dakar (Senegal), Federal Inland Revenue Service (FIRS) of Nigeria (Lagos), Federation of West African Chambers of Commerce and Industries (FEWACCI).

The evaluation report mainly pointed out the need to revise the logical framework, considering the current situation of the region and the resources of the Programme. It revealed the need to strengthen the regional coordination team to allow proper and timely implementation of the Programme considering the sheer volume of targets to be reached and the challenges to be overcome. The delay in the execution of the Programme, directly linked with the late recruitment of the WASQP team, was also underlined in this report transmitted to UNIDO.

The WAQSP management unit underlines some points that need to be considered or adjusted in the report provided. For example, the evaluator should consider that there is no functional accreditation body in the region, the project does not aim to provide heavy equipment to laboratories. Also, for this phase, National Monitoring Committees, replacing National Steering Committees, are established. Only one Steering Committee takes important decisions regarding the implementation of the programme.

Finally, the EU evaluation report emphasized the need to strengthen the Programme team and drew UNIDO's attention on the role of ECOWAS and the private sector for the sustainability of the actions undertaken by the Programme.

## **2. Internal Monitoring**

As stated in the new organigram, a position for monitoring expert has been proposed to support the RTCU. A junior expert, Mr. Christian KAFANDO, has been recruited in October 2015 to support the monitoring of the Programme until December 2016. Five monitoring tools were prepared in order to follow the project implementation.

## **III. Gender Mainstreaming**

The WAQS Programme identified several activities aiming at improving women's conditions and their participation in the development process of the region. The main ones can be summarised as follows:

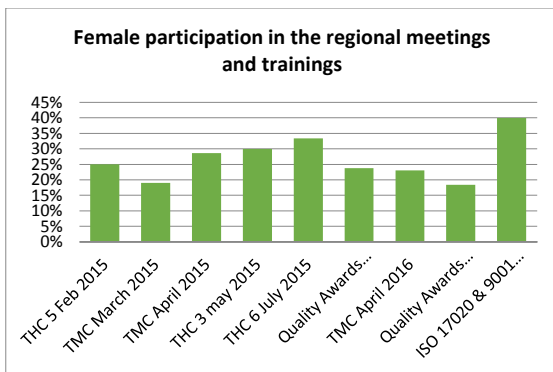
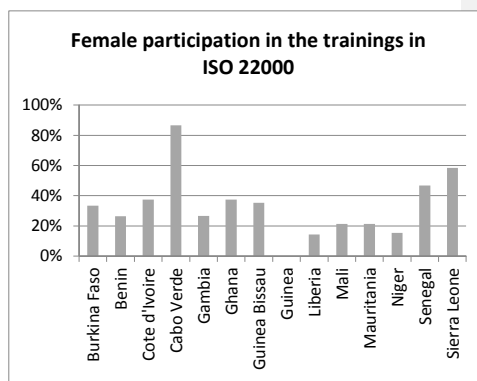
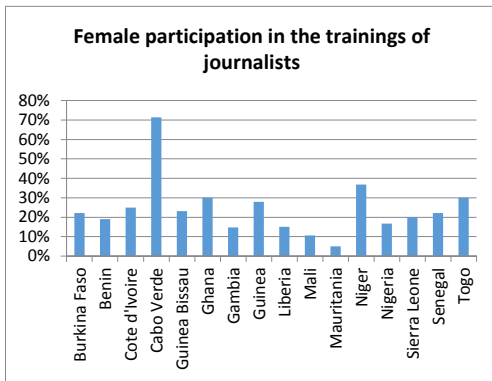
- Awareness raising seminars on technical regulations, standards and quality for women associations
- Establishment of regional technical standardization committees involving women economic actors
- Promotion of standards application (training, awareness campaign, etc.) with specific attention to include female entrepreneurs
- Training of lab technicians, teachers, trainers, corporation managers, selected on a gender-balanced basis
- Release of a brochure on the gender impact of standards development
- Organisation of the ECOWAS Quality Awards for recognition of high performing companies, including enterprises led by female actors.

At this stage of the Programme implementation some achievements can be summarised below:

- 363 journalists trained in the field of quality, among which 90 of female participants (24%)
- 212 trainees on ISO 22000, notably 69 women (33%)
- Average female participation in ECOSHAM regional meetings of 27%
- 42% of female participation in ECOWAS and national Quality Awards workshops
- 6 women out of 15 participants in the training on ISO 17020 & 9001
- Validation of the ECOWAS Quality Awards criteria: one required criterion for the ECOWAS QA “Resource Management” is gender-related.

As part of the progress made regarding involvement of women actors in the Programme activities, some countries performed well. For example, in Cape Verde, at least 70% of the participants in the trainings of journalist and food safety management system are women. For this latter training, at least 47% of the participants are also female actors in Senegal and Sierra Leone. At regional level, if women are regularly involved, their participation ranges between 18 and 40%, suggesting that some improvement can be done through the upcoming trainings and meetings. These figures are highlighted in the table below.

**Charts 2: Gender Mainstreaming**



#### IV Financial Report

The overall budget of the action is EUR 6,548,049.

On 23 September 2014, UNIDO received a first pre-financing of EUR 2,314,391 corresponding to 90% of the budget for the first year. The second instalment for a total amount of EUR 2,131,736 was received in March 2016, bringing the total instalment received at EUR 4,446,127, which corresponds to 68% of the overall budget of the action.



As at 31<sup>st</sup> August 2016, the total expenditure amount is EUR 2,921,859.50 net, equivalent to EUR 3,126,389.67 incl. indirect costs. This represents 70% of the total of first and second instalment and 48% of the total budget of the action.

In comparison, these implementation rates were respectively the following when compared to the total budget:

- 4% as at end of March 2015
- 18% as at end of August 2015
- 35% as at end of March 2016

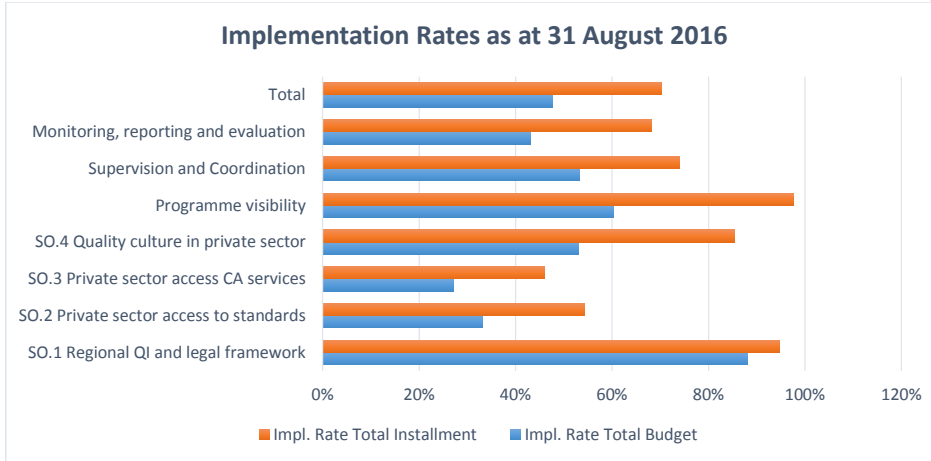
This shows that implementation has increased by 30% over the last 12 months, demonstrating huge progress. However, expending the whole budget by the end of this phase remains a challenge.

The table 4 below shows the detailed overview of the distribution of expenditure.

**Table 4: Overview of the distribution of expenditure**

Outputs	Total Project budget	Total expenditures till 31.08.2016	Implementation Rate Total Budget	Balance
SO.1 Regional QI and legal framework	€ 736,092.00	€ 647,743.50	88%	€ 88,348.50
SO.2 Private sector access to standards	€ 994,400.00	€ 329,264.82	33%	€ 665,135.18
SO.3 Private sector access CA services	€ 1,416,674.00	€ 385,175.04	27%	€ 1,031,498.96
SO.4 Quality culture in private sector	€ 716,807.00	€ 380,390.01	53%	€ 336,416.99
Programme visibility	€ 154,800.00	€ 93,365.98	60%	€ 61,434.02
Supervision and Coordination	€ 1,779,554.00	€ 947,643.01	53%	€ 831,910.99
Monitoring, reporting and evaluation	€ 321,345.00	€ 138,277.14	43%	€ 183,067.86
<b>Total direct costs</b>	<b>€ 6,119,672.00</b>	<b>€ 2,921,859.50</b>	<b>48%</b>	<b>€ 3,197,812.50</b>
<b>Indirect costs</b>	<b>€ 428,377.04</b>	<b>€ 204,530.17</b>		
<b>Total</b>	<b>€ 6,548,049.04</b>	<b>€ 3,126,389.67</b>	<b>48%</b>	<b>€ 3,421,659.38</b>

**Chart 3: Financial Implementation rates by specific objective**



**Table 5: Detailed overview of the distribution of expenditure**

<b>WEST AFRICA QUALITY SYSTEM - 31.08.2016</b>			
<b>Specific Objectives and Activities</b>	<b>Expenditures (c+d)</b>	<b>Payments (d)</b>	<b>Commitments (c)</b>
<b>SO.1 Regional QI and legal framework</b>	<b>647,743.50 €</b>	<b>447,369.56 €</b>	<b>205,305.71 €</b>
1.1 National quality policies are in line with the regional quality policy and implemented	647,743.50 €	447,369.56 €	205,305.71 €
<b>SO.2 Private sector access to standards</b>	<b>329,264.82 €</b>	<b>301,744.12 €</b>	<b>27,520.70 €</b>
2.1 The regional standardization system is operational and ready to issue standards	44,837.98 €	45,972.19 €	- 1,134.21 €
2.2 Regional standards are adopted for priority products in the region	282,138.56 €	253,483.65 €	28,654.91 €
2.3 The capacities of the documentation centers of national standards bodies are enhanced	2,288.28 €	2,288.28 €	- €
<b>SO.3 Private sector access CA services</b>	<b>385,175.04 €</b>	<b>169,459.08 €</b>	<b>215,715.96 €</b>
3.1 The regional accreditation system is established and strengthened to serve the needs of accrediting conformity assessment services in the region	50,655.20 €	46,104.67 €	4,550.53 €
3.2 A network of accredited conformity assessment services is established and strengthened in order to provide the full range of services required in the region	319,333.66 €	113,030.23 €	206,303.43 €
3.4 The regional metrology/calibration system (RMS) is established and operational	15,186.18 €	10,324.18 €	4,862.00 €
<b>SO.4 Quality culture in private sector</b>	<b>380,390.01 €</b>	<b>301,811.89 €</b>	<b>78,578.12 €</b>
4.2 Training of trainers on structured themes on quality mainly in coordination with industry and trade associations	37,072.08 €	21,244.53 €	15,827.55 €
4.3 Relevant regional and national actors in the quality area are aware of the quality principles and of the business services provided by its infrastructure	290,199.12 €	255,425.70 €	34,773.42 €
4.4 An organised and coherent bilingual Internet based regional information system on services delivered by the quality infrastructure is established and used	53,118.81 €	25,141.66 €	27,977.15 €
<b>Programme visibility</b>	<b>93,365.98 €</b>	<b>68,594.45 €</b>	<b>24,771.53 €</b>
Visibility of the Programme	93,365.98 €	68,594.45 €	24,771.53 €
<b>Supervision and Coordination</b>	<b>947,643.01 €</b>	<b>778,757.16 €</b>	<b>163,954.08 €</b>
Establishment of the regional and national technical coordination units	912,544.71 €	763,165.94 €	149,378.77 €
Operation of the Technical Coordination Unit (TCU)	35,098.30 €	15,591.22 €	14,575.31 €
<b>Monitoring, reporting and evaluation</b>	<b>138,277.14 €</b>	<b>133,328.54 €</b>	<b>4,948.60 €</b>
Monitoring, reporting and evaluation	138,277.14 €	133,328.54 €	4,948.60 €
<b>Grand Total</b>	<b>2,921,859.50 €</b>	<b>2,201,064.80 €</b>	<b>720,794.70 €</b>

## V. Challenges and Mitigation Measures

### A. Providing sufficient space for the RTCU of the programme

The programme is once again hosted in the premises of ECOWAS, which had been allocated to the RTCU in the previous phase. These include three local offices.

The action of the Commissioner and his colleagues at the end of May 2015 enabled the RTCU to dispose of the entire premises, which had been allocated to the programme but in October 2015, one of the WAQSP office was taken (by force) by another Department. Based on this situation, the last steering committee instructed the Programme Management Unit to take action in order to find new locals for the Programme. The programme has currently identified two possible places to settle down new offices according to its current and future needs.

### B. Instability of the Programme fix team

Several members of the team have left the programme: the Junior Expert in Administrative Assistance and Project Management, project assistant, communication expert and technical expert in standardization and quality promotion at the RTCU. This affected the performance of the programme. For these reasons, new recruitments were made while the organigram of the RTCU was reviewed to ensure efficiency within the team. The new adopted organigram is attached.

### C. Capacity building of NTC

The organization of national activities revealed the need of training of NTCs on UNIDO financial and administrative procedures. A workshop will therefore be organized during the next enlarged steering committee in October 2016.

### D. Security of Programme team

Some security problems were raised by some UN experts on mission or working in Nigeria.

Therefore, the Programme initiated actions for the purchase of a vehicle. This vehicle will not be only useful for the transport and security of the project team, but will be also used for all experts invited by the Programme at the RTCU in Abuja, Nigeria.

The vehicle is identified and the purchasing process has started. This purchase will be made with respect to the UNIDO Procurement rules and in coordination with the United Nations Office for Project Services (UNOPS).

## Conclusion

During this second year, the Programme recorded a clear increase in implementation. Indeed, at the end of the first year, the financial implementation rate was 18% of the total budget and by the end of this second year, this same rate reached 48%. This shows that the Programme is currently catching up the delay registered at the beginning with a progress of 30% in one year of implementation.

However, the WAQSP also went through various challenges, going from lack or instability of staff to delays due to the availability of the second instalment and the amendment to the contribution agreement, which resulted still in a too low pace of implementation.

The steering committee of the Programme raised the issue of the feasibility to use the full budget by the end of the phase 1 and requested UNIDO to propose acceleration measures.

Following this request, UNIDO has taken actions to increase the financial implementation rate and to efficiently use the maximum of the budget allocated during the current phase.

Indeed, many activities have started in various important technical areas, such as National Quality Policies update and development, selection of CABs and study for the setting up of the Regional Quality Infrastructure structures and the establishment of the Regional Quality Awards.

These improvement measures will be consolidated in the coming months in order to ensure that the execution rate be received with satisfaction by all stakeholders and counterparts at the end of the Programme.