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National Quality Infrastructure Project for Nigeria

BUILDING TRUST FOR TRADE

Project No. 130220

INCEPTION REPORT

Implemented by
United Nations Industrial Development Organization
(UNIDO)

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in
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List of abbreviations

AB	Accreditation Body
AFAN	All Farmers Association of Nigerian
AWP	Annual work plan
BSOs	Backstopping Officers
CAB	Conformity Assessment Body
CENAM	Centro Nacional de Metrologia
CPC	Consumers Protection Council
CTA	Chief Technical Advisor
DPR	Department of Petroleum Resources
FGN	Federal Government of Nigeria
FIIRO	Federal Institute of Industrial Research
FMITI	Federal Ministry of Industry, Trade and Investment
FPIS	Federal Produce Inspection Services
GEEW	Gender Empowerment and the empowerment of women
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation)
HQ	Headquarters
ECOWAS	Economic Community of West African States
EU	European Union
MAN	Manufacturers Association of Nigeria
MDA	Ministries, Departments and Agencies
NAB	National Accreditation Body
NBA	Nigerian Bar Association
NACCIMA	Nigeria Association of Chambers of Commerce, Industry, Mines and Agriculture
NAFDAC	National Agency for Food & Drug Administration and Control
NASME	Nigerian Association of Small and Medium Enterprises
NASSI	National Association of Small Scale Industrialists
NCC	Nigerian Communications Commission
NERC	Nigerian Electricity Regulatory Commission
NBTI	National Board for Technology Incubation
NEPC	Nigerian Export Promotion Council
NIP	National Indicative Programme
NMI	National Metrology Institute
NPC	National Planning Commission
NQI	National Quality Infrastructures
NQIP	National Quality Infrastructure Project
NQP	National Quality Policy
NNQPSC	Nigerian National Quality Policy Steering Committee
OPS	Organized Private Sector
PMU	Project Management Unit
PSC	Project Steering Committee
RMRDC	Raw Materials Research and Development Council
RON	Regional Office of Nigeria
SME	Small & Medium Enterprises
SON	Standards Organization of Nigeria
SOP	Standard Operating Procedures
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
TA	Transformation Agenda
TCB	Trade Capacity Building Branch
TR	Technical Regulations
UN	United Nations
UNIDO	United Nations Industrial Development Organization

A Introduction

1.1 Executive Summary

1. Trade and project overview

Nigeria has been experiencing trade imbalance during the past years as a result of increase in import of goods some of which were of very poor quality. Although there is no substitute production for a large number of imported substandard goods, Nigeria has a nascent industry that requires support to improve the quality of its products.

Trade is identified as one of the principal instruments of economic development and poverty alleviation. Local and regional trade and export-led growth has resulted in increased household incomes and employment opportunities signifying a positive trade poverty-nexus in development process. Good quality is an essential element for products traded in international markets. Effective participation in modern trading demands a certain quality infrastructure (QI) which is understood to be the totality of the institutional framework (public and private) required to establish and implement standardization, metrology (scientific, industrial and legal), accreditation and conformity assessment services (inspection, testing and product- and system certification) necessary to provide acceptable evidence that products and services meet defined requirements, be it demanded by authorities or the market place.

It is important to understand that the QI, consisting of a number of institutions or service providers, can only function properly as a whole, and that the incompetence or absence of any one of the constituents will jeopardize the effectiveness and ultimately the efficiency of the whole system, thereby negatively impacting the business environment. The foundational parts of a QI are the standards, metrology and accreditation organizations/institutions without which none of the others will be able to function properly. Because of their importance, it is imperative that governments play an active and continuous role in their establishment and sustainability.

Nigeria lacks an internationally recognized quality infrastructure in order to ensure safety, integrity and marketability of goods and services and remove technical barriers to local, regional and international trade.

Within the 10th EU EDF Country Strategic Paper and National Indicative Programme for 2008-2013, the European Union has approved a programme to support Nigeria's competitiveness in trade and investment especially for small and medium enterprises (SMEs). This would be achieved through improving the business and investment climate as well as developing missing standards and quality control bodies.

The EU Support programme is being implemented simultaneously by UNIDO and GIZ and is complementing other ongoing activities of the implementing partners.

Two of the specific objectives of the EU Programme for Nigeria are the following:

1. To strengthen the FMTI and LGA to improve the business/investment climate for SMEs (implemented by GIZ).
2. To support the development of the missing standards and quality control bodies and encourage improvement of the quality of products and services exchanged in the Nigerian markets (implemented by UNIDO).

The National Quality Infrastructure Project for Nigeria (NQIP) is in charge of the 2nd objective of the Programme to support Nigeria Competitiveness in Trade and Investment. This project is funded by the EU and implemented by UNIDO in coordination with the Federal Government of Nigeria. The main beneficiary institutions are Standard Organisation of Nigeria (SON), Weights and Measures Department of Federal Ministry of Industry, Trade and Investment (FMITI), National Agency for Food & Drug Administration and Control (NAFDAC), Conformity Assessment Bodies (including private CABs), Organised private sector (NACCIMA, MAN, NASME, etc.), Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), Nigerian Export Promotion Council (NEPC), Consumers Protection Council (CPC) and Consumer Associations.

The project has a total budget allocation of funds which are managed by UNIDO in the amount of EUR 12,080,000 (with a UNIDO contribution of EUR 80,000). The project started on 19 July 2013, with an inception phase, and is expected to conclude in April 2017, with a total project time frame of 45 months.

The overall objective of the NQIP project, which is one of the three components of the EU private sector support programme, is to support the enhancement of the national quality infrastructure. Its purpose is to improve quality, safety, integrity and marketability of Nigerian goods and services and remove technical barriers to trade by having an adequate, effective and sustainable National Quality Infrastructure (NQI), consistent with international and regional principles and practices.

2. Inception phase

The Inception phase will be completed in July 2014 and as a result of this phase certain revisions and adjustments were done to the project document. During this phase, a series of consultations were carried out with the national partners and institutions in order to collect baseline information and to review the risks, assumptions and needs in activities of the NQIP. Effort was also made to identify priority economic sectors by consultation with stakeholders. These inputs will be taken into consideration during the market study under preparation. It is foreseen that the Project Steering Committee (SC) meeting will take place in Abuja, where findings and recommendations from the inception phase will be discussed, and the Inception Report approved.

During the inception phase, a two-day workshop on logical framework was organized for the focal points of the concerned agencies. Apart from giving the main stakeholders a chance to interact on the project, the mentioned workshop afforded the opportunity to refine and fine-tune the project logical framework

The opportunity was taken to also define a gender strategy, a communication strategy and a result-based monitoring framework to be applied during the overall project implementation.

3. Project Management Unit

During the inception phase, the composition of the NQIP project team was established. This was done in close consultations with the beneficiary institutions. The complete Project Management Unit will consist of: technical experts (National Policy Expert, Accreditation Expert, Database Expert, Food Safety Expert, etc.), staff in the field office (Chief Technical Advisor, Junior National Consultant, Communication and Visibility Expert, Administrative and Financial Assistant, Project Assistant, Monitoring and Evaluation Expert) and staff at UNIDO Headquarters (Team Leader, Technical Officers, Junior Consultant and Project Assistant).

In order to strengthen communication and facilitate the project implementation, the Project Management Unit is led by a Chief Technical Advisor in Nigeria. Given the complexity of the project and the need for proximity management and close interaction with high- level partners, a decentralized management structure has been adopted with the UNIDO Representative as Team Leader of the Project.

4. Implementation Progress

The implementation of the activities within the five technical components and one project managerial component so far is proceeding according to approved timeline of the work plan. An inception phase within each of the five technical components of the project is also ongoing as per the foreseen activities in the approved project document.

Component 1 aims to develop a National Quality Policy to aggregate stakeholders' resolutions into a framework as well as to motivate the analysis, discussion and updating of legislation supporting it. In September 2013, the Nigerian National Quality Policy Steering Committee (NNQPSC) was inaugurated in Abuja by the Federal Ministry of Industry, Trade and Investment (FMITI) and members were nominated from various National Institutions. The Standards Organisation of Nigeria has been selected as Secretary of the NNQPSC. During its first, meeting which was held on 27 January 2014, decisions about the composition of the sub-committees and the work plan of the NNQPSC were made. The second meeting

of the NNQPSC took place in Abuja on 21 May 2014 with the aim to produce and present the road map, re-adjust the composition of the membership and to present reports of the sub-committees. The participants of the meeting have also discussed the proposal of the first regional consultative forum. In addition, upon request of the Federal Ministry of Health, an international expert has reviewed the publication on National Policy on Food Safety which will be printed soon and distributed to 36 states and Federal Capital Territory. Also a short-term national expert on quality policy was recruited to review all existing quality related policies and proposed work plan as well as to define the suitable methodology for the quality policy exercise. An NNQPSC Consultative Forum was organized in Lagos on 18 June 2014 to collect contributions from the stakeholders for the formulation of the Nigeria National Quality Policy. SON and UNIDO are working on the schedule for regional consultative fora in five other geo-political zones in 2014. The finalization of the Green Paper is foreseen to be done during the NNQP retreat which will take place in Makurdi from 15-18 July 2014.

Component 2 intends to establish a National Accreditation Body as a legal institution which attests the competence and impartiality of conformity assessment bodies. A road map for NINAS (Accreditation Body) development has been submitted by the Standards Organisation of Nigeria (SON) for review by UNIDO. An international expert was recruited to act as the focal point and work on managing and coordinating the project's accreditation component. The expert conducted a one-week mission to Lagos to closely work with SON staff on a strategic action plan for the establishment of NINAS, including organizational structure, quality manuals and Terms of Reference. Budget for NINAS was already reviewed and approved by respective Project Manager and SON.

Component 3 supports the creation of the National Metrology Institute (NMI) that will assure the accuracy of measuring instruments. Implementation of some activities under this component is ongoing. An international expert was recruited and assigned with the task of preparing a proposal for the establishment of the laboratories, providing recommendations on respective calibration parameters and giving an indication of the total size and costs for the building. In addition, the technical Component Manager, travelled to Abuja in March 2014 to meet with representatives of Standards Organisation of Nigeria (SON) with the aim to discuss the funds available for constructions of NMI facilities as well as UNIDO proposal for the implementation of the metrology project. A study tour to prominent National Metrology Institutes (CENAM in Queretaro, Mexico and CENAME in Guatemala City, Guatemala) was undertaken by SON representatives, including Director General, from 26 May to 3 June 2014 in order to get familiar with their technologies and standards as well as the constructions requirements to decide on the model to be adopted in Nigeria. The findings made during the study tours, recommendations and conclusions are to be reflected in the final report which will be provided by SON in coming days. Upon receipt of the final report, the project document for construction of the NMI facilities will be finalized.

Component 4 focuses on improvement of capacity of the Organized Private Sector (OPS) to create and support Conformity Assessment Bodies. The OPS were approached during the formulation phase of the project and they committed to the objectives and outputs as drawn in the project document. The OPS was represented at the launch ceremony of the project which took place in Abuja on 27 January 2014. A meeting with the executives from the main business associations was conducted in Lagos on 26 May 2014 to create awareness on the need for a credible and internationally recognized national quality infrastructure in Nigeria, and discuss private sector involvement in the project implementation, especially to support conformity assessment bodies. The SMEs representative bodies currently compiling list of commonly rejected exports. As per request of the Bank of Industry (BOI), another meeting will be organized in June in Lagos on how to reduce the cost of certification for quality and standards by small and medium-sized enterprises (SMEs). The outcome of the meeting is the conclusion that there will be a quarterly meeting between BOI, Industrial Training Fund, NAFDAC and SON to assess the regulatory issues that challenge the Private Sector and SMEs. The participants also agreed that regular meetings will be organized to support SMEs towards certification.

Component 5 will strengthen the Consumer Protection Council (CPC) and other consumer associations which promote and raise awareness of quality and consumer protection. In terms of Consumer Protection, a discussion between CPC and UNIDO was held in January 2014 during which CPC emphasized the necessity to obtain support on CPC staff training and on public awareness. CPC has provided UNIDO with the baseline and the results of a survey on consumer literacy. The CPC initiative Check BB Date was launched in June and it is foreseen to be supported as an activity under the Project. The updated work plan will be finalized in June 2014 and the existing quality award will be harmonized in accordance to ECOWAS award scheme.

5. Communication strategy

During the inception phase, a partnership and communication expert was recruited to be the focal point for all partnership and communication activities of the NQI project. She is responsible for enhancing the visibility, relationship management and impact of the NQI project. A communication strategy has been finalized and includes all concrete actions to ease the implementation.

The project is working on its logo, identity, and branding that will be consistently applied on all visibility and communication materials and activities, as well as on reports and presentations. So far, several promotional materials were produced and distributed to partners and stakeholders. These include an information brochure on the project itself and explanatory fact sheets on quality infrastructure, accreditation, metrology, consumer protection, quality policy and conformity assessment. Posters, roll-ups, notepads and pens were also produced and distributed to counterparts and beneficiaries.

The complete and detailed list of media, partners, beneficiaries, contact points of key institutions has been compiled into a distribution list to which the first newsletter about the NQIP launch event was sent. Furthermore, a NQIP project internet site is being constructed to present quality infrastructure progress, results, reports, videos, newsletters, and other important developments of the project.

Finally, a photographer has been recruited to work on ad hoc basis in producing a database of high resolution photographs which would be used for promotional activities as well as documenting the achievements of the programme.

6. Finance

The overall project budget (including indirect costs) is EUR 12,080,000 out of which until 30 June 2014, 537,589.54 EUR was disbursed and/or obligated.

7. Coordination and integration with the GIZ component

Preparatory and debriefing meetings were organized with GIZ on the launching ceremony.

It was decided to establish a Programme coordination mechanism named “NCSP Overall Steering Committee” comprised of FMITI, EU, GIZ and UNIDO. Terms of Reference are under preparation. Each project has also its own independent governance structure.

GIZ will be copied in key monitoring reports, invited to stakeholder meetings and will be kept in the loop through the general information disseminated through the communication strategy. UNIDO will identify the focal point that should be targeted in the communication strategy.

1.2 Background to the project

Whereas every country needs to be able to produce tradable goods that are competitive in design, quality and price. Increasing international trade, in an era of liberalised trade, largely depends on quality standards as well as on credible testing and calibration facilities, which ensure that products comply with the requirements of standards. Hitherto, a number of duty free and quota free facilities were launched to support developing countries in accessing markets. In-spite of this, many developing countries are still unable to enjoy equitable participation in global trade due to challenges of inadequate supply capacity and the lack of quality infrastructure. Being an import dependent economy, Nigeria has been experiencing trade imbalance in her trade with most countries. While many of the imported products are of poor quality, the country’s nascent industry is not yet able to satisfy local demands in quantity and quality of goods. In view of this, Nigeria’s young industries require support to improve the quality of their products.

Trade is identified as one of the principal instruments of poverty alleviation. Local and regional trade and export-led growth has resulted in increased household incomes and employment opportunities signifying a positive trade poverty-nexus in development process. Good quality is an essential element for products to integrate into international markets. At the moment, Nigeria does not have the quality infrastructure that

is internationally recognized and therefore able to ensure safety, integrity and marketability of goods and services and remove technical barriers to local, regional and international trade.

Within the regional context, Nigeria exerts major political and economic influence in the West Africa region and a number of initiatives at the ECOWAS level are being pursued for trade facilitation and economic integration including multilateral trade negotiations (EPA with the EU), a customs union through a CET, sanitary and phyto-sanitary measures and investment.

The EU Programme to support Nigeria Competitiveness in Trade and Investment is within Focal Sector 3 the 10th EDF Country Strategy Paper (CSP)/National Indicative Programme (NIP) for 2008-2013 and complements EU's support to ECOWAS under the European Community-West Africa Regional Strategy Paper (RSP)/Regional Indicative Programme (RIP) 2008-2013. The objectives of Focal Sector 3 of the CSP/NIP are to enable the Federal and State Government to improve the competitiveness and diversification of Nigeria's non-oil production sector by enabling a more friendly business and investment environment and to fully participate in trade and customs related negotiations and policy making especially at multilateral level within the framework of the regional integration process (ECOWAS) by strengthening the capacity of the federal ministries and agencies.

The EU Support programme is being implemented simultaneously by UNIDO and GIZ and is complementing other current respective activities of the implementing partners.
Two of the specific objectives of the EU Programme for Nigeria are the following:

1. To strengthen the FMTI and LGA to improve the business/investment climate for SMEs (implemented by GIZ).
2. To support the development of the missing standards and quality control bodies and encourage improvement of the quality of products and services exchanged in the Nigerian markets (implemented by UNIDO).

1.3 Objective of the project

The overall objective of the NQI Project, which is one of the three components of the EU private sector support programme, is to support the development of missing standards and conformity assessment/ quality control bodies within the framework of the national quality infrastructure in order to improve the quality of products and services exchanged in the Nigerian and international markets. Its purpose is to improve the quality, safety, integrity and marketability of Nigerian goods and services and remove technical barriers to trade by having an adequate, effective and sustainable National Quality Infrastructure (NQI), consistent with international and regional principles and practices.

This objective is aligned with the Nigerian Federal Government's vision 20-2020 and the Nigerian Industrial Revolution Plan which focuses on areas of competitive and comparative advantage, follows an integrated approach across the value chain, and ensures linkages to ancillary subsectors and to critical enabler such as innovation and skills. The NQIP overall objective is in line with the MDGs especially goal number 8: developing global partnership for development. It falls under Component 3: "Quality Infrastructure, Market Access and Trade" of the UNIDO County Support Programme for Nigeria.

The project will be achieved through five specific objectives:

1. Promulgation of a National Quality Policy and ensuing legislation for the NQI;
2. Establishment of a National Accreditation Body;
3. Development of a National Metrology Institute;
4. Improvement of Organized Private Sector (OPS) patronage of the NQI and their capacities to create and support conformity assessment bodies (CAB) and;
5. Enhancement of the consumer protection role on quality issues as well as increased capacities of consumer associations to lift up the quality offer/culture of Nigerian enterprises.

1.4 Inception report

This Inception Report is based on the analysis of the current situation in Nigeria in the field of quality development. It details and adjusts the project activities based on the findings and recommendations

gathered during the inception phase. It includes a project 45-months work plan, annual budget and a revised project logical framework among other documents. This report has been prepared by UNIDO for the consideration of the Project Steering Committee.
The objectives of this Inception Report are:

- To rationalise and revise the logical framework
- To update the current baseline information, indicators and milestones
- To reformulate the four-year Work Plan (activities/sub activities) and the timetable for the implementation of the activities as per inception phase findings
- To reconsider the budget distribution at the level of results
- To define the expertise, services and equipment needed for the project implementation
- To prepare a plan for monitoring and evaluation of the programme.

In preparing this programme and in order to ensure commitment and ownership of the project, the key partners were involved in the early stages of project planning. This has the added benefit that it pooled together the knowledge and experience of stakeholders; helping to ensure that the programme is as robust as possible.

B Market Study

The National Quality Infrastructure project for Nigeria started with an inception phase, which caters for a comprehensive market study. The market study is an essential input to the success of the overall project. It reveals the market reality to the public and private sectors, which is a vital contribution for rational investment decisions in the various functions of the NQI that provide business services like consulting, training, testing, calibration, repair and maintenance of measuring instruments. The outcomes of this study would also lead to the motivation of the organized private sector to create a public-private association to establish and run a NAB and other CABs.

The market study factored in and benefitted from inputs of the calibration and testing and laboratory mapping exercise which was undertaken during the inception phase.

The objectives of the market study are the followings:

- To provide factual data to establish the baseline for the performance of the services to be provided by the NQI as well as the potential and prospects for growth - thus allowing a realistic assessment of NQI's performance in future simplified market assessment studies.

- To obtain reliable market data for the demand and supply of the services provided or to be provided by the NQI including inputs on gender, inclusiveness and sustainability issues in order to improve safety, integrity and marketability of Nigerian goods and services.

- To develop and strengthen national quality institution capacities in the area of business plan development through application of modern market study methodology.

- To obtain sex-disaggregated data at local the level; to evaluate the data in order to ensure that disparities in rights, resources and voice of women are removed.

In order to reach these objectives, the market study is carried out on three successive phases. Phase 1 was successfully completed, while phase 2 is currently on-going.

Phase 1: Testing and calibration laboratory mapping

Within the quality and compliance infrastructure, the NQIP is focusing on providing technical assistance to ensure that products made in Nigeria are adequately tested according to international standards and conformity assessment requirements. In order to do so, the country must operate laboratories that are able to test products and samples for compliance to required standards.

As part of the inception phase, a testing and calibration laboratory mapping exercise took place from November 2013 till mid-March 2014 in Nigeria. This exercise was undertaken in order to collect and analyze information on existing calibration and testing facilities and capabilities and to make the information available in the country in the form of a national database and a directory of Nigerian testing and calibration laboratories. This will result in promoting their businesses in Nigeria and abroad. It would also enhance cooperation and partnership among the testing and calibration laboratories within the country. It was targeted to reach 100 laboratories during this first phase. For this, more than 400 laboratories were identified.

At the end of the activity, 80 laboratories responded to the call and filled out the online questionnaire. The laboratory team verified the questions and approached the laboratories concerned for validation of the data they provided. The exercise and its results have been compiled into a brochure. Also, all the collected and validated data are reflected in a laboratory directory. The first paper-based production of the directory includes 78 laboratories.

The registration of laboratories will be continued throughout the project implementation phase and will take the form of an online laboratory directory which will be available after completion of the project. It is planned to strengthen the capacity of the most suitable institutions to carry out the follow-up of this exercise in the future. The laboratories that have not yet been a part of the exercise but which are interested will have a chance to participate at any time. If needed, a further advert will be published in the local media to raise awareness of the exercise among the laboratories.

The expected result of the activity will determine how best to achieve a quality infrastructure which answers to market needs, taking into consideration the installed capacities and proposing viable scenarios to cover the missing links.

Phase 2: data collection & assessment

In order to maximize the absorption capacity of the market survey methodology, it was decided that phases 2 and 3 will be carried out by a local institution which will be trained by international experts. The idea is to develop a local capacity for use in future. International experts were selected and the local institution is being identified. Simultaneously, important activities mentioned below were already carried out:

- The Terms of Reference (TOR) for the overall market study was elaborated;
- An updated first batch of baseline information was compiled and was presented to stakeholders during the inception phase workshop;
- Priority economic sectors were selected following consultations with the stakeholders;
- Technical questionnaires and methodologies to be used for OPS consultations were prepared and are ready for use;
- Rejections databases and their analysis for prioritized sectors based on FDA and RASFF were compiled;
- Training for national experts regarding market study is being organized.

These activities will allow the NQIP to go forward with the market study. A systematic determination of the overall market demand is now about to start through questionnaires and personal interviews in key sectors of the economy. Also, the needs of the local business community in the areas of metrology, technical standards & regulations, conformity assessment bodies and procedure, proficiency testing schemes, certified reference materials, repair & maintenance of lab equipment, accreditation, market surveillance and WTO enquiry point are equally being ascertained. The results will be analysed with a view to estimating the market demand for conformity assessment and calibration services by type and subsector and to examine the current availability or non-existence of conformity assessment and calibration services (public and private providers) in the country.

Phase 3: Validation of the collected data, conclusions and development of a "National Quality Infrastructure Improvement Plan"

Once the second phase of the market study is completed, conclusions will be drafted and provided on the institutions that should be created or transformed and on the range of NQI services, including conformity

assessment and calibration services and capacities needed. Once the full market potential is determined, an implementation plan covering the next 3-5 years will be designed for the development of a National Quality Infrastructure Improvement Plan - to be taken over by the Government and key stakeholders involved with other needed national conformity assessment institutions. A Final Market Study Report & Sectorial Approach and a Manual with methodology to carry out sectorial market studies in the future will be made available.

1 Promulgation of a National Quality Policy and ensuing legislation for the NQI (Component 1)

1.1 Inception phase (Findings and Recommendations)

In relation to outcome 1 "**A National Quality Policy is promulgated and ensuing legislation for the National Quality Infrastructure is improved"** there have not been major changes in the logic of implementation. During the inception phase the results were found to be valid and therefore kept without any changes. However certain revisions and adjustments were done within the respective outputs as they were reordered and expanded to a wider range of institutions and to gender mainstreaming. Outputs 2 and 4 were created in order to provide the roadmap for capacity development of institutions and for the effective institutional capacity improvement. In output 3, activities implemented with the goal of publishing a green paper were strengthened. In this respect, provision was made for knowledge transfer. For a detailed list of adjustments done together with the justifications, please refer to the table below:

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 1.2 The technical regulation regime is assessed and capacity of institutions in charge of regulation and notification is improved along best international practices and WTO requirements.	**Output 1.1 The technical regulation regime is assessed against best international practices and WTO requirements**.	**The improved capacity of institutions is removed from O1.1 and a new output (see O1.4) is created to support the capacity development of institutions. Change of numbering due to reordering.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 2: Assessment of the current Nigerian technical regulations (TR) package and of the effectiveness of related market surveillance authorities.	Activity 1.1.1: Assessment of the current Nigerian technical regulations (TR) package and of the effectiveness of related market surveillance authorities.	Changes of numbering due to reordering of activities.
Activity 4: Preparation of the basic activities to identify, store, update and use the information on foreign TR, standards and conformity assessment dispositions of countries that import from Nigeria	Activity 1.1.2: Preparation of the basic activities to identify, store, update and use the information on foreign TR, standards and conformity assessment dispositions of countries that import from Nigeria	Change in numbering due to reordering of activities.

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 1.3 Roadmap for improving the Sanitary and Phyto-sanitary (SPS) infrastructure is developed	**Output 1.2 A roadmap is designed for harmonisation of regulatory systems, establishment of new organisations, and strengthened capacity of new and existing**	**This output was expanded as counterpart felt a roadmap was needed in order to harmonise**

	conformity assessment and consumer protection institutions.	**the regulatory system of existing and new institutions. This is a key output as it will build ownership and buy into a harmonised regulatory system.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
	Activity 1.2.1: Facilitate engagement of conformity assessment institutions and consumer protection institutions in the development of a roadmap for strengthening existing institutions and the development of new institutions.	New activity to facilitate the development of the roadmap. This is a key activity that will build ownership and buy into a harmonised regulatory system.
Activity 3: Streamlining the WTO and SPS national enquiry points (NEP)	Activity 1.2.2: Streamlining the WTO and SPS national enquiry points (NEP)	Change in numbering due to reordering of activities.
	Activity 1.2.3: Engagements of national enquiry points in gender sensitive standards promotion activities.	New activity included upon gender mainstreaming strategy definition and analysis. Access to information needs to be non-discriminative.
Activity 5: Strengthening the implementation of the Food Safety Policy through Nigeria Sanitary and Phyto-sanitary (SPS) infrastructure	Activity 1.2.4: Strengthening the implementation of the Food Safety Policy through Nigeria Sanitary and Phyto-sanitary (SPS) infrastructure	Change in numbering due to reordering of activities.
	Activity 1.2.5: Assess and disseminate the gender equality impact of TBT/SPS legislation	New activity included upon gender mainstreaming strategy definition and analysis. Because their capacity to react to changes is different, men and women are not impacted in the same way by policy choices.
	Activity 1.2.6: Build understanding of relevant authorities on the implications for women of TBT/SPS legislation	

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 1.1 A "Green Paper" about a legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and	**Output 1.3 A "Green Paper" about a legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI is**	**Change in numbering due to reordering.**

NQI is published.	**published.**	
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
	Activity 1.3.1: Sensitization of team preparing 'Green Paper on the gender rights aspects to be included, specifically the mandatory inclusion of women in technical and certification committees and for quarantine and crisis handling procedures to incorporate mitigating measures for most vulnerable group, including women producers.	New activity included upon gender mainstreaming strategy definition and analysis. Because their capacity to react to changes is different, men and women are not impacted in the same way by policy choices.
Activity 1: Preparation of a "Green Paper" about the legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI. Institutional dialogue.	Activity 1.3.2: Preparation of an "Green Paper" with the legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI institutional dialogue which fosters integration of GEEW objectives and networks within the NQI.	Inclusion of mainstreaming strategy activity. This is because their capacity to react to changes is different, men and women are not impacted in the same way by policy choices.

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
	Output 1.4 Institutional capacity is improved to implement reforms.	**New output to support the capacity development of institutions.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
	Activity 1.4.1 Develop institutions capacity development plans to meet reforms identified in policy.	New activity to focus on capacity development for management of the changes.
	Activity 1.4.2: Enhance the Standard Organisation of Nigeria managerialsystem and on its standard development capacity.	New activity included upon specific counterpart's need and to comply with overall objective.

1.2 Project design

1. Rationale

A National Quality Policy Development, along with institutional capacities development, remains the backbone for implementing the NQI Programme. In other words, NQI is legitimized by a National Quality Policy (NQP). It provides the fundamental laws on standardization, metrology, conformity assessment

and accreditation which must be guaranteed and conform to the requirements of the WTO's Sanitary and Phyto-sanitary Standards (SPS) and Technical Barriers to Trade (TBT) Agreements.

The development of a coherent and stable National Quality Infrastructure (NQI) of Nigeria which entails the creation of two new and essential institutions, the National Accreditation Body (NAB) and the National Metrology Institute (NMI), needs a National Quality Policy. Also evident is the fact that the Nigerian technical regulations and related procedures for compliance need to be further systematized, intelligible, easily accessible and based on cost - effectiveness data related to its application and enforcement.

UNIDO assistance in the development of a National Quality Policy for Nigeria will ensure that goods and services that are exported from or traded in Nigeria are designed, manufactured and supplied in a manner that meets the needs of the market, as well as those of regulatory authorities.

The UNIDO-EU National Quality Infrastructure project aims at developing a National Quality Policy to aggregate stakeholders' resolutions in that framework, as well as motivating analysis, discussion and updating and supporting legislation. It is targeted to have a National Quality Policy approved within 2 years of project start-up. Technical regulation regimes of developing economies are often times in disarray, fragmented, non-compliant with WTO-TBT requirements and overlaps occurring amongst various regulatory agencies. The need for a proper review of all these technical regulations with a view to harmonize them using the instrumentality of a NNQP has become paramount.

The Steering Committee of the Nigeria National Quality Policy held its 1st meeting on 27 January 2014 where technical sub-committees on accreditation, standardization, and technical regulations were constituted and the roadmap validated. During this meeting the NNQP Chairman listed some of the key objectives of the NQP:

- To strengthen the national metrology system and, in particular, raise the profile of metrology as a significant component in the country's overall activities;
- To establish appropriate framework for the development and publication of national standards, to clearly define the role of the SON which is at the pinnacle of the standardization work, and to involve all stakeholders in the process;
- To expand the use of accreditation into all the national regulatory environment;
- To provide a framework for the establishment of conformity assessment service providers in both the public and private domain that are in addition, technically competent;
- To give clear mandates and elaborate a proper division of work regarding the administration of technical regulation measures and;
- To provide a national quality promotion strategy that builds on the national quality infrastructure and assists the country's enterprises in becoming globally competitive.

A roadmap was prepared by the National Steering Committee (NSC) of the NNQP secretariat, SON, and reviewed by UNIDO. Questionnaires are being developed and will be administered by UNIDO under the supervision of selected international and national experts. The experts are being recruited in close consultation with the National Steering Committee to handle the process.

The Steering Committee of the Nigeria National Quality Policy held its 2nd meeting on 21 May 2014 where the following resolutions were adopted:

- Nigeria should strive for a globally-acclaimed National Quality Policy which is comparable with other major national policies and in line with international best practices.
- The presentations from the Sub-Committees were accepted as working documents for drafting the National Quality Policy.
- A new Sub-Committee to be constituted for the Organised Private Sector and end-users – with due consideration given to businesses in the informal sector that are outside the ambit of the Organised Private Sector.
- Advertisements to be placed in major national newspapers inviting the public to provide input to the formulation of the Nigeria National Quality Policy.
- The Office of Technical Regulations to be established and located at the highest decision-making authority in the country – the Presidency. This will help to resolve the lingering problem associated with the overlapping mandates of regulatory agencies.
- The National Agency for Food, Drug Administration and Control (NAFDAC) to be brought on board in future discussions.

2. Activities/ Sub activities

The activities foreseen under Outcome 1 are as follows:

Output 1.1: The technical regulation regime is assessed against best international practices and WTO requirements.

Activity 1.1.1: *Assessment of the current Nigerian technical regulations (TR) package and of the effectiveness of related market surveillance authorities. This will be achieved by:*

- Awareness and training of the working group and regulators on best practices. In technical regulations. This sub-activity will be undertaken in close collaboration with NAFDAC. Actions required:
    - Organize awareness meetings;
    - Carry out external consultations and regional workshops;
    - Report on the meetings, consultations and workshops.

- Identification of TR, its review and ensuing recommendations. Actions required:
    - Give assignment to a national expert and international expert;
    - Prepare a report with factual data on the current package of TR, regulators and market surveillance authorities.

- Creation of a consultative/governing platform of regulators with NAFDAC as secretariat. This sub-activity will be undertaken in close collaboration with NAFDAC. Actions required:
    - Organize various consultation meetings;
    - Establish a platform of regulatory agencies with secretariat at NAFDAC;
    - Set up of an inter-ministerial committee for the purpose of securing endorsement from the Federal Executive Council;
    - Submit to NASS for enactment of the relevant law;
    - Cooperate with the Department of Standards of Malaysia among others

- Specifications of technical resources including the data base and internet site that could lodge the information available after the conclusion of the activities. Actions required:
    - Fulfill the activity by the recruited national expert in coherence with logistics unit of NNQP and with the advice of the UNIDO webmasters;
    - Define a data management strategy.

- Procurement of ICT equipment, preparation of the data base for registry and installation. This activity will be undertaken in accordance with the defined data management strategy. Actions required:
    - Fulfill the activity by the recruited national expert in coherence with logistics unit of NNQP and with the advice of the UNIDO webmasters;
    - Procure ICT equipment according to UNIDO rules;
    - Create a website and a database in close collaboration with national experts and UNIDO webmasters;
    - Unify a TR databank on the created database with development of data access via the website.

- Preparation of improved methodologies for the regulation and enforcement of TR along best practices. This sub-activity will be undertaken in close collaboration with NAFDAC. Actions required:
    - Assign the sub-activity to an International expert and a National Expert;
    - Consult with National Regulatory Bodies;
    - Report on TR recommendations transmitted to the working group.

- Establishment of a strategic plan and operational procedure for the institutionalization of TR along best practices. This sub-activity will be undertaken in close collaboration with NAFDAC. Actions required:

- Assign the sub-activity to an international expert and a national expert;
- Consult with national regulatory bodies;
- Report on TR recommendations transmitted to the working group.

- Consultation of interested entities that will use this service and public presentation of conclusions and proposals. This sub-activity will be undertaken in close collaboration with NAFDAC. Actions required:
  - Assign the activity given to an International expert and a National Expert;
  - Consult with National Regulatory Bodies;
  - Establish an agreement which reflects the reached consensus;
  - Organize meetings on the above topic;
  - Prepare meeting report;
  - Adopt recommendations by the various regulatory agencies.

Activity 1.1.2*: Preparation of the basic activities to identify, store, update and use the information on foreign TR, standards and conformity assessment dispositions of countries that import from Nigeria. This will be achieved by:*

- Establishment of operational procedures to identify, store and update the information on foreign TR, standards and conformity assessment dispositions of countries that import from Nigeria and to get this information used. Actions required:
  - Identify and update information on foreign TR from countries that import from Nigeria;
  - Identify and update information on standards from these countries;
  - Identify and update conformity dispositions of these countries;
  - Harmonise Nigerian TR in line with the foreign TR, standards and conformity assessment.

- Consultation of interested entities that would use this service. Actions required:
  - Assign the activity given to an International expert and a National Expert;
  - Consult with National Regulatory Bodies;
  - Establish an agreement which reflects the reached consensus.

- Establishment of the Office of Technical Regulations to be established at the highest decision-making authority in the country – the Presidency; to resolve the lingering problem associated with the overlapping mandates of regulatory agencies.

Output 1.2: A roadmap is designed for harmonisation of regulatory systems, establishment of new organisations, and strengthened capacity of new and existing conformity assessment and consumer protection institutions.

Activity 1.2.1: *Facilitate engagement of conformity assessment institutions and consumer protection institutions in the development of a roadmap for strengthening existing institutions and the development of new institutions.*

Activity 1.2.2: *Streamlining the WTO and SPS national enquiry points (NEP). This will be achieved by:*

- Assessment of the procedures, data base and ITC resources used by the NEPs and elaboration of recommendations. This sub-activity will be undertaken in close collaboration with the FMITI and SON. Actions required:
  - Assign the activity given to an International expert and a National Expert;
  - Prepare an assessment report.

- Assessment of the protocol and operational procedures and resources needed by governmental bodies responsible for the legislations to produce draft regulations for the National Enquiries Points. This activity will be undertaken in close collaboration with the FMITI and SON. Actions required:
  - Assign the activity given to an International expert and a National Expert;
  - Prepare an assessment report on facilities/protocol made available;

    - Prepare draft of recommendations and diffuse of recommendations to various regulatory agencies and national enquiry points.

- Guidelines on SPS made available to the regulators, NEPs and the OPS. Action required:
    - Print the SPS guidance manual.

- Review and strengthen the national SPS infrastructure, establish a roadmap to improve the Nigerian infrastructure. This sub-activity will be undertaken in close collaboration with NAFDAC. Actions required:
    - Procure IT equipment for website and database;
    - Insert information in the database and creation of website.

- Review and update the legislation for the SPS infrastructure. This sub-activity will be undertaken in close collaboration with NAFDAC. Actions required:
    - Review and update the legislation of the National Food Safety management committee;
    - Validate the proposal by government in consultations with stakeholders.

Activity 1.2.3: *Engagements of national enquiry points in gender sensitive standards promotion activities. This will be achieved by:*

- Inclusion of gender mainstreaming guidelines. Actions required:
    - A gender expert provides guidelines on gender mainstreaming within NEPs.
    - Include guidelines on gender mainstreaming within NEPs in streamlining and re-organisational process.

- Promotion of gender sensitive standards. Actions required:
    - Hold a presentation on gender mainstreaming and standards promotion activities.

Activity 1.2.4: *Strengthening the implementation of the Food Safety Policy through Nigeria Sanitary and Phyto-sanitary (SPS) infrastructure. This will be achieved by:*

- Establishment (revitalisation) of the National Food Safety Management Committee in order to modernise the Nigerian food safety regulatory framework in line with international best practices. This sub-activity is in line with the goal number 1 for the National Policy on Food safety of Nigeria, which is “to modernise the Nigerian food safety regulatory framework in line with international best practices”. This sub-activity will be undertaken in close collaboration with the FMITI, the FMoH and NAFDAC (with involvement of FMARD). Actions required:
    - Peer review the Food Safety Policy;
    - Build an accepted Consultative platform on food safety and quality in Nigeria – called Food Safety Committee - with clear guiding rules and the work plan;
    - Consult the Food Safety Committee, good agricultural practices (gaps) for farmers, HACCP, improve capacity for inspectors;
    - Consult on pre-shipment requirements of countries importing from Nigeria.

- Awareness raising and capacity building undertaken for Food Safety Policy. This activity is in line with goal 1 of the action plan for the national policy on food safety of Nigeria, which is “to modernise the Nigerian food safety regulatory framework in line with international best practices”. This sub-activity will be undertaken in close collaboration with the FMITI, FMoH and FMARD. Actions required:
    - Organize a study tour for inspectors, national food safety committee (e.g. Asia, Europe, Canada, USA);
    - Organize workshop/meeting awareness building in 6 geopolitical zones;
    - Prepare study tour and workshop/meeting report;
    - Ensure Media publicity targeting consumers, OPS and other interested stakeholders;
    - Prepare workshop and meeting reports for dissemination services.

- Identification of top high risk foods in Nigeria (assessment and workshop) and development of a plan to mitigate the identified risks. This sub-activity is in line with goal number 2 of the plan of action for the national policy on food safety of Nigeria, which is “to minimize the incidence of risks

associated with physical, chemical and biological hazards in foods and water". This activity will be undertaken in close collaboration with the FMoH and NAFDAC and with NIFST as technical partners. Actions required:

- Organize workshop and prepare a report and mitigation plan;
- Prepare skills gap report;
- Analyse rejections of selected Nigerian products
- Identify training needs for trainers and preparation of trainings work plan.

- Design new food exports from Nigeria programs like aflatoxins to address the challenges affecting food (direct interventions initiatives). This sub-activity is in line with goal number 3 of the plan of action for the national policy on food safety of Nigeria, which is "to strengthen institutional capacity for food safety". This sub-activity will be undertaken in close collaboration with NAFDAC. Actions required:

    - In collaboration with NIFST and selected universities as technical partners train inspectors on HACCP auditing; train internal and third party auditors; training on better handling and preservation of commodities (e.g. to minimise contamination);
    - Prepare training reports as guidance documents.

Activity 1.2.5: *Assess and disseminate the gender equality impact of TBT/SPS legislation. This will be achieved by:*

- A gender expert reviews of TBT/SPS legislation for potential gender disparity and drafting of a report.

Activity 1.2.6: *Build understanding of relevant authorities on the implications for women of TBT/SPS legislation. This will be achieved by:*

- A workshop organised on gender mainstreaming within TBT/SPS legislation.

Output 1.3 A "Green Paper" about a legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI is published.

Activity 1.3.1: *Sensitization of team preparing 'Green Paper'. Gender rights aspects are to be included, specifically the mandatory inclusion of women in technical and certification committees and for quarantine and crisis handling procedures, as well as mitigating measures for most vulnerable group, including women producers.*

Activity 1.3.2: *Preparation of a "Green Paper" about the legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI- strengthening institutional dialogue. This will be achieved by:*

- Creation of a Secretariat for the NNQP Steering Committee (NNQPSC) and technical subcommittees with balanced representation of concerned parties with mandate to coordinate and prepare the National Quality Policy. This sub-activity is under the responsibility of FMITI, NSC Secretariat and UNIDO. Actions required:
    - Define Terms of Reference including indicating membership, periodicity of meetings, internal regulation, and composition of the secretariat, in order to constitute an operational Nigerian National Quality Policy group which is able to prepare a Green Paper and the National Quality Policy;
    - Define key objectives of the NNQP during the 1st NNQP Steering Committee ;
    - Create 4 subcommittees during the 1st NNQP Steering Committee meetings to be in charge of technical areas;
    - Define a work plan in order to ensure a smooth implementation toward the expected output;
    - Prepare progress report to inform stakeholders, steering committee members and technical subcommittees of the progress made in this activity.

- Establishment of an NNQP methodology and start of the process. This sub-activity is under the responsibility of UNIDO in close consultation with the NSC. Actions required:
    - Identify and recruit national and international experts to lead the process and orientate the NNQP Steering Committee;
    - Facilitate understanding of the Food Safety Policy for the NNQP preparation in order to ensure harmony between the two policies;
    - Definition of a clear methodology.

- Conduction of first consultations between experts and subcommittees to obtain agreements on work plans, methodology, agreements on sectors and timeline questionnaire and to prepare and acquire working tools. This sub-activity is under the responsibility of the NSC secretariat. Actions required:
    - Organize four consultations between appointed experts and technical subcommittees, institutions and private sector;
    - Validate the work plan, methodology and preparation/acquisition of working tools;
    - Organize technical sub-committee and steering committee meetings;
    - Place advertisements in major national newspapers inviting the public to provide input to the formulation of the Nigeria National Quality Policy.

- Sharing Quality Policy experience of other countries with Nigerian institutions and integration of identified best practices in the NNQP. Actions required:
    - Organize study tour for members of the technical subcommittees in selected agreed countries;
    - Prepare meeting and study tour reports on policy and technical regulations in the visited countries;
    - Integrate identified best practices into the NNQP.

- Preparation and presentation of a "Green Paper" that includes a plan for the mandatory inclusion of women in technical and certification committees and fosters the general integration of GEEW networks within the NQI, adjoining the cost-benefits assessment and the draft proposals for the NNQP, as well as its ensuing improvement plan for the NQI. Actions required:
    - Prepare the first draft of NNQP by the team of National Experts recruited
    - Include a clause on the mandatory inclusion of (i) gender equality concerns within the standardization process and (ii) gender balance objectives within technical committees;
    - Quarantine or crisis handling procedures that incorporate mitigating measures for most vulnerable groups, including women producers / entrepreneurs. An expert, which is responsible for drafting the green paper, needs to include measures for mitigating impact of policy and policy decisions on gender equality.
    - Quarantine or crisis handling procedures that incorporate mitigating measures for most vulnerable groups, including women producers / entrepreneurs. A gender expert needs to also review the green paper with view of including mitigating measures for gender equality;
    - A gender expert identifies potential women networks / associations having an interest in the NQI.

- Align the NNQP with new international practices in order to define a quality policy in conformity with the world’s best practices. Actions required:
    - Nominate focal points specifically dedicated to the revision of the first draft of NNQP;
    - Revise the draft of NNQP in particular the main directives for the implementation strategy; this will be undertaken with the help of an international expert.

- Follow-up consultations (through questionnaires, interviews, meetings, etc.) towards the approval of the NNQP, and the improvement and application of ensuing fundamental legislation for the NQI. Actions required:
    - Prepare questionnaire, interviews and meeting agendas to obtain an efficient follow-up toward approval of the NNQP by the NNSCP Secretariat in close consultation with UNIDO Project team;
    - Organize about six regional consultation events to obtain follow-up toward the approval of the NNQP.

- Validation workshop of the NNQP and measures taken for its visibility. Actions required:
    - Organize a 2nd NNQPSC meeting for guidance of the NNQP;
    - Organize a 3rd and 4th NNQPSC meeting for final validation of the NNQP;
    - Take measures towards the visibility of the output and nationwide dissemination via printed documents, website and media/publicity;
    - Raise awareness of the stakeholders in a large seminar. The seminar will be organized for the main stakeholders. During the seminar a presentation of the NNQP together with the long term major lines of the strategy for the next 10 years will be presented. A one day seminar for validation is foreseen.

Output 1.4: Institutional capacity is improved to implement reforms.

Activity 1.4.1: *Develop institutional capacity development plans to meet reforms identified in policy.*

Activity 1.4.2: *Enhance the Standard Organisation of Nigeria managerial system and its standard creation capacity. This will be achieved by:*

- Support provided to SON in terms of organizational changes and reengineering of its structure, gender training and sensitization on topics that may be important. Actions required:
    - Organize DG's SON visit to UNIDO Headquarter;
    - Organize trainings on managerial reengineering and standardization.

- Support provided to SON in terms of standard development capacity. Actions required:
    - Review the e-registration system of SON;
    - Organize ISO trainings;
    - Organize OPS consultations to adjust to private sector needs;
    - Support creation of missing standards and/or impact assessment of newly reviewed standards (i.e. for the cement products, etc.).

1.3 Other related projects in the area of Quality Policy

There is another project that is currently being implemented in the area of National Quality Policy in Nigeria:

- The West Africa Quality Programme: the ECOWAS project is funded by the EU and implemented by UNIDO. NAFDAC and SON cooperate within the West African Quality system.

This project intervenes in areas that are very close to what is to be achieved under the NQI project. Thus a cooperative and regular exchange of information is necessary to ensure that projects are complementary and work together towards the achievement of common goals. For example, the NNQP will be harmonized with the recently approved ECOWAS Quality Policy. Overlaps should be eliminated.

1.4 Resources and Budget

The financial resource allocation as per main budget heading (result) was found sufficient and remains unchanged. As a result of the inception phase however certain adjustments needed to be done within the results. The budget for the Quality component looks as follows:

Outcome 1		
A National Quality Policy is promulgated and ensuing legislation for the National Quality Infrastructure is improved		**994,008**
Output 1.1	The technical regulation regime is assessed against best international practices and WTO requirements.	213,000
Output 1.2	A roadmap is designed for harmonisation of	377,237

	regulatory systems, establishment of new organisations, and strengthened capacity of new and existing conformity assessment and consumer protection institutions.	
Output 1.3	A "Green Paper" about a legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI is published.	310,937
Output 1.4	Institutional capacity is improved to implement reforms.	92,834

1.5 Definition of baseline and baseline indicators

The baselines as well as indicators were verified, defined and assigned real quantitative values during the inception phase. Baseline information surveys were collected from FMoH (Food Safety Department), SON, Federal Ministry of Industries, Trade & Investment (FMITI), Department of Weight & Measures, National Environmental Standards & Regulations, Enforcement Agency (NESREA), Nigeria Institute for Food Science & Technology (NIFST), National Agency for Food Drug Administration & Control (NAFDAC), Nigeria Electricity Regulatory Commission (NERC), and National Communication Commission (NCC).

The annexed Logical Framework summarizes the logic of intervention, the baseline indicators, the objective verifiable indicators and the sources and means of verification. In summary:

The baseline indicators were fine-tuned thanks to the baseline information collected in May/ June2014 through surveys.

Baseline indicators for the outcome 1:

The baseline indicators for this outcome consist of:

- NNQP validated by government and ready for submission to Parliament.
- Fundamental laws on standardization, metrology, conformity assessment and accreditation are updated and validated by government.
- A NNQP for the fundamental NQI laws approved after 2 years of project start-up.

Baseline information for the outcome 1:

- There is no National Quality Policy as yet. With the leadership of SON, work has started. Effort will be made to ensure that the policy is aligned/ harmonised with the ECOWAS Quality Policy. However, there are a number of sectorial policies e.g. National Policy of Environment, draft policy on electricity together with work plans, etc, which have bearing with a National Quality Policy.
- A validated National Food Safety Policy as well as an action plan exists but it is yet to be implemented. The said policy will soon be presented to the National Council on Health and then the Federal Executive Council for endorsement and enforcement.

Output 1.1 The technical regulation regime is assessed against best international practices and WTO requirements.

Baseline indicators for the output 1.1:

- Assessment report on Nigerian TR available.
- A methodology for clear, feasible, cost effective and harmonized technical regulations.
- Database of the Nigerian TR & Methodology for its easy updating and management.
- Number of draft TRs notified by WTO and SPS national enquiry points (NEP).

Baseline information for the output 1.1:

- Various agencies have Technical Regulations relating to their mandate. The Department of Weights & Measures is responsible for TR on weights and measures in the country. The TRs, however, need to be harmonized.

- Some of the agencies have a database for their TR but it is only NESREA, NCC and NERC that have websites and methodology for easy updating of the TRs. A TR review committee has been set up.
- The TRs are enforced through mandatory enforcement. This in effect makes the enforcement to be penal. NAFDAC enforces the TR through the inspectorate department which conducts surveillance monitoring. The average total number of items checked for each enforced TR is about 5500 samples.
- The draft TR by SON is the one that has been notified to the WTO and SPS National Enquiry Points (NEP) which is domiciled in NAFDAC.
- There is no road map for the improvement of SPS in the country.
- Data on items checked for enforced national technical regulations is not available.
- According to SON, TR is enforced in 7 sectors, namely, chemical, mechanical, electrical, civil, building, textiles and foods.
- Many of the agencies have no gender policy nor sex disaggregated statistics on women inclusion.
- There are complaints from consumers on the quality of products sold in Nigeria. The complaints are tracked, using log books. SON's consumer market desks are available in many locations for receiving, processing and necessary follow-up action including measures to mitigate the complaints. Other agencies such as NCC, NERC, NESREA and NAFDAC also have their system for tracking complaints and mechanisms for resolving the issues. Nevertheless, in the country, CPC remains the foremost agency devoted to consumer complaints.
- According to NEPC, although the no actual data has been kept, there is a high ratio of non-compliance of products, both processed and unprocessed, destined for export to Europe. This results in a large amount of rejections.
- There is high ratio of non-compliance especially on agricultural products for export.
- In the domestic markets, the image of made – in - Nigeria products is fair depending on the product/sector.
- There is no statistics on sex-disaggregated data and qualitative information on women inclusion.

Output 1.2 Roadmap designed for harmonization of regulatory systems, establishment of new organisations, and strengthened capacity of new and existing conformity assessment and consumer protection institutions.

Baseline indicators for the output 1.2:

- Key stakeholders agree on roadmap for harmonisation.
- Institutions identify measures to address gender equality impact of TBT/SPS legislation.
- # of gender sensitive standards promotion activities organized.
- # of women-owned companies using the services of the NEP.
- # of gender sensitive sectors identified.
- 1 report on gender impact of TBT/SPS.

Baseline information for output 1.2:

- Fundamental laws on Standardization, Metrology, Conformity Assessment and Accreditation are yet to be validated by the Government. They will also need to be updated so as to conform to current best practices.
- The fundamental laws on electricity standardisation have been validated by the government.
- The need for updating the fundamental laws on standardisation has been reflected in the action plan of the Food Safety Policy
- Except in NAFDAC, there is no road map for the improvement of SPS infrastructure in Nigeria
- A database for TR exists but there is no website and methodology for their easy updating and management.
- There is no data on source of sex-disaggregated statistics and qualitative information of women inclusion
- SON has membership with AFRAC and but not with ILAC.

Output 1.3 A "Green Paper" about a legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI is published.

Baseline indicators for the output 1.3:

- Green paper adjoining a cost-benefits assessment and draft proposals for the NQP and its ensuing improvement plan for the fundamental laws of the NQI.
- Green paper includes a plan for the mandatory inclusion of women in technical and certification committees.
- Green paper includes measures for mitigating impact of policy and policy decisions concerning women.
- Quarantine and crisis handling procedures incorporate mitigating measures for most vulnerable groups, including women producers.
- % of women in technical committees and certification committees.

Baseline information for the output 1.3:

- There are crisis handling procedures in place as well as mitigating measures for the most vulnerable. For Weights and Measures, these are contained in Act W3 LFN 2004.
- There is a high ratio of non-compliance especially on agricultural products for export markets.
- The image of made –in-Nigeria products in the local market is fair, depending on the sector.
- While there is no obvious gender discrimination in many establishments, there is no gender management policy. They also do not have data on source of sex-disaggregated statistics and qualitative information on women inclusion.

Output 1.4 Improved institutional capacity to implement reforms.

Baseline indicators for output 1.4:

- Capacity development programme is implemented based on needs assessment.

Baseline information for output 1.4:

- The FMOH would need more capacity building/training on food safety.
- There are complaints from consumers on quality of products sold in Nigeria.
- There is increase in the number of product export rejection due to low quality of goods destined for Europe.
- There is a high ratio of non-compliance especially on agricultural products on export products.
- The image of made –in-Nigeria products in the local market is fair depending on the sector.
- There is no data on sex-disaggregated statistics and qualitative information on women inclusion.

1.6 Assumptions and Risks

The project results could be undermined or weakened by factors of subjective or objective nature as those presented below. In the annexed Logical Framework some specific assumptions and risks involved are presented in detail for each sub-activity.

The major global assumptions and risks from the perspective of the National Quality component are as follows:

Funding risks:

- *Seriousness:* High
- *Probability:* Low
- *Mitigation measure:* Maintain good relationship with EU thanks to a careful monitor project implementation and report on relevant developments to the Steering Committee of the projects to discuss options and take decisions on mitigating measures.
- *Assumption:* The project is executed in a timely manner and funds have been made available by the EU

Execution capacity risk:

- *Seriousness:* High
- *Probability:* Medium
- *Mitigation measure:* Ensure capacity building
- *Assumption:* Stakeholders have the capacity to develop and implement policy.

Government commitment risk:

- *Seriousness:* High
- *Probability:* Medium
- *Mitigation measure:* Secure government participation in the planning and implementation through consistent dialogue.
- *Assumptions:* There is commitment and interest of all concerned parties to reach consensus and agreement on the policy. Endorsement and enactment of relevant laws and regulations take place. The FGN is committed to update and overhaul the fundamental legislation for the NQI (and willingness to coordinate with various agencies and Ministries in order to minimize conflicts and overlapping of functions). Government supports the facilitation of the adoption and clearance of the national quality policy framework.

- **Conflict of interest amongst stakeholders risk:**
  - *Seriousness:* High
  - *Probability:* High
  - *Mitigation measure:* Set up technical regulation office at the highest level to ensure there is political backing and agreement
  - *Assumptions:* There is participation and collaboration of all stakeholders in the process. All national concerned parties support facilitation of the mapping process and provide all information / data needed.

- **Confidence among partners risk:**
  - *Seriousness:* Medium
  - *Probability:* Low
  - *Mitigation measure:* Ensure transparency in all activities.
  - *Assumptions:* Trust and confidence across partners result from transparency.

- **Security risk:**
  - *Seriousness:* High
  - *Probability:* Low
  - *Mitigation measure:* Monitor security situation and its impact on project implementation.
  - *Assumptions:* Security issues do not effect project implementation.

- **Inconsistency of policy risk:**
  - *Seriousness:* Medium
  - *Probability:* Low
  - *Mitigation measure:* Ensure constant advocacy of the project and stakeholders.
  - *Assumptions:* Government has a continued commitment to reform NQI.

2 Establishment of a National Accreditation Body (Component 2)

2.1 Inception phase (Findings and Recommendations)

In relation to **Outcome 2 "A National Accreditation Body provides accreditation services in coherence with the West African Accreditation system and is internationally recognized",** there have not been major changes in the logic of the implementation. During the inception phase, SON and UNIDO worked in close collaboration on a roadmap and the results were found valid and kept without any changes. However certain revisions and adjustments were made within the respective results, mainly on inclusion of gender mainstreaming objectives and reordering of the relevant output. The National proficiency testing scheme reinforcement objective has also been retargeted. For example in Output 2.4, it was found that national proficiency testing scheme (PTS) needs additional support and a preliminary step has been added with the goal of "designing the PTS and ensuring its approval by national, regional and international partners" (i.e. activity 2.2.1). For a detailed list of adjustments carried out together with the justifications, please refer to the table below:

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 2.1. A NAB is established with institutional governance, quality management system, sustainability plan, personnel and resources.	**Output 2.1. A NAB is established with institutional governance, quality management system, sustainability plan, personnel and resources.**	**No changes**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 1: Creation of NAB as a legal entity with its statutes, premises, business plan, leadership, internal organization, personnel and resources	Activity 2.1.1: Creation of NAB as a legal entity with its statutes, premises, business plan, leadership, internal organization, personnel and resources.	No changes.
	Activity 2.1.2: Gender balance objectives, gender mainstreaming training and specific technical and leadership training opportunities for women are established within an institutional gender policy.	New activity. There is a need to ensure that the institutional setup does not contribute to inequality in terms of recruitment and training opportunities, and access to remuneration and social benefits.
Activity 2: Preparation and implementation of the supporting management documents according to the reference standard ISO/IEC 17011. Training of NAB's personnel on NAB's operational methodologies	Activity 2.1.3: Preparation and implementation of the supporting management documents according to the reference standard ISO/IEC 17011.	Changes of numbering due to reordering of activities.
	Activity 2.1.4: Training of NAB's	Splitting in two

	personnel on NAB's operational methodologies.	phases to assure a parallel progression of the two activities.

Output as per Description of the Action	*Output after the Inception Phase*	*Justification and comments*
Output 2.4. A national proficiency testing scheme developed and implemented in partnership with regional / international partners.	**Output 2.2. A national proficiency testing scheme is developed and implemented in partnership with regional / international partners.**	Changes of numbering due to reordering of outputs.
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
	Activity 2.2.1: A National proficiency testing scheme designed and approved by national, regional and international partners.	New activity. Focus on national proficiency testing scheme elaboration as per needs expressed by national counterpart.
Activity 6: Pilot "proficiency testing" for a selected group of testing laboratories and for a selected type of testing, according to applicable international standards and ILAC Guide G22	Activity 2.2.1: Pilot "proficiency testing" for a selected group of testing laboratories and for a selected type of testing, according to applicable international standards and ILAC P9.	ILAC Guide G22 was withdrawn in October 2012 with the adoption of the resolutions of the 16th ILAC General Assembly.

Output as per Description of the Action	*Output after the Inception Phase*	*Justification and comments*
Output 2.2. Conformity assessment bodies supported and accredited as a pilot case by the National Accreditation Body.	**Output 2.3. Conformity assessment bodies are supported and accredited as a pilot case by the National Accreditation Body.**	**Changes of numbering due to reordering of activities.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 3: Selection, training and assessment of accreditation auditors according to ILAC applicable guides. Creation of a pool of registered accreditation auditors	Activity 2.3.1: Promotion of woman applicants, selection, training and assessment of accreditation auditors according to ILAC and IAF applicable guides and ISO 19011.	Equal opportunities for skills development should be given to women and men. It is necessary to become member of IAF in order to attain a full international recognition.
	Activity 2.3.2: Registration system implemented for pool of registered auditors	Reformulation for clearer aim. Activity is expanded to create a

		registration system for the pool of auditors.
Activity 4: Pilot accreditation audits by a team of NAB's auditors and recognized lead auditors hired by the project, to assess the conformity with ISO/IEC 17025 in laboratories willing to cooperate with the NAB	Activity 2.3.3: Pilot accreditation audits by a team of NAB's auditors and recognized lead auditors hired by the project, to assess the conformity with ISO/IEC 17025 in laboratories willing to cooperate with the NAB	Changes of numbering due to reordering of activities.
Activity 8: Assessment of reference laboratories and preparation of road maps for their accreditation readiness. Purchasing and installation of new equipment	Activity 2.3.4: Assessment of reference laboratories and preparation of road maps for their accreditation readiness. Purchasing and installation of new equipment for reference laboratories.	Changes of numbering due to reordering of activities.

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 2.3. National Accreditation Body promoted at national level and recognized at regional and international level.	**Output 2.4. National Accreditation Body promoted at national level and recognized at regional and international level.**	**Changes of numbering due to reordering of activities.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 5: Internal audit on the compliance of the NAB with ISO/IEC 17011 carried out by a team of lead auditors satisfying the requirements of applicable ILAC and IAF guides	Activity 2.4.1: Internal audit on the compliance of the NAB with ISO/IEC 17011 carried out by a team of lead auditors satisfying the requirements of applicable ILAC and IAF guides.	Change of numbering due to the fact that activity falls under output 2.4
Activity 7: Application to ILAC's membership and mutual recognition arrangement for laboratories. Marketing NAB's services in Nigeria and West African Region	Activity 2.4.2: Application to ILAC and IAF's membership and mutual recognition arrangement for laboratories.	Changes of numbering due to reordering of activities. It necessary to become member of IAF in order to attain an international recognition of certification bodies.
	Activity 2.4.3: Marketing NAB's services in Nigeria and West African Region with NAB gender policy used as promotional material with gender case studies.	Enlargement of scope with focus on targeted audiences. Promotional material include positive image of female

		technicians/managers, inspiring peers and students.

2.2 Project design

1. Rationale

A national accreditation body (NAB) is an institution which attests the competence and impartiality of conformity assessment bodies (testing and calibration laboratories, certification and inspection bodies), according to international standards such as ISO/IEC.

In Nigeria, there is not yet an established accreditation body. Although once established, the NAB could become effective and sustainable in view of the market demand for its business services.
The beneficiaries of national accreditation bodies are:

- Governments
- Regulators
- Businesses
- Manufacturers
- Consumers

Through this technical assistance, UNIDO will assist the Government of Nigeria to lay the foundation for a national accreditation body, and establish it according to the West African accreditation system just agreed upon by the Member States of ECOWAS in 2013. This focuses specifically on building the body's capacity to an internationally recognized level of competence.

The Federal Minister of Industry, Trade and Investment has approved the setting up of a Nigerian National Accreditation Service (NINAS), which will operate as an umbrella body for all laboratories in Nigeria. NINAS would soon be in place and it would thereafter proceed to accredit laboratories in the country.

The most important aspects of UNIDO's involvement in the NINAS process are:

- Ensuring credibility within the international scene
- Ensuring the visibility of NINAS through UNIDO interventions
- Ensuring trust from the clients including the laboratories and certification bodies
- Benefitting from impartial services and access to knowledge
- Guidance following world's best practices
- Accessing international high level expertise at low cost.

1. Activities/ Sub activities

The activities foreseen under Outcome 2 are as follows:

Output 2.1. A NAB is established with institutional governance, quality management system, sustainability plan, personnel and resources

Activity 1: *Creation of NAB as a legal entity with its statutes, premises, business plan, leadership, internal organization, personnel and resources. Actions required:*

- Registration of the NAB as a not-profit agency and preparation of a logo.

- Availability of office premises ready to be used; minimum personnel as project counterpart. Actions required:
    - Identify suitable office premises ready to be used;
    - Elaborate job description;
    - Recruit minimum personnel.

- Assistance to the recruitment of NAB's CEO and personnel. Actions required:
    - Elaborate Job Description for NAB's CEO and personnel;
    - Advertise position targeting woman;
    - Proceed with recruitment using gender human resources policy.

- Establishment of a business plan for the sustainability of the NAB, taking into account the results of the market assessment carried out by the project team. Actions required:
    - Include advocacy and sensitization of the business opportunities;
    - Under the auspices of the CEO, prepare draft business plan along with a budget;
    - Present and discuss budget with concerned parties;
    - Submit a draft plan and budget to the ministry for further action.

- Assistance to the internal organizational structure for the fully fledged NAB. Actions required:
    - Prepare organogram;
    - Define functions and responsibilities;
    - Establish an organisational protocol for NAB activities.

- Establishment of a plan and specifications for the ICT system, including business management software (accounting, customer relationship management). Actions required:
    - Define specification for the ICT system;
    - Develop plan of action;
    - Install the ICT system and conduct training of the personnel.

- Establishment of the specific internet site for the NAB. Actions required:
    - Create website for NAB;
    - Introduce methodology for updating and maintenance of website.

Activity 2.1.2*: Gender balance objectives, gender mainstreaming training and specific technical and leadership training opportunities for women are established within an institutional gender policy. Actions required:*

- Establish a gender policy.
- Provide guidelines on gender charter/policy drafting - by a gender expert.

Activity 2.1.3: *Preparation and implementation of the supporting management documents according to the reference standard ISO/IEC 17011. Actions required:*

- Prepare documents supporting the compliance of NAB with ISO/IEC 17011.
- Review ISO/IEC requirements compliance standards;
- Prepare documents in compliance with ISO/IEC standards;
- Validate documents at stakeholder's workshop.
- Arrangements for the establishment of representative committees as required by ISO/IEC 17011. Actions required:
    - Identify suitable focal persons from various ministries, departments and agencies.
    - Establish representative committees;
    - Assign responsibilities.

Activity 2.1.4: *Training of NAB's personnel on NAB's operational methodologies. Actions required:*

- Draw up training curriculum on selected themes of accreditation and conformity assessment;
- Draw up schedule for staff participation;
- Identify and recruit training experts on selected themes;

On-job-training and coaching on themes of accreditation and conformity assessment

- Monitor and evaluate performance of training programme.

- Study tour of NAB personnel to national accreditation bodies that are full members of ILAC and IAF in a multilateral arrangement. Actions required:

- Identify accreditation bodies that are full members of ILAC and IAF;
- Nominate staff for study tour;
- Prepare and undertake study tour;
- Elaborate study tour report.

- Participation in 4 international meetings of ILAC, and ISO-CASCO. Actions required:
  - Apply for associate membership in ILAC and, later on, for full membership;
  - Identify schedules for international meetings of ILAC and ISO;
  - Nominate staff / participants for proposed meetings;
  - Prepare travel documents and attend meetings;
  - Prepare report and raise awareness within the NAB.

Output 2.2. A national proficiency testing scheme is developed and implemented in partnership with regional / international partners.

Activity 2.2.1: *A National proficiency testing scheme designed and approved by national, regional and international partners. This will be achieved by:*

- Design of a national proficiency testing scheme.

- Promotion of the benefits of participation in proficiency testing and demonstration of how performance is used to help assess the competence of laboratories, targeting national testing and calibration laboratories. Actions required:
  - Develop guidelines on proficiency testing (PT);
  - Develop cost benefit analysis of proficiency testing;
  - Create awareness of benefits of participation.
  - Seek assistance from other accreditation fora in developing country groups such as the African Regional Accreditation Cooperation (AFRAC), the Inter-American Accreditation Cooperation (IAAC) and use of resources such as the EPTIS database

- Inclusion of women-owned or -managed laboratories in proficiency testing and act as role models. Actions required:
  - A gender expert provide guidance to the technical expert on selection process for gender balance of women-owned or managed laboratories and to the communication expert on data collection from women-owned or -managed laboratories (incl. background, number of staff, manager's background…),on case study drafting and on the promotion of selected female technicians throughout nation-wide project event(s).

Activity 2.2.2: *Pilot "proficiency testing" for a selected group of testing laboratories and for a selected type of testing, according to applicable international standards and ILAC Guide G22. This will be achieved by:*

- Training course on proficiency testing (PT). Actions required:
  - Develop PT curriculum in line with international practice;
  - Validate PT curriculum by ILAC;
  - Select and train staff
  - Prepare training report and evaluate the same.

- Female technicians are included in training events and act as role models for their peers. Actions required:
  - Technical expert supports selection process for gender balance;
  - Communication expert Collect data on selected female technicans (incl. educational background, work experience, professionnal and personnal interests, empowerment indicators…). [b] Draft case studies, [c] Promote selected female technicians throughout nation-wide project event(s).
  - Gender expert provides guidance on data collection and drafting case studies.

- Selection of the appropriate PT scheme; selection and preparation of the participating laboratories. Actions required:

- Develop different PT schemes;
- Identify and select participating laboratories;
- Prepare participating laboratories for PT scheme.

- Realization of the PT in accordance to ISO/IEC 17043 and ILAC P9. Actions required:
  - Develop guidelines for PT scheme in accordance with ISO/IEC 17043 and ILAC P9;
  - Conduct the PT scheme in accordance with the guidelines.

- Consolidate reporting and debriefing for the participating laboratories. Actions required:
  - Evaluate report of the PT;
  - Consolidate with relevant details.

Output 2.3. Conformity assessment bodies are supported and accredited as a pilot case by the National Accreditation Body.

Activity 2.3.1: *Selection, training and assessment of accreditation auditors according to IAF and ILAC applicable guides and ISO 19011.This will be achieved by:*

- Promotion of woman applicants, preparation of the training programme, venues, documentation, equipment, visibility issues; selection and recruitment of trainers. Actions required:
  - Identify trainers paying attention to woman applicants;
  - Develop training protocol;
  - Identify trainees with knowledge of gender issues;
  - Implement training programme;
  - Organise shadow accreditation auditing for the trainees;
  - Create a registry of successful accreditation auditors.

- Announcement and marketing of the training courses; evaluation and selection of candidates according to ILAC applicable guidelines. Actions required:
  - Advertise course in print and electronic media, social media, NAB website;
  - Shortlist candidates, evaluate and select trainees (focusing on incentive measures of gender equality).

- Realization of 7 days training courses: training, assessments and certificates; 2 training courses on ISO/IEC 17025, 1 training course for ISO/IEC 17021 management systems - each course for 20 participants. Actions required:
  - Recruit trainers;
  - Develop training courses on 17025 (Lab calibration) and ISO 17021 (management systems);
  - Implement training;
  - Assess trainees and issue certificates;
  - Evaluate training programme.

Activity 2.3.2: *Registration system implemented for pool of registered auditors. This will be achieved by:*

- Creation and implementation of a registration system. Actions required:
  - Create a registration system;
  - Implement maintenance of the system.

- Creation of a pool of registered accreditation auditors. Actions required:
  - Introduce a system / database of registered accreditation auditors;
  - Publicize the database;
  - Establish methodology for updating registered accreditation auditors.

Activity 2.3.3: *Pilot accreditation audits by a team of NAB's auditors and recognized lead auditors hired by the project, to assess the conformity with ISO/IEC 17025 in laboratories willing to cooperate with the NAB. This will be achieved by:*

- Contacts with laboratories willing to accept a pilot audit for accreditation conducted by a recognized lead assessor assisted by recently approved auditors. Actions required:
    - Establish an audit plan and audit briefing;
    - Identify and shortlist laboratories willing to accept pilot audit;
    - Recruit lead auditors and shortlist recently approved auditors;
    - Develop scope, audit plan and checklist;
    - Implement audit and ensure audit briefing;
    - Prepare audit reports.

- Debriefing with the lead auditors and approved auditors. Reporting. Actions required:
    - Evaluate the pilot audit report;
    - Evaluate various auditing skills of the approved auditors.

Activity 2.3.4: *Assessment of reference laboratories and preparation of road maps for their accreditation readiness. Purchasing and installation of new equipment for reference laboratories. This will be achieved by:*

- Selection and engaging with reference laboratories to be assessed. Actions required:
    - Develop selection criteria;
    - Identify and shortlist reference laboratories to be assessed;
    - Evaluate and select laboratories.

- Purchasing and installation of new equipment as per assessment report recommendation. Actions required:
    - Assess report recommendation for each laboratory;
    - Shortlist equipment requirement for each laboratory;
    - Advertise for equipment vendors, purchase and install required equipment;
    - Train staff on equipment use and maintenance.

- Assessment of reference laboratories in the country and preparation of technical reports for each of the laboratories assessed. Actions required:
    - Identify reference labs;
    - Undertake assessment of laboratories using the UNIDO tool;
    - Evaluate technical reports with recommendations for each lab assessed.
    - Provide accreditation services to the reference laboratories.

Output 2.4. National Accreditation Body is promoted at national level and recognized at regional and international level.

Activity 2.4.1*: Internal audit on the compliance of the NAB with ISO/IEC 17011 carried out by a team of lead auditors satisfying the requirements of applicable ILAC and IAF guides. This will be achieved by:*

- Realization of the internal audit in conformity with ISO/IEC 17011, reporting and debriefing. Actions required:
    - Identify and recruit a team of lead auditors;
    - Establish internal audit scope and plan;
    - Conduct internal audit;
    - Undertake internal audit debriefing;
    - Prepare report;
    - NINAS management and appropriate committees to review report and endorse a plan to correct deficiencies prior to making international application.

Activity 2.4.2*: Application to ILAC and IAF's membership and mutual recognition arrangement for laboratories. This will be achieved by:*

- Application to ILAC for membership and mutual recognition arrangement for laboratories and ILAC's peer assessment. Actions required:
    - Identify guidelines for ILAC's membership;
    - Prepare appropriate documentation in line with ILAC requirements;

- Submit application for membership;
- Peer assessment by ILAC;
- Report on ILAC's peer assessment.

- Application to IAF's membership and mutual recognition arrangement for certification bodies and IAF's peer assessment. Actions required:
  - Identify guidelines for IAF's membership;
  - Prepare appropriate documentation in line with IAF requirements;
  - Submit application for IAF membership;
  - IAF's peer assessment;
  - Report on IAF's peer assessment.

- Payment of ILAC and IAF's membership fees for 3 years. Actions required:

  - Collect information on level of fees and mode of payment
  - Remit three years membership dues;
  - Obtain membership.

Activity 2.4.3: *Marketing NAB's services in Nigeria and West African Region with NAB gender policy used as promotional material with gender case studies. This will be achieved by:*

- Organization and launching of NAB's marketing unit. (corporate image, communication and marketing plan, data base of potential clients). Actions required:
  - Set up a marketing unit;
  - Recruit staff;
  - Equip unit with necessary tools and materials;
  - Develop corporate strategy for the marketing unit;
  - Ensure implementation.

- Marketing NAB's services in Nigeria and West African Region. Actions required:
  - Media briefing and advertisements in local and foreign outlets;
  - Establish linkage with West Africa quality programme and working modalities.

- NAB gender policy used as promotional material with gender case studies. Actions required:
  - Review of the market material by a gender expert.

2.3 Other related projects in the area of Accreditation

There are other projects that are currently being implemented in the area of Accreditation in Nigeria:

- The International Atomic Energy Agency's project in the area of accreditation. This project is implemented in cooperation with NAFDAC and SON for the development of management system certification, training and information management system. These projects are at the preliminary stages and consequently, the scope, size and timeline are not available.

- The NESREA's projects.

These areas are very close to what is planned to be achieved under the NQI project. Thus a cooperative and regular exchange of information is necessary to ensure that projects are complementary and work together towards the achievement of common goals. Overlaps should be avoided.

2.4 Resources and Budget

The financial resource allocation as per main budget heading (result) was found sufficient and remains unchanged. As a result of the inception phase however certain adjustments needed to be done within the results. The budget for the NAB component looks as follows:

Outcome 2	
A National Accreditation Body is established in coherence with the West African Accreditation system and in internationally recognized	**2,182,901**

,Output 2.1	A NAB is established with institutional governance, quality management system, sustainability plan, personnel and resources.	867,357
Output 2.2	A national proficiency testing scheme is developed and implemented in partnership with regional / international partners.	223,393
Output 2.3	Conformity assessment bodies are supported and accredited as a pilot case by the National Accreditation Body.	960,200
Output 2.4.	National Accreditation Body is promoted at national level and recognized at regional and international level.	131,950

2.5 Definition of baseline and baseline indicators

The baselines as well as indicators were verified, defined and assigned real quantitative values during the inception phase. Baseline information surveys were submitted to Standards Organisation of Nigeria (SON), Federal Ministry of Industries Trade & Investment (FMITI), the Department of Weight & Measures, the National Agency For Food Drug Administration & Control (NAFDAC), the Nigeria Export Promotion Council (NEPC), the National Communication Commission (NCC), the Institute Of Public Analysts of Nigeria (IPAN), the Nigerian Association of Chambers of Commerce, Industry, Mines & Agriculture (NACCIMA), Manufacturers Association of Nigeria (MAN), the Nigerian Association of Small & Medium Enterprise (NASME), Nigerian Employers Consultative Assembly (NECA).

The annexed Logical Framework summarizes the logic of intervention, the baseline indicators, the objective verifiable indicators and the sources and means of verification. In summary the baseline indicators for this output consist of the following:

- The NAB is established and operational.
- Number of accreditation services available /offered in the market.
- Number of beneficiaries receives services from the NAB.
- The NAB is recognized as part of the ECOWAS Accreditation System.

Output 2.1. A NAB is established with institutional governance, quality management system, sustainability plan, personnel and resources.

Baseline indicators for the output 2.1:

- Quality system and procedures in place and operational.
- Gender equality is mainstreamed in all institutional policies, plans and prominent in corporate image.
- Percentage of women employed in management and technical positions.
- Sustainability / business plan in place.
- Number of staff trained and assessors qualified.
- 100% of corporate visibility material is gender sensitive.

Baseline information for the output 2.1:

- A National Accreditation Body is yet to be established in Nigeria. However, a Steering committee has been set up for that purpose. The Committee which is based in SON has developed a work-plan with focus on food, chemicals, textile, electrical and mechanical accreditation as priority areas of focus.

The Committee is yet to develop a business plan. It is expected that the views and inputs of stakeholders will be obtained prior to finalising the business plan which would be gender responsive.
- There is no accreditation body as yet in the ECOWAS region.
- The constraints for setting up NAB include lack of funds, inadequate human capacity and lack of public awareness among the business entities on the significance of such a body. There is need for advocacy and sensitization of the private sector on the business opportunities of NABs.
- At the moment, accreditation services are being offered to the Nigerian market by foreign bodies.
- Some institutions like SON, NCC, NAFDAC and NEPC have quality management systems and procedures in place. However, the said systems would need strengthening in order to be ISO certified. In the case of NERC, ISO 5001 on energy management and work plan are in place but are yet to be implemented.
- NAFDAC and SON are at the early stages of defining a project in the areas of accreditation and management system certification which could complement this project.
- The business plan for NAB prepared by SON includes a gender responsible management policy.

Output 2.2. A national proficiency testing scheme is developed and implemented in partnership with regional and international partners.

Baseline indicators for the output 2.2:

- Level of participation of laboratories in the national proficiency testing scheme.
- Participation of women-owned or managed laboratories in the national proficiency testing scheme.

Baseline information for the output 2.2:

- There is no available information on labs owned or operated by women.
- Nigeria cooperates with the West Africa Quality Systems.

Output 2.3. Conformity assessment bodies are supported and accredited as a pilot case by the National Accreditation Body.

Baseline indicators for the output 2.3:

- Number of laboratories accredited or ready for accreditation (at least successful blank audit performed).
- Females registered in the pool of auditors.
- 50% of auditors are women.
- Number of case studies carried out and disseminated.
- At least 25% of laboratories are women -owned or –managed.

Baseline information for the output 2.3:

- NAFDAC has one laboratory which has been accredited in food analysis by A2LA, an accreditation body based in the USA. This is to attest to the competency of the services offered by the NAFDAC laboratory as meeting best practice.
- Information from SON indicates that their food, chemical and electrical labs are ready for accreditation (successful blank audits have been performed)
- There are no trained staff and qualified assessor however SON has trained staff on quality system assessment.

Output 2.4. National Accreditation Body is promoted at national level and recognized at regional and international level.

Baseline indicators for the output 2.4:

- Membership of AFRAC, ILAC and IAF.
- Cooperation with the West Africa Quality System.
- Number of awareness and training activities implemented by the NAB.
- Beneficiaries' participation in training disaggregated by gender.
- Number of mentions relative to gender mainstreaming in marketing material.

Baseline information for the output 2.4:

- SON has membership with AFRAC but not yet with ILAC and IAF. The FMITI is not a full member but has correspondence relationship with OILM and BIPM.
- Both SON and NAFDAC have a cooperation arrangement with the West African Quality system which is a joint ECOWAS/EU/UNIDO Programme for building quality infrastructure in West Africa
- Some institutions conduct awareness and training activities but no data on percentages of beneficiaries who participated. In this connection, SON and NAFDAC have trained staff on quality management systems, mainly on ISO 9001. SON has some quality system assessors/auditors most of whom are women. But the personnel are not yet certified and thus need to improve their competencies.

2.6 Assumptions and Risks

The project results could be undermined or weakened by factors of subjective or objective nature as those presented below. In the annexed Logical Framework some specific assumptions and risks involved are presented in detail for each sub-activity.

The major global assumptions and risks from the perspective of the Accreditation component are as follows:

- **Political instability risk:**
  - *Seriousness:* High
  - *Probability:* Low
  - *Mitigation measure:* Ensure good governance.
  - *Assumptions:* Political stability is maintained.

- **Political will and commitment risk:**
  - *Seriousness:* High
  - *Probability:* Low
  - *Mitigation measure:* Ensure stakeholder ownership and communication strategy and build a quality infrastructure platform.
  - *Assumptions:* Continued commitment of government to support the sustainability plan of the body and provide the necessary resources for its operation.

- **Lack of funding risk:**
  - *Seriousness:* Medium
  - *Probability:* Medium
  - *Mitigation measure:* Ensure constant dialogue between partners.
  - *Assumptions:* Funds have been made available by the EU.

- **Lack of synergy among regulatory agencies risk**:
  - *Seriousness:* High.
  - *Probability:* High.
  - *Mitigation measure:* Ensure harmonisation of functions.
  - *Assumptions:* There is collaboration among regulatory agencies.

- **Lack of patronage by OPS risk:**
  - *Seriousness:* Medium.
  - *Probability:* Medium.
  - *Mitigation measure:* Create awareness and sense of ownership by OPS.
  - *Assumptions:* There is acceptability by the OPS.

- **Inadequate technical workforce risk:**

- *Seriousness:* Medium.
- *Probability:* Medium.
- *Mitigation measure:* Ensure capacity development and training.
- *Assumptions:* UNIDO coordinates training activities.

- **Non-acceptance by West African accreditation risk:**
  - *Seriousness:* High.
  - *Probability:* Low.
  - *Mitigation measure:* Set minimum standards for accreditation at West African level and ensure high level advocacy with WA accreditation institutions. Establish rigorous approach to verification of standards by NAB.
  - *Assumptions:* Political consideration overshadows the technical input and WA accreditation body accepts rigout of NAB.

- **Absence of legislation risk:**
  - *Seriousness:* Medium.
  - *Probability:* Medium.
  - *Mitigation measure:* Provide the necessary legislation.
  - *Assumptions:* Importance of NAB will be recognised.

3 Development of a National Metrology Institute (Component 3)

3.1 Inception phase (Findings and Recommendations)

In relation to the **Outcome 3 "A National Metrology Institute is developed to ensure calibration of instruments and traceability of measurement to international standards",** there have not been major changes in the logic of the implementation. During the inception phase, with some minor adjustment, the results were found valid and thus kept without any changes. A new activity (study tour) was undertaken in order to guide on the way forward for the construction of the metrology building. Once the agreement on this has been reach, logic of the implementation might be subject to changes. For a detailed list of adjustments carried out together with the justifications, please refer to the table below:

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 3.1 NMI established with institutional governance, quality management system, sustainability plan, personnel and resources, and meets the demand for calibration in priority fields.	**Output 3.1 NMI is established with institutional governance, quality management system, sustainability plan, personnel and resources, and meets the demand for calibration in priority fields.**	**No changes (as this output depends on the construction of the metrology building)**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 1: Development of a NMI with its statutes, premises, business plan, leadership, internal organization, personnel and resources	Activity 3.1.1: Development of a NMI with its statutes, premises, business plan, leadership, internal organization, personnel and resources	No changes (as this activity depends on the construction of the metrology building)
	Activity 3.1.2: Gender balance objectives, gender mainstreaming training and specific technical and leadership training opportunities for	New activity. There is a need to ensure that the institutional setup does not

	women are established within an institutional gender policy	contribute to inequality in terms of recruitment and training opportunities, and access to remuneration and social benefits.
Activity 2: Calibration for international traceability. Installation of existent equipment.	Activity 3.1.3: Calibration for international traceability. Installation of existent equipment.	Changes of numbering due to reordering of activities.
Activity 3: Purchasing and installation of new equipment. Further training for metrologists.	Activity 3.1.4: Purchasing and installation of new equipment.	Splitting of activities for better efficiency of implementation.
	Activity 3.1.5: Further training for metrologists.	Splitting of activities for better efficiency of implementation.

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 3.2 A repair and maintenance shop is created as a business unit in NMI, able to provide services to calibration laboratories.	**Output 3.2 A repair and maintenance shop is created as a business unit in NMI, able to provide services to calibration laboratories.**	**No changes (as this output depends on the construction of the metrology building)**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 4: Creation of a repair and maintenance shop as a business unit in NMI, able to provide this kind of services to calibration laboratories	Activity 3.2.1: Creation of a repair and maintenance shop as a business unit in NMI, able to provide this kind of services to calibration laboratories	No changes (as this activity depends on the construction of the metrology building)

Output as per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 3.3 The NMI is recognized in the region and at international level; Calibration labs are accredited to ISO/IEC 17025 for priority fields.	**Output 3.3 The NMI is recognized in the region and at international level; Calibration labs are accredited to ISO/IEC 17025 for priority fields.**	**No changes (as this output depends on the construction of the metrology building)**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 5: Implementation in the NMI of the requirements of International	Activity 3.3.1: Implementation in the NMI of the requirements of	No changes No changes (as this

Standard ISO/IEC 17025	International Standard ISO/IEC 17025	activity depends on the construction of the metrology building)

3.2 Project design

1. Rationale

The most basic necessity of a trading system is metrology, without which the ability to determine length, mass, volume, time and temperature, and even to make the simplest transactions, would be open to abuse. This would make regulating trade – especially fair trade – impossible. Besides, it would render the legislation aimed at protecting health and welfare of citizens ineffective. A national measurement or metrology system is therefore the first step in facilitating trade.

Creating a National Metrology Institute is essential for traceability used in industry, commerce and services, and its standards should in turn be linked to international measuring standards. Such an institute assures the accuracy of measuring instruments, allowing more trust in human activities that use such devices in production processes, tests, trade, health, justice, sports and many other sectors.

In Nigeria, the Standards Organisation of Nigeria (SON) is in charge of industrial and scientific metrology and instrumentation services. The Weights and Measures Department of the FMITI is in charge of the legal metrology.

There is not yet a nationwide recognized NMI to provide calibration services and traceability which will ensure that Conformity Assessment Bodies (CABs) in the country have appropriate competencies to carry out their operations.

Given that there is no institution yet for this, the proposed UNIDO-EU project addresses these challenges by strengthening whatever institutional infrastructure may exists in Nigeria. As part of the institutional capacity building, this project will assist the Federal Government of Nigeria in creating a National Metrology Institute.

As of today, the implementation of some inception activities is ongoing. Assessment of the current national metrology system, the needs and demands and a clear understanding of the existing infrastructure, and national development plans are being identified. For the NMI building itself, an international expert was recruited and assigned with the task of preparing a proposal for the establishment of the laboratories, providing recommendations on respective calibration parameters and giving an indication of the total size and costs for the building. In close collaboration with SON, a prioritized equipment purchase proposal was provided together with a final report summarizing all tasks undertaken.

A study tour was organized for SON personal to Guatemala and Mexico. The aim was to visit existing metrology facilities for better understand the needs and requirements for such an institute to be built later in Nigeria. This study tour had the aim to facilitate the counterpart's decision making regarding metrology facility building. As of today, the following decisions (generalities, construction technology, vibration sensitive parameters and design) are to be provided by SON in order to start implementation of the activities:

- Inputs in general:
  - Confirmation of expected date of completion of the road under construction;
  - Drawings of the construction site, with area available;
  - Records of temperature and humidity of the last 10 years.
- Inputs on construction technology:
  - "Floating slab" foundation by laboratory or by table;
  - Removable walls;
  - Floating ceiling (cubicle/ HVAC).
- Inputs on vibration sensitive parameters:
  - Ground floor (as per international expert report);

    - Underground floor (as per other facilities).
- Design:
    - Take a model from other existing NMIs;
    - Tailor-made according to particularities of Nigeria;
    - Estimate of local prices for such a construction (m2) as reference;
    - Design review.

2. Activities/ Sub activities

The activities foreseen under the Outcome 3 are as follows:

Output 3.1 NMI is established with institutional governance, quality management system, sustainability plan, personnel and resources, and meets the demand for calibration in priority fields.

Activity 3.1.1.: *Development of a NMI with its statutes, premises, business plan, leadership, internal organization, personnel and resources. This will be achieved by:*

- Creation of a commission for the establishment of the NMI. NMI is set up with competent laboratories offering efficient services which are recognized nationally and internationally, and having technically competent metrology staff. This requires setting up of a technical implementation committee with balanced representation of concerned entities to ensure cooperation. Actions required:
    - Define terms of reference, including definition of membership of what should be an operational body to guide component implementation. A long term expert should be at the disposal of the body;
    - Consult the relevant ministries, agencies and OPS.

- Consult with concerned stakeholders on design of facilities. Actions required:
    - Recruit a 1 month international expert;
    - Consult with concerned agencies with a view to deciding on the way forward.

- Study tour to Mexico and Guatemala. The purpose is to expose the representatives of SON to the standards and requirements for construction of NMI. Actions required:
    - Select countries to be visited based on the relevance of their facilities to the needs of NMI;
    - Liaise with the agencies to be visited and seeking concurrence on dates and purpose of visit;
    - Visit the facilities and debriefing with UNIDO on outcome and decisions relating to NMI;
    - Clear resolution from the consultation with the Minister to be reflected in the comprehensive report from Study Tour (to be submitted by SON to UNIDO after clearance by the Minister, as agreed upon the study tour).

(The below outputs, activities and/or sub activities might be subject to change upon receipt of the study tour report):

- Preparation of the statutes of the NMI. Actions required:
    - Draft a legal instrument and submit to the Ministry;
    - Review and approve the draft by relevant authorities, making it a legal instrument.

- Availability of office and laboratory premises ready to be used, including the maintenance and repair shop. This activity will be informed by the report of the UNIDO who provided a situation analysis and made concrete suggestions on the construction, staffing and equipping of NMI. Actions required:
    - Concerned parties agree on proposed or other sites as well as the configuration of lab(s);
    - Prepare and publish a call for expression of interest;

    - Process and award contract for construction of the National Metrology Institute.

- Assistance in the recruitment of NMI's CEO and personnel. Actions required:
    - Elaborate a job description and advertise same using international and local sources;
    - Recruit by following a gender-balanced process according to objective criteria;
    - Constitute selection panel that would screen, interview and select best candidate according to objective criteria;
    - Approve and appoint suggested candidate.

- Establishment of a business plan for NMI, taking into account the results of the market assessment carried out by the project team. Actions required:
    - Under the auspices of the CEO, prepare a draft business plan along with a budget;
    - Present and discuss budget with concerned parties;
    - Submit a draft plan and budget to the ministry for further action.

- Assistance to the internal organization structure for a fully-fledged NMI. Actions required:
    - Prepare organogram;
    - Define functions and responsibilities;
    - Establish organizational protocol for NMI activities.

- Re-assessment of equipment needs. Actions required:
    - Identify equipment needed by different departments;
    - Call for bids;
    - Procure and install;
    - Training on the use of the equipment.

- Selection of the national measuring standards needed, according to the results of the market assessment. Actions required:
    - Evaluate market assessment report;
    - Select and establish national measuring standards;
    - Validate the national standards by stakeholders.

- Establishment of a plan and specification for the ICT system, including business management software (accounting, customer relationship management). Actions required:
    - Define specification for the ICT system;
    - Develop a plan of action;
    - Call for bids, process applications and award contract;
    - Install and train in line with technical specifications.

- Establishment of the specific internet site for the NMI. Actions required:
    - Define terms of reference;
    - Call for proposals, process applications and award of contract;
    - Install internet site in line with TORs;
    - Introduce a methodology of maintenance.

- Procurement and installation of ICT equipment. Actions required:
    - Define specifications;
    - Call for bids, process of applications and award of contract;
    - Install in line with technical specifications.

- Organization and launching of NMI's marketing unit (corporate image, communication and marketing plan, data base of potential clients). Actions required:
    - Designate a marketing group knowledgeable about metrology;
    - Review report of market survey to delineate target group/stakeholders and elaborate a marketing strategy;
    - Prepare marketing materials, leaflets, posters, bulletins, brochures for communication and awareness raising;

    - Sensitize all staff on how to market NMI services;
    - Set up marketing campaigns at periodic intervals;
    - Organize periodic seminars and “open days” to showcase the facilities, utility and mode of operation;

- Marketing NMI services in Nigeria and West Africa. Actions required:
    - Prepare special marketing and information materials. In time, these should highlight the achievements of NMI and its readiness to serve the needs of other countries in the sub-region;
    - Elaborate a marketing strategy;
    - Disseminate materials at conferences, national quality events, etc.

- Procure 2 vehicles for NMI. Actions required:
    - Define specifications;
    - Deliver the purchased car.

Activity 3.1.2: *Gender balance objectives, gender mainstreaming training and specific technical and leadership training opportunities for women are established within an institutional gender policy. This will be achieved by:*

- Inclusion of a gender policy and gender-sensitive corporate image within internal organization. Actions required:
    - A gender expert provides guidelines on gender charter/policy drafting.
    - A communication expert reviews corporate image material/communication strategy for gender sensitivity.

Activity 3.1.3: *Calibration for international traceability. Installation of existent equipment. This will be achieved by:*

- Establishment of a phased calibration plan for the international traceability of national measuring standards selected. Actions required:
    - Assess needs to determine demand and range of services;
    - Establish a plan defining the long term requirements of the country;
    - Agree on a clear definition of reference and legal metrology.

- A phased realization of the calibration plan for the international traceability of the national measuring standards. Actions required:
    - Establish the calibration standards;
    - Harmonise calibration plan with international traceability procedures;
    - Domesticate international traceability.

- Calibration services abroad (estimate for 10 measuring standards for 4 quantities; mass; dimension; volume; temperature). Actions required:
    - Define terms of reference;
    - Call for interest in national and international outlets;
    - Evaluate tenders and select the most suitable offer and award contract
    - Carry out services.

Activity 3.1.4: *Purchasing and installation of new equipment. This will be achieved by:*

- Purchasing and installation of new equipment. Actions required:
    - Identify equipment needs;
    - Call for bids, evaluate and award contract;
    - Purchase and install equipment.

- Training of staff in use and maintenance of equipment. Actions required:
    - Organize, when relevant, special training for use and maintenance of purchased equipment.

Activity 3.1.5: *Further training for metrologists*. *This will be achieved by:*

- On-job-training: operation of existent and new equipment. Actions required:
  - Develop training material on equipment operation;
  - Select staff for training;
  - Identify and recruit training experts on equipment operation;
  - Conduct training;
  - Appraise, evaluate and monitor;
  - Develop the operating manual.

- Study visit to prominent NMIs. Actions required:
  - Develop training tour agenda;
  - Identify three suitable NMIS;
  - Secure placement for training tour;
  - Commence training tour;
  - Training tour report;
  - Evaluate training tour.

Output 3.2: A repair and maintenance shop is created as a business unit in NMI, able to provide services to calibration laboratories.

Activity 3.2.1: *Creation of a repair and maintenance shop as a business unit in NMI, able to provide this kind of services to calibration laboratories. This will be achieved by:*

- Establishment of a maintenance and repair shop as a business unit in NMI. Actions required:
  - Identify building for the shop;
  - Evaluate the needs;
  - Determine equipment needs for maintenance and repair including computers;
  - Call for bids, evaluate and award contract;
  - Purchase equipment for repair and maintenance;
  - Develop database for inventory control and its methodology for updates;
  - Set service charges including pro forma invoices, etc.;
  - Operationalize workshop.

- Reviewing of marketing material for gender sensitivity and select relevant calibration labs female manager or technicians and promote marketing material. Actions required:
  - Review of marketing material by a communication expert;
  - Collect data on selected female technicians/women-owned calibration labs;
  - Draft one case study;
  - Promote selected female technicians/calibration labs throughout nation-wide project event(s).

- Assistance in recruitment of repair shop personnel. Actions required:
  - Recruit repair shop personnel following a gender-balanced process;
  - Introduce the concept of business unit to the staff;
  - Train in management cost accounting and preparation of business plan;
  - Establish maintenance and repair shop as a business unit in NMI.

- Study tour to suppliers of metrological equipment to develop maintenance capacity of the staff. Actions required:
  - Develop training tour agenda;
  - Identify three suitable suppliers of metrological equipment;
  - Secure placement for training tour;
  - Commence training tour;
  - Prepare a training tour report;
  - Evaluate training tour.

- On-job-training of personnel for the maintenance and repair shop. Actions required:
    - Develop training material for maintenance and repair;
    - Select staff for training;
    - Identify and recruit training experts on equipment maintenance and repair;
    - Conduct training;
    - Appraise, evaluate and monitor ;
    - Develop the training manual and standard operating practice manual for maintenance and repair of equipment.

Output 3.3 The NMI is recognized in the region and at international level; Calibration labs are accredited to ISO/IEC 17025 for priority fields.

Activity 3.3.1: *Implementation in the NMI for the requirements of international standard ISO/IEC 17025. This will be achieved by:*

- Training on 5S system and on preventive maintenance attitude. Actions required:
    - Recruit international expert to guide the process;
    - Organize a series of policy workshops for key stakeholders to ensure broad support.

- Management system for the application of ISO/IEC 17025. Actions required:
    - Define objectives and requirements;
    - Carry out initial evaluation, planning, implementation and assessment.

- Internal independent auditing for accreditation by a certified auditor. Actions required:
    - Identify certified independent auditor;
    - Develop programme of accreditation;
    - Undertake accreditation;
    - Evaluate the accreditation;
    - Develop corrective action for non-conformance;
    - Design a monitoring system.

- Accreditation services[1] provided by an accreditation body full member of ILAC. Actions required:
    - Identify an accreditation body with full membership of ILAC;
    - Develop programme of accreditation;
    - Undertake accreditation;
    - Accreditation report;
    - Develop corrective action for non-conformance;
    - Obtain accreditation certificate.

3.3 Other related projects in the area of Metrology

There are other projects that are currently being implemented in the area of Metrology in Nigeria.

- *The SON-funded Construction of Metrology Laboratory Building Project:* This project aims at constructing the building for the metrology laboratories of the Standards Organization of Nigeria (SON), using the concept of the CENAM laboratory building (Mexico) and of MINECO (Guatemala) as the baseline for the design to be modified for SON purposes, including the civil engineering supervision and the auxiliary equipment. An international expert was recruited and assigned with the task of preparing a proposal for the establishment of the laboratories, providing recommendations on respective calibration parameters and giving an indication of the total size and cost for the building. In close collaboration with SON, a prioritized equipment purchase proposal was provided together with a final report summarizing all tasks undertaken.

[1] Membership will be requested either to BIPM or ILAC. The choice will be left open until agreement has been reached with counterpart.

These areas are very close to what is planned to be achieved under the NQI project. That is why a cooperation and regular exchange of information is necessary to ensure that the two projects are complementary and work together toward the achievement of common goals. Overlaps should be avoided. The NQIP organized a study tour to Guatemala and Mexico for SON representatives. As a result of this activity, a call for interest to design and construct the metrology institute is foreseen. The purpose is to obtain estimated costs for the design and construction of the building. This will also pave way for the finalization of the project document for NMI (funded by SON).

3.4 Resources and Budget

The financial resource allocation as per main budget heading (result) was found sufficient and remains unchanged. As a result of the inception phase, however, certain adjustments needed to be done within the results. The budget for the Quality component looks as follows:

Outcome 3		
A National Metrology Institute is developed to ensure calibration of instruments and traceability of measurement to international standards		**1,900,075**
Output 3.1	NMI is established with institutional governance, quality management system, sustainability plan, personnel and resources, and meets the demand for calibration in priority fields.	1,388,800
Output 3.2	A repair and maintenance shop is created as a business unit in NMI, able to provide services to calibration laboratories.	340,800
Output 3.3	The NMI is recognized in the region and at international level; Calibration labs are accredited to ISO/IEC 17025 for priority fields.	170,475

3.5 Definition of baseline and baseline indicators

The baselines as well as indicators were verified, defined and assigned real quantitative values during the inception phase. Baseline information surveys were submitted to SON, FMITI, the Department of Weight & Measures, and the NAFDAC.

The annexed Logical Framework summarizes the logic of intervention, the baseline indicators, the objective verifiable indicators and the sources and means of verification. In summary the baseline indicators for this output consist of the following:

Baseline indicator for the outcome 3:

- A NMI is established and operational.
- Staff level, legal status, office and financial resources to operate.
- No/type of services provided.

Baseline information for the outcome 3:

- Some modest metrology services are currently being provided in Nigeria. These are in areas of legal metrology by the Weights & Measures Department of FMITI and scientific and industrial metrology by the Standards Organisation of Nigeria (SON).
- These services are, however, constrained by inadequate infrastructure in terms of equipment and environmental conditions. As SON lacks adequate equipment for standards for flow, electricity, big volume, faulty load cells, in 2013, the Organisation was forced to turn down calibration requests from more than 60 companies.

- Furthermore, given the lack of adequate physical facility, some equipment already supplied for mass, temperature and pressure services have not yet been installed.
- In effect, Nigeria does not have a National Metrology Institute (NMI) as yet. A proposed NMI is to be built.
- An action plan has also been developed by SON for the proposed Institute. The areas covered highlighted in the action plan include capability/accreditation in mass measurement, capability/accreditation in temperature measurements, digital thermometers, LIG thermometers, capability/accreditation in pressure measurement, mobile calibration service, improved calibration of weigh bridges, capability in electrical measurement (energy meter and storage tank) and NMIN infrastructure construction.
- Nigeria does not yet participate in inter- laboratory comparison.
- Establishing traceability in Nigeria by industries is at a high cost.
- A piece of land has been acquired in Lagos to put up the physical structure for the NMI.
- A metrology expert was sent by UNIDO to ascertain the suitability of the land, the metrological needs of Nigeria and to provide cost estimates. A study tour has been organised for representatives of SON to Mexico and Guatemala to facilitate decisions on which model to adopt for Nigeria.

OUTPUT 3.1. NMI is established with institutional governance, quality management system, sustainability plan, personnel and resources, and meets the demand for calibration in priority fields.

Baseline indicators for the output 3.1:

- No. of traceability parameters established and supported for the Institute.
- No. of metrology and calibration services offered to the beneficiaries.
- No. of technicians and experts trained and qualified at the institute.
- NMI meets demands for calibration services in priority fields.
- Gender equality is mainstreamed in all NMI policies, plans and evident incorporate image.
- % of women at decision-making levels.
- % of women in technical positions.

Baseline information for the output 3.1:

- There are a number of traceability parameters established and supported by the country. These include capability in mass, capability in force capability in dimension (length), capability in temperature.
- For the oil and gas and other manufacturing sectors, a number of metrology and calibration services are offered all over the country by SON. The different fields where calibration services are offered include: mass (standards weights, balances, scales, and weighbridge), lengths (vernier caliper, measuring tapes, and micrometer, screw gauge, metre rules), pressure (pressure gauge), forces (UTMS, compression machines), temperature (thermometer, temperature gauge chambers), small volumes (flasks, cylinder, pipette, etc.). SON has acquired a 40 ton truck with built-in crane and 30 ton standard weights for improved calibration of weighbridges and has also obtained a mobile calibration laboratory.
- The following measuring needs in Nigeria identified by SON are to be established in 3 phases, subject to funding by SON: Phase 1 - mass (with density), temperature (with humidity), pressure, length and dimensions, small volume, big volume, flow, viscosity, electrical, torque, time and frequency, force, and hardness, (2) Phase 2 - acoustic and vibration, photometry and radiometry and Phase 3 - gas chemistry and wet chemistry.
- There are trained, qualified technicians and experts on legal metrology (in Weights and Measures Dept) and on scientific and industrial metrology (in SON). The number of staff trained in the various areas include: 2 staff trained on pressure measurement at GSA in 2012, 1 staff trained at GSA and another at ZMK laboratory, Germany in March 2013 on temperature measurement, 2 staff trained at ZMK laboratory, Germany in 2013 and 3 staff trained at GSA in 2012 separately on mass measurement and 3 staff trained at GSA in 2013 on electricity measurement.
- SON's laboratories on industrial and scientific metrology are ready for accreditation. In that connection and as required by NIS ISO 17025 for accreditation, a quality manual procedure and a work instruction manual have been developed.

- SON has membership with AFRIMET, NEWMET, IMEKO, SADCMET (Associate) and has an MOU with GSA (Ghana), NIS (Egypt) and NIMSA (South Africa) while Weights and Measures Department has corresponding relationship with BIPM/OILM and no link with AFRIMETS.
- There is a related project at SON in the area of metrology for the construction of building for the NMI with UNIDO's involvement. Thus, it is expected that there will be collaboration between the two projects.
- Database or website on metrology need to be established in Nigeria
- The action required for the establishment of Metrology Institute include the development of the business plan with the cost-benefit analysis and increased advocacy programme.
- There is no gender management policy in place.

OUTPUT 3.2 Repair and maintenance shop operates as business unit providing services to calibration laboratories.

Baseline indicators for the output 3.2:

- No. of equipment repaired by the maintenance unit;
- Gender is mainstreamed in employment policy, marketing and customer service;
- The shop is financially self- sustaining;
- Length of time between the request for a repair and the repair completed;
- No. of gender case studies carried out and disseminated.

Baseline information for the output 3.2:

- Absence technicians and experts trained and qualified at the institute.
- UNIDO has established a repair and maintenance centre at SON / Lagos, in the context of the food testing laboratory equipped back in 2006; software to capture laboratory equipment and its features was provided and SON staff was trained in repair and maintenance of laboratory equipment.

OUTPUT 3.3 NMI is recognized at regional and international level and calibration labs are accredited to ISO/IEC 17025 for priority fields.

Baseline indicators for the output 3.3:

- NMI is a member of BIPM / OIML.
- Number of calibration labs accredited or ready for accreditation (successful blank audit)

Baseline information for the output 3.3:

- SON has membership with AFRIMET, NEWMET, IMEKO< SACMET (associate) and MOU with GSA (Ghana), NIS (Egypt) and NIMSA *South Africa). While SON is not a member of BIPM/OILM, it has some link with the bodies.
- Weights and Measures, on the other hand, has corresponding relationship with BIPM but none with BIPM/OILM.
- Weights and Measures Department has corresponding relationship with BIPM/OILM.
- Calibration services were performed for 53 companies in 2013 (more than 2000 items).

3.6 Assumptions and Risks

The project results could be undermined or weakened by factors of subjective or objective nature as those presented below. In the annexed Logical Framework some specific assumptions and risks involved are presented in detail for each sub-activity.

The major global assumptions and risks from the perspective of the Metrology component are as follows:

Low political will risks:

- *Seriousness:* High
- *Probability:* High
- *Mitigation measure:* Sensitise relevant authorities and political class.

- *Assumption:* In view of its political importance, adequate political buy in. The government of Nigeria provides sufficient commitment and resources for the physical construction of the NMI and the laboratories are built within the two first years of the project.

No budgetary allocation risks:

- *Seriousness:* Medium
- *Probability:* High
- *Mitigation measure:* Ensure project advocacy.
- *Assumption:* Adequate budgetary provision and appropriation. Commitment of the government to support the sustainability plan of the institute and provide the necessary resources for its operation (including funds for the construction of the laboratory building). Commitment of the government-related authorities to recognize the services of the institutions and to support its operations.

Skill gap risks:

- *Seriousness:* High
- *Probability:* High
- *Mitigation measure:* Ensure capacity building and technical assistance.
- *Assumption:* Availability of trainable personnel. Effective participation of the target beneficiaries in the project activities.

Inaccessibility to international accreditation risks:

- *Seriousness:* Medium
- *Probability:* Low
- *Mitigation measure:* Ensure due process compliance with standards / requirements.
- *Assumption:* Availability of guaranteed accreditation. Continuous support of the government to the accreditation services.

Inadequate resources for procurement of training risks:

- *Seriousness:* Medium
- *Probability:* High
- *Mitigation measure:* Evolve alternative funding options.
- *Assumption:* Availability of funding windows.

Poor maintenance culture risks:

- *Seriousness:* High
- *Probability:* High
- *Mitigation measure:* Institutionalise maintenance schedule.
- *Assumption:* Attitudinal change.

4 Improvement of Organized Private Sector (OPS) patronage of the NQI and their capacities to create and support conformity assessment bodies (CAB) (Component 4)

4.1 Inception phase (Findings and Recommendations)

In relation to **Outcome 4 "Capacity of the Organized Private Sector is improved to create and/or support Conformity Assessment Bodies",** there have been minor changes in the logic of the implementation. During the inception phase, the results were found valid and kept without any changes. However certain revisions and adjustments were done within the respective results. For example in Outcome 4, activities implemented with the goal of strengthening the capacity development plan were visibly enhanced and merged into a new output 4.1. Additional activities were included to address gender objectives. For a detailed list of adjustments done together with the justifications please refer to the table below:

Output as per Description of the Action	*Output after the Inception Phase*	*Justification and comments*
	Output 4.1. Capacity development plan for OPS is developed and implemented.	**New output extracted from original output 4.1 to enhance capacity development of the institutions.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
	Activity 4.1.1: Support OPS to develop and implement a strategy for the development of private sector CABs which includes the promotion of women ownership and/or management.	New activity to enhance capacity development of institutions.
	Activity 4.1.2: Training of OPS on the EU standard pre-shipment requirements and education on standards (e.g. benefits, achievements, etc.)	New activity to enhance capacity development of institutions. OPS is requesting to receive education on standards.

Output as per Description of the Action	*Output after the Inception Phase*	*Justification and comments*
Output 4.1. Certification bodies are established for certification of management systems and for certification of persons according to international standards.	**Output 4.2. Certification bodies are established for certification of management systems and for certification of persons according to international standards.**	**New numbering due to re-ordering of activities.**

Activities as per Description of the Action	*Activities after the Inception Phase*	*Justification and comments*
Activity 1: Consultations with Project Partners for the implementation of certification bodies for management systems and persons	Activity 4.2.1: Consultations with Project Partners including formal associations of women entrepreneurs, for the implementation of certification bodies for management systems and persons	Equal opportunities for skills development should be given to women and men.
Activity 2: Development of certification bodies for management systems, for the certification of conformity with ISO 9001 and ISO 22000 / HACCP and other management standards and for certification of persons	Activity 4.2.2: Development of certification bodies for management systems, for the certification of conformity with ISO 9001 and ISO 22000 / HACCP and other management standards and for certification of persons.	No changes.
	Activity 4.2.3: Promotion of gender balance objectives and gender mainstreaming within institutional gender policies of the private and government CABs.	New activity. There is a need to ensure that the institutional setup does not contribute to inequality in terms of recruitment and training opportunities, and access to remuneration and social benefits
Activity 3: Implementation of ISO/IEC 17021 for certification bodies providing audit and certification of management systems.	Activity 4.2.4: Implementation of ISO/IEC 17021 and 17065 for certification bodies providing audit and certification of management systems and products.	ISO/IEC 17065 is included in this activity since it is the standard that applies to certification bodies that certify products.
Activity 6: Implementation of ISO/IEC 17024 for certification bodies providing audit and certification of persons	Activity 4.2.5: Implementation of ISO/IEC 17024 for certification bodies providing audit and certification of persons.	No changes.
Activity 7: Internal audits on the compliance of the certification bodies with ISO/IEC 17021 and ISO/IEC 17024. Application for accreditation of the certification bodies	Activity 4.2.6: Internal audits on the compliance of the certification bodies with ISO/IEC 17021 and ISO/IEC 17024. Application for accreditation of the certification bodies.	No changes.
	Activity 4.2.7: Application for accreditation of the certification bodies.	New need expressed by national counterparts.

Output as per Description of the Action	*Output after the Inception Phase*	*Justification and comments*
Output 4.2. Pool of auditors is available for the certification of management systems and of persons.	**Output 4.3. Pool of auditors is available for the certification of management systems and of persons.**	**New numbering due to re-ordering of activities.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 4: Training of auditors for management systems: selection, training and assessment of trainees according to ILAC applicable guides. Creation of a pool of registered auditors for certification of management systems	Activity 4.3.1: Training of third party auditors for management systems selection, training and assessment of trainees according to IAF applicable guides.	Splitting in two phases to assure a parallel progression of the two activities. IAF is a better reference than ILAC for certification bodies.
	Activity 4.3.2: Registration system implemented for pool of registered accreditation auditors for certification of management systems.	Splitting in two phases to assure a parallel progression of the two activities.

Output as per Description of the Action	*Output after the Inception Phase*	*Justification and comments*
Output 4.3. Pilot certification audits by a team of lead auditors and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body.	**Output 4.4. Pilot certification audits are carried out by a team of lead auditors and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body.**	**New numbering due to re-ordering of activities.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 5: Pilot certification audits by a team of lead auditors and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body	Activity 4.4.1.: Pilot certification audits by a team of male and female lead auditors and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body	Equal opportunities for business capacity upgrading should be given to women and men entrepreneurs.

4.2 Project design

1. Rationale

Conformity Assessment Bodies (CABs) are generally established to provide testing and calibration services, certifications and perform inspections where necessary. When establishing conformity assessment infrastructure, appropriate legal and regulatory framework for conformity assessment bodies, recognized standards, accreditation, certification and inspection schemes must be ensured. Such bodies also focus on developing internationally recognized and harmonized conformity structures, upgrading laboratories and supporting international accreditation.

When a laboratory seeks accreditation, the National Accreditation Body will additionally assess compliance with the technical requirements of specific standard test methods for which the laboratory may be seeking recognition. Many aspects of global trade fundamentally depend on conformity assessment. For many traded products, commodities and services, it is often essential that they are accompanied by test results, measurements, inspection reports or certifications.

The Nigerian OPS, at its top managerial levels, is quite aware of the gaps in the infrastructure dealing with quality and is willing to take rational and economically justified steps toward increased ownership of non-mandatory institutions of the National Quality Infrastructure, such as certification and training organizations.

A meeting with the Organized Private Sector was held on 26 May 2014. Project intervention areas as they concern the Organized Private Sector were endorsed during this meeting. Participants also emphasized the need for capacity building of the private sector in all areas of the National Quality Infrastructure with a view to enhancing participation of the private sector in quality issues.

It was recommended to establish a platform for exchange of information and best practices in quality management by the NQI Project. This is needed to bridge the information asymmetry between the public sector agencies in the quality infrastructure (SON, NAFDAC, etc.) and the private sector, particularly the SME's.

Another meeting was organized in close collaboration with the Bank of Industry (BOI) involving SON, NAFDAC and BOI – as public entities on the one side and MAN, NACCIMA, NASME, NASSI, and NECA as the apex private sector entities on the other. The discussion centered on how to get the needed information about the standards and certification system to the small and medium-sized enterprises (SMEs). It was agreed to reconvene another meeting after all parties had time to reflect on the subject.

2. Activities/ Sub activities

The activities foreseen under the Outcome 4 are as follows:

Output 4.1. Capacity development plan for OPS developed and implemented.

Activity 4.1.1: *Support OPS to develop and implement a strategy for the development of private sector CABs which includes the promotion of women ownership and/or management. This will be achieved by:*

- Reduction of the cost of certification for quality and standards by small and medium-sized enterprises (SMEs). Actions required:
    - Convene a meeting in close collaboration with Bank of Industry (BOI), SON, NAFDAC and BOI) with the Organized Private Sector (MAN, NACCIMA, NASME, NASSI, and NECA) on how to reduce the cost of certification for quality and standards by small and medium-sized enterprises (SMEs).

Activity 4.1.2: *Training of OPS on EU standard pre-shipment requirements and education on standards (e.g. benefits, achievements, etc.).This will be achieved by:*

- Recruitment of an expert on EU standard pre-shipment requirements and organization of training for OPS.

- Create educational material on standards (benefits, achievements, roadmap for compliance to standards, etc.). This material (i.e. brochure, website) will be diffused widely.

Output 4.2. Certification bodies are established for certification of management systems and for certification of persons according to international standards.

Activity 4.2.1: *Consultations with Project Partners including formal associations of women entrepreneurs, for the implementation of certification bodies for management systems and persons. This will be achieved by:*

- The establishment of business plans for the realization of certification bodies for management systems and person supporting the ventures of the organized private sector (OPS). Actions required:
    - Engage experts in certification ;
    - Organize an awareness and sensitization workshop for OPS on business opportunities for certification bodies, for management systems and persons; including cost-benefit analysis of certification bodies;
    - Consult formal associations of women entrepreneurs to assess the potential for women-owned business certification ;
    - Assist in the preparation of business plans.

- Contact the OPS for their collaboration and commitment to the provision of supplementary resources and establishment of consensual road maps to attain the realization of certification bodies for management systems. Actions required:
    - Organize meetings;
    - Build capacity of OPS on quality issues;
    - Establish a platform for exchange of information on best practices in quality management;
    - Prepare and disseminate roadmaps and/or guidelines for the management system (educational initiative) to SMEs.

- Assistance in founding two new certification bodies as legal entities. Actions required:
    - Set up a standing OPS committee for accreditation of certification bodies;
    - Advertise opening of certification bodies re-management systems and persons in local and international media;
    - Adopt international accreditation criteria;
    - Develop a database registry for the approved certification bodies;
    - Shortlist the certification bodies;
    - Operationalize certification bodies.

Activity 4.2.2: *Development of certification bodies for management systems, for the certification of conformity with ISO 9001 and ISO 22000 / HACCP and other management standards and for certification of persons. This will be achieved by:*

- Creation of a commission for the establishment of certification bodies. Actions required:
    - Develop a working document on the establishment of a commission and certification bodies;
    - Call for membership representation from OPS;
    - Inaugurate the commission.

- Consultation with interested parties. Actions required:
    - Organize sensitization and awareness workshops, seminars in six geopolitical zones for the OPS and other stakeholders.

- Preparation of the statutes of the certification bodies. Actions required:
    - Identify and review the statutes of selected certification bodies;
    - Adopt or modify as appropriate;
    - Present to stakeholders for general input;
    - Incorporate inputs from stakeholders;
    - Send draft for validation.

- Availability of office premises ready to be used; minimum personnel as project counterpart. Actions required:
    - Identify office space for use (including office equipment);
    - Purchase office equipment;
    - Develop organogram and job description;
    - Recruit and train personnel.

- The establishment of a business plan for the sustainability of the CAB, taking into account the results of the market assessment carried out by the project team. Actions required:
    - Include advocacy and sensitization of the business opportunities;
    - Under the auspices of the CEO, prepare draft business plan along with a budget;
    - Present and discuss budget with concerned parties.

- Assistance to the internal organisational structure for fully fledged certification bodies. Actions required:
    - Define functions and responsibilities and finalize organogram ;
    - Establish organisational protocol for certification bodies.

- The establishment of a plan and specifications for the ICT system to become a platform for exchange of information and best practices, including business management software (accounting, customer relationship management). Actions required:
    - Define specification for the ICT system;
    - Develop plan of action;
    - Install the ICT system and training of the personnel,
    - Train on the use of the platform.

- The establishment of the specific internet site for the certification bodies to constitute with the ICT system, a platform for exchange of information and best practices. Actions required:
    - Define terms of reference;
    - Call for proposals, process of applications and award of contract;
    - Install in line with TORs;
    - Introduce a methodology of maintenance.

- Procurement of ICT equipment. Actions required:
    - Define specifications;
    - Call for bids, process of applications and award of contract;
    - Install in line with technical specifications.

- The launch of certification bodies. Actions required:
    - Organise sensitization & awareness campaigns;
    - Develop publicity materials (fliers, handbills etc.);
    - Organize media briefing;

Activity 4.2.3: *Promotion of gender balance objectives and gender mainstreaming within institutional gender policies of the private and government CABs. This will be achieved by:*

- The inclusion of a gender policy and gender-sensitive corporate image within internal organization. Actions required:
    - Gender expert provides guidelines on gender charter/policy drafting.

Activity 4.2.4: *Implementation of ISO/IEC 17021 and/or 17065*[2] *for certification bodies providing audit and certification of management systems and products. This will be achieved by:*

[2] Upon result of market study, most needed standards will be implemented (ISO/IEC 17021, 17024 and/or 17065)

- Preparation of documents supporting the compliance of certification bodies with ISO/IEC 17021. Actions required:
    - Review ISO/IEC 17021 requirements for certification bodies;
    - Prepare documents in compliance with ISO/IEC 17021 standards;
    - Validate documents at stakeholder's workshop.

- Arranging for the establishment of representative committees as required by ISO/IEC 17021. Actions required:
    - Identify suitable focal persons from various partners;
    - Establish representative committee;
    - Assign responsibilities.

- Organization and launch of certification bodies' marketing unit (corporate image, communication and marketing plan, data base of potential clients). Actions required:
    - Set up a marketing unit;
    - Recruit staff;
    - Develop corporate strategy for the marketing unit;
    - Review corporate image material/communication strategy for gender sensitivity;
    - Ensure implementation**.**

- An on-job-training and coaching on the themes of conformity assessment. Actions required:
    - Draw up training curriculum on selected themes of accreditation and conformity assessment;
    - Draw up schedule for staff participation;
    - Identify and recruit training experts on selected themes;
    - Implement training programmes;
    - Monitor and evaluate performance of training programme.

- A study visit to prominent accredited certification bodies. Actions required:
    - Identify accreditation bodies that are full members of members of ILAC;
    - Nominate staff for study tour;
    - Prepare study tour programme;
    - Oriente nominees;
    - Commence study tour.

Activity 4.2.5: *Implementation of ISO/IEC 17024 for certification bodies providing audit and certification of persons. This will be achieved by:*

- Preparation of documents supporting the compliance of certification bodies with ISO/IEC 17024. Actions required:
    - Review ISO/IEC 17024 requirements for certification bodies;
    - Prepare documents in compliance with ISO/IEC 17024 standards;
    - Validate documents at stakeholder's workshop.

- Arranging the establishment of representative committees as required by ISO/IEC 17024. Actions required:
    - Identify suitable focal persons from various partners;
    - Establish representative committee;
    - Assign responsibilities.

Activity 4.2.6: *Internal audits on the compliance of the certification bodies with ISO/IEC 17021, ISO/IEC 17064 and/or ISO/IEC 17024[3]. Application for accreditation of the certification bodies. This will be achieved by:*

[3] [3] Upon result of market study, most needed standards will be implemented (ISO/IEC 17021, 17024 and/or 17065)

- Internal audits carried out by a team of lead auditors satisfying the requirements of applicable ILAC and IAF guides. Actions required:
    - Identify and recruit a team of lead auditors;
    - Establish internal audit scope and plan;
    - Conduct internal audit;
    - Undertake internal audit debriefing;
    - Prepare report.

- Application for accreditation by of accreditation body, which is full member of IAF's multilateral arrangement. Accreditation services. Actions required:
    - Identify guidelines for IAF's membership;
    - Prepare appropriate documentation in line with IAFs requirements;
    - Submit application;
    - IAFs peer assessment;
    - Report on IAFs accreditation assessment.

Activity 4.2.7: Application for accreditation of the certification bodies. Actions required:

- An application made by the CB to the NAB;
- Complete NAB's assessment process of the CB;
- Response to the NAB by the CB with any required corrections or corrective actions;
- When successfully completed, issuance of the NAB accreditation certificate to the CB.

Output 4.3. Pool of auditors is available for the certification of management systems and of persons.

Activity 4.3.1: *Training of third party auditors for management systems selection, training and assessment of trainees according to IAF applicable guides. This will be achieved by:*

- Preparation of the training programme: promotion of woman applicants, venues, documentation, equipment, visibility issues; selection and recruitment of trainers. Actions required:
    - Ensure a gender balanced selection process;
    - Identify trainers with a focus on promotion of woman applicants;
    - Develop training protocol;
    - Identify trainees with a focus on promotion of woman applicants;
    - Implement training programme for certification of managements systems and of persons respectively;
    - Create a registry of organizations certified in management systems and persons certified.

- The announcement and marketing of the training courses; evaluation and selection of candidates according to IAF applicable guidelines. Actions required:
    - Advertise course in print and electronic media, social media etc.;
    - Shortlist candidates and evaluate and select trainees;
    - Prepare trainings.

- Include women as lead auditors include who will act as role models for their peers:
    - The communication expert: [a] Collect data on selected female auditors (incl. educational background, work experience, professionnal and personnal interests, empowerment indicators…). [b] Draft case studies. [c] Promote selected female auditors throughout nation-wide project event(s).
    - A gender expert provides guidance on data collection and drafting case studies to the communication expert.

- Realization of 3 training courses (including dummy assessments); training, assessment and certificates. Training courses on ISO/IEC 19011, ISO 9001 and ISO 9004 and ISO 22000 - each course for 30 participants. Actions required:
    - Develop training courses on ISO/IEC 19011, ISO 9001 and ISO 9004 and ISO 22000;
    - Implement training;
    - Assess trainees and issuance of certificates;
    - Evaluate the training programmes.

Activity 4.3.2: *Registration system implemented for pool of registered accreditation auditors for certification of management systems. This will be achieved by:*

- The creation and implementation of a registration system. Actions required:
    - Create a registration system;
    - Implement maintenance of the system.

- The creation of a pool of registered accreditation auditors. Actions required:
    - Introduce to the system a database of registered accreditation auditors;
    - Publicize the database;
    - Select relevant female auditor's case studies and promote them: peers, schools, etc. Collect data on selected female auditors (incl. educational background, work experience, professional and personal interests, empowerment indicators…). Draft case studies. Promote selected female auditors at the nation-wide project event(s).
    - Establish methodology for updating registered accreditation auditors.

Output 4.4. Pilot certification audits are carried out by a team of lead auditors, and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body.

Activity 4.4.1.: *Pilot certification audits by a team of male and female lead auditors, and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body. This will be achieved by:*

- Contacts with companies willing to accept a pilot audit for certification conducted by a recognized lead assessor assisted by recently approved auditors and establishment of an audit plan. Audit briefing. Actions required:
    - Identify and shortlist willing companies for pilot audit, promoting women owned-companies;
    - Include women-owned or women-managed companies in the selection process;
    - Recruit lead auditors upon shortlist of recently approved auditors;
    - Develop scope, audit plan and checklist;
    - Implement audit and audit briefing;
    - Prepare and evaluate the audit report.

- Inclusion of women-owned or -managed companies in the selection process and act as role models. Actions required:
    - Support selection process for gender balance by the technical expert
    - Collect experience of female auditors and women-owned or -managed companies (incl. background, number of staff, manager's background…), draft case studies promote selected female auditors throughout nation-wide project event(s) by the communication expert
    - Provide guidance on data collection and drafting case studies by the gender expert

- Audit debriefing with the lead auditors and approved auditors and reporting. Actions required:
    - Evaluate the pilot audit report;
    - Evaluate various auditing skills of the approved auditors
    - Ensure that women-owned or women-managed companies act as role models. A gender expert provides guidance on data collection and drafting of case studies.

4.3 Other related projects in the area of Organized Private Sector

There are no other related projects that are currently being implemented with the area of Organized Private Sector in Nigeria and that the NQIP stakeholders would be aware of.

4.4 Resources and Budget

The financial resource allocation as per main budget heading (result) was found sufficient and remains unchanged. As a result of the inception phase however certain adjustments needed to be done within the results. The budget for the Organised Private Sector and Conformity Assessment Bodies component looks as follows:

Outcome 4		
Capacity of the Organized Private Sector is improved to create and/or support Conformity Assessment Bodies		**944,625**
Output 4.1.	Capacity development plan for OPS is developed and implemented.	20,000
Output 4.2.	Certification bodies are established for certification of management systems and for certification of persons according to international standards.	512,325
Output 4.3.	Pool of auditors is available for the certification of management systems and of persons.	191,280
Output 4.4.	Pilot certification audits are carried out by a team of lead auditors and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body.	221,020

4.5 Definition of baseline and baseline indicators

The baselines as well as indicators were verified, defined and assigned real quantitative values during the inception phase. Baseline information surveys were collected from the National Agency for Food Drug Administration & Control (NAFDAC), Nigeria Export Promotion Council (NEPC), Institute of Public Analysts of Nigeria (IPAN), Nigerian Association of Chambers of Commerce, Industry, Mines & Agriculture (NACCIMA), Manufacturers Association of Nigeria (MAN), Nigerian Association of Small & Medium Enterprise (NASME), and Nigerian Employers Consultative Assembly (NECA).

The annexed Logical Framework summarizes the logic of intervention, the baseline indicators, the objective verifiable indicators and the sources and means of verification. In summary the baseline indicators for this output consist of the following:

Baseline indicator for the outcome 4:

- At least one Certification body compliant with ISO/IEC 17021 or ISO/IEC 17024 and ready to undertake accreditation assessment.
- ISO/IEC 17024 for certification bodies providing audit and certification of persons.
- At least 10 companies certified in one of the management system standards by the CABs.
- At least 60 recognized lead auditors (gendered ratio) for certification of management systems.

Baseline information for the outcome 4:

- SON has membership with AFRAC but not yet with ILAC and IAF. The FMITI is not a full member but has correspondence relationship with OILM and BIPM.

- Both SON and NAFDAC have a cooperation arrangement with the West African Quality system which is a joint ECOWAS/EU/UNIDO Programme for building quality infrastructure in West Africa
- Some institutions conduct awareness and training activities but no data on percentages of beneficiaries who participated. In this connection, SON and NAFDAC have trained staff on quality management systems, mainly on ISO 9001. SON has some quality system assessors/auditors most of whom are women. But the personnel are not yet certified and thus need to improve their competencies.

Output 4.1. Capacity development plan for OPS is developed and implemented.

Baseline indicator for the output 4.1.:

- Number of private sector CABs in operation.

Baseline information for the output 4.1.:

- There is no platform yet for regular dialogue and interaction of the OPS with the relevant agencies on the subject. There is need for capacity building and equipment supply.

Output 4.2. Certification bodies are established for certification of management systems and for certification of persons according to international standards.

Baseline indicator for the output 4.2.:

- Statutes of the certification bodies.
- Quality management policies, system and procedures are gender sensitive and operational.
- Sustainability / business plan in place.
- Number of staff trained (gendered ratio).
- At least 1 major woman national association included in process.
- % of women at decision-making levels.
- % of women in technical positions.
- 100% of corporate visibility material is gender sensitive.

Baseline information for the output 4.2.:

- While there are as yet no certification bodies in Nigeria, opportunities abound for third party certification organisations.
- There are quality management systems and procedures in place at SON, NCC, IPAN and MAN. Although there is a few trained staff in quality management, their capacity needs to be enhanced.
- There is need for awareness creation about the CAB within the business community
- There is no sustainability / business plan in place.

Output 4.3. Pool of auditors is available for the certification of management systems and of persons.

Baseline indicator for the output 4.3.:

- Number of auditors trained (gendered ratio).
- No. of registered lead auditors for certification of management systems and of persons (gendered ratio).
- Number of case studies carried out and disseminated.

Baseline information for the output 4.3.:

- In the OPS, there is an absence of trained certified quality auditors and registered lead auditors for certification of management systems along ISO standards. This inhibits audits.
- There is absence of registered lead auditors for certification of management systems and of persons

Output 4.4. Pilot certification audits are carried out by a team of lead auditors and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body.

Baseline indicator for the output 4.4.:

- Number of audits performed by the trained auditors.
- Percentage of women owned or managed companies included in pilot.
- Number of certified companies against relevant ISO standards.
- Number of case studies carried out and disseminated

Baseline information for the output 4.4.:

- There is no record of audits performed by the trained auditors;
- No registry exists on the number of companies certified against relevant ISO standards.
- Percentage of companies owned/managed by women is not known.

4.6 Assumptions and Risks

The project results could be undermined or weakened by factors of subjective or objective nature as those presented below. In the annexed Logical Framework some specific assumptions and risks involved are presented in detail for each sub-activity.

The major global assumptions and risks from the perspective of the Organized Private Sector component are as follows:

Government buy in and government institutions support risks:

- *Seriousness:* High
- *Probability:* Medium
- *Mitigation measure:* OPS to undertake serious advocacy with government. OPS advocate to government for CABs. OPS participate in development of roadmap for privatised CABs. OPS develop clear plans for establishment of privatised CABs which meet high standards.
- *Assumption:* Government will support the creation of private sector conformity bodies. There is government support for private sector CABs.

Political instability risk:

- *Seriousness:* High
- *Probability:* Low
- *Mitigation measure:* Monitor the security situation and its impact on the project.
- *Assumptions:* Political stability is maintained.

Lack of synergy among regulatory agencies risk:

- *Seriousness:* High.
- *Probability:* High.
- *Mitigation measure:* Ensure harmonisation of functions / engage regulatory agencies in collaborative planning activities.
- *Assumptions:* There is collaboration among regulatory agencies.

Low level of awareness among the associations of the private sector on the importance of the business climate for a credible and internationally recognized NQI risk:

- *Seriousness:* High.
- *Probability:* High.
- *Mitigation measure:* Advocacy and awareness raising of relevant private sector associations / Engage OPS in collaborative planning activities for NQI.
- *Assumptions:* Private sector supports NQI.

Organised private sector is reluctant to engage into the certification business risk:

- *Seriousness:* High.
- *Probability:* Low.
- *Mitigation measures:* Awareness raising of relevant private sector associations to understand the potential financial benefits of the privatised certification business / capacity development to carry out the certification; NQI policy has clear statement on role of OPS in certification business.

- *Assumptions:* Private sector engages in certification business.

Low level of commitment and active participation of all concerned national parties in the process risk:

- *Seriousness:* High.
- *Probability:* Medium.
- *Mitigation measures:* Use collaborative planning processes and show respect for ideas of all parties; capacity development of all parties to fully engage in the collaborative planning processes.
- *Assumptions:* Commitment and active participation of all concerned national parties in the process.

Poor coordination between the project and other ongoing initiatives in the field risk:

- *Seriousness:* High.
- *Probability:* Medium
- *Mitigation measures:* Use communication strategy to identify means of communication with stakeholders in other initiatives; stakeholders from other projects participate in collaborative planning of NQI and other communication and sharing activities.
- *Assumptions:* Good coordination between NQI and other ongoing projects.

5. Enhancement of the consumer protection role on quality issues as well as increased capacities of consumer associations to lift up the quality offer/culture of Nigerian enterprises (Component 5)

5.1 Inception phase (Findings and Recommendations)

In relation to **Outcome 5 "Capacity of Consumer Protection Council, other consumer associations and regulatory bodies is improved to raise awareness and promote quality for better consumer protection",** there were slight changes in the wording of some outputs in order to widen the scope. During the inception phase, the results were found valid and kept without major changes. However certain revisions and adjustments were done within the respective activities. For example in Output 5.1, activities implemented with the goal of addressing gender objectives were visibly strengthened. Output 5.2 has its activities readjusted in order to answer in an efficient manner to the expected goal ("Establishment and harmonisation of a Nigerian Quality Award"). For a detailed list of adjustments done together with the justifications please refer to the table below:

Output per Description of the Action	***Output after the Inception Phase***	***Justification and comments***
Output 5.1. Training units are set up for the application of international standards for management systems.	**Output 5.1. Training units are set up to provide training on awareness raising, advocacy, quality assessment and application of international standards for management systems.**	**Reformulation to address specific needs of trainings.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 1: Development of training units, namely for the application of international standards for management systems (like ISO 9001, ISO/IEC20000, ISO 22000, Euro G.A.P. and others)	Activity 5.1.1: Development of training units, namely for the application of international standards for management systems (like ISO 9001, ISO/IEC20000, ISO 22000, Global G.A.P. and others).	Euro G.A.P substituted by Global G.A.P in order to train on worldwide standards.
	Activity 5.1.2: Support all training units to develop gender policies in line with international standards for management systems.	New activity to ensure that equal opportunities for skills development is given to women and men.
	Activity 5.1.3: Build capacity of trainers to use appropriate curriculum and training approaches.	Activity was moved from output 5.3 to 5.1. Reformulation to precise way of improvement of advocacy for consumer's awareness.
	Activity 5.1.4: Trainings include modules on: food safety practices in	

	informal markets, women-owned business certification, etc.	New activities to ensure that equal opportunities for skills development is given to women and men.
	Activity 5.1.5: Specific training opportunities are available for women.	

Output per Description of the Action	*Output after the Inception Phase*	*Justification and comments*
Output 5.2. Promotional campaigns and awareness activities on quality organised nationwide.	**Output 5.2. Collaborative programme of promotional campaigns and awareness activities on quality are organised nationwide for a wide range of stakeholders.**	**Reformulation to address specific needs of promotional campaigns and awareness activities.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 2: Promotional and awareness activities	Activity 5.2.1: Collaborative and harmonized plan for national campaign developed and implemented by CPC, consumer associations and regulatory bodies.	New activity in order to develop collaborative platforms of communication between stakeholders.
	Activity 5.2.2: Promotional material is developed to be gender sensitive. Identify and promote active male leaders in combatting discrimination against women in the workplace.	Reformulation to ensure that women and men are treated fairly throughout project implementation and that it promotes positive female role models within the NQI-related businesses.

Output per Description of the Action	*Output after the Inception Phase*	*Justification and comments*
Output 5.3. The Nigerian Quality Award established/harmonised with ECOWAS scheme.	**Output 5.3. The Nigerian Quality Award is established/harmonised with ECOWAS scheme.**	**No changes.**
Activities as per Description of the Action	***Activities after the Inception Phase***	***Justification and comments***
Activity 3: Training for trainers	Activity 5.3.1: System and protocols for assessment and award for The 'Nigerian Quality Award' identified, agreed across partners and implemented.	New activity to reach expected results in an efficient manner.

	Activity 5.3.2: Campaign to promote 'Nigerian Quality Award' as a prestigious symbol of quality management, services and product with categories to explicitly include women-owned businesses.	New activity to reach expected results in an efficient manner and to ensure equal opportunities for skills development should to women and men.

5.2 Project design

1. Rationale

With over 100,000 international standards and more than 1,000 new ones introduced every year, it is a major challenge for developing countries to keep up with the rigorous mandatory and market-generated product standards. In Nigeria, a major constraint to the growth and diversification of exports is the complexity of national and international technical, sanitary and phytosanitary (SPS) conditions, which affect exports going to developed markets directly.

The Consumer Protection Council (CPC) is the apex consumer protection agency of the Federal Government of Nigeria. It was established to promote and protect consumers' interests. Its core activities are to inform consumers, eliminate hazardous products from the market, ensure that products and services comply with required standards. It also has responsibility to receive, mediate and provide redress to consumer complaints.

According to the CPC, Consumers Protection issues are taken seriously; and actions and initiatives promoted by the main consumers' protection body are relevant and successful.

Nevertheless, it appears that more could be done, like the preparation and validation of a Consumers Protection Law.

In Nigeria, SON exists to meet the standardization needs of the population for consumer protection and fit-for-purpose goods and services. Their capacity however, along with other institutions, needs to be strengthened to align the national standards to international good practices and broaden their use nationwide (strengthening market surveillance and participation in consumers' awareness programmes).

Within the National Quality Infrastructure project, there is a strong emphasis on training and awareness raising for a better quality culture.

After new consultations with CPC (on January and May 2014), it was agreed to further strengthen the CPC in order to overcome its inadequate capacity (only 8 branch offices are established in 36 States of Nigeria) to meet consumer right advocacy.

Finally, CPC is in liaison with NGOs. It was agreed that this relationship is considered as a viable field solution to enhance the consumer education compliance.

2. Activities/ Sub activities

The activities foreseen under the Outcome 5 are as follows:

Output 5.1. Training units are set up to provide training on awareness raising, advocacy, quality assessment and application of international standards for management systems.

Activity 5.1.1: *Development of training units, namely for the application of international standards for management systems (like ISO 9001, ISO/IEC20000, ISO 22000, Global G.A.P. and others). This will be achieved by:*

- The enhancement of CPC's capacity to meet consumer right advocacy. Actions required:
  - Prepare an impact analysis document;
  - Introduce a consumer friendly logo using the laboratory facilities of the partners CPC to be custodian of the laboratory database in Nigeria;
  - Prepare Charter of Consumers – A document on right and obligations of consumers in Nigeria by engaging a consultant for assignment;
  - Establish recommendations for capacity improvement in order to meet efficient consumer right advocacy.

- The establishment of business plans for the realization of business units for training on the application of management systems standards in private or public organisations accounting for the data acquired during the market assessment. Actions required:
  - Under the auspices of the CEO, prepare a draft business plan along with a budget;
  - Present and discuss budget with concerned parties;
  - Submit a draft plan and budget to the ministry for further action.

- Assistance to the internal organizational structure of CPC for fully fledged training units. Actions required:
  - Prepare organogram;
  - Define functions and responsibilities;
  - Establish organizational protocol for the training units.

- The establishment of a plan and specifications for the ICT system, including business management software (accounting, customer relationship management). Actions required:
  - Define specification for the ICT system;
  - Develop plan of action;
  - Install the ICT system and training of the personnel,
  - Train on the use of the platform.

- The establishment of the specific internet site for 2 training units. Actions required:
  - Define terms of reference;
  - Call for proposals, process of applications and award of contract;
  - Install internet site in line with TORs;
  - Introduce a methodology of maintenance.

- Procurement of ICT equipment for management for 2 training units. Actions required:
  - Define specifications;
  - Call for bids, process of applications and award of contract;
  - Install in line with technical specifications.

- The establishment of procedures for compliance with ISO 20000 and ISO 9001, including staff training. Actions required:
  - Review ISO 20000 and ISO 9001 requirements for trainings;
  - Prepare documents in compliance with ISO 20000 and ISO 9001 standards;
  - Validate documents at stakeholders workshop;
  - Submit ISO documents for review.

- Internal audit on the compliance of the training units' quality management system with ISO 9001. Corrective measures. Actions required:
  - Identify and recruit a team of lead auditors;
  - Establish internal audit scope and plan;
  - Conduct internal audit;

- Undertake internal audit debriefing;
- Establish corrective measures for non-conformance;
- Prepare report.

- Certification of ISO 9001 by an accreditation certification body. Actions required:
  - Recruitment of an international expert;
  - Use certification services for 2 training units.

- Study tours to acquaint Nigerian visitors with successful private sector led initiatives of institutionalization and fostering of formal training for specialized workers. Actions required:
  - Identify study tour areas;
  - Develop objectives of study tour;
  - Identify foreign based successful private sector led initiatives/institutions;
  - Select participants;
  - Undertake study tour;
  - Prepare report of tour;
  - Evaluate outcome.

Activity 5.1.2: *Support all training units to develop gender policies in line with international standards for management systems. This will be achieved by:*

- Design of a gender policy. Action required:
  - A gender expert provides guidelines on gender charter/ policy drafting.

Activity 5.1.3: *Build capacity of trainers to use appropriate curriculum and training approaches. This will be achieved by:*

- Preparation of a coherent overall programme for training of trainers on the application of management systems standards and benefits of standardization. Actions required:
  - Prepare training programme: venues, documents, equipment, etc.;
  - Develop guidelines & curriculum for training of trainers;
  - Ratify curriculum for training of trainers on the application of management systems.

- The establishment of the minimum criteria for trainees to be selected for the "training of trainers programme" for the application of management systems standards. Actions required:
  - Recruit an international expert.

- Preparation of a package of publications for information about the themes to be dealt with during the training activities. Actions required:
  - Develop publicity materials in the form of fliers, brochures etc.
  - Prepare a brochure for the training programme, forms, templates and web site information. Actions required:

- Consultation with the main organizations for training of trainers: project partners, higher education institutions, companies, participants of TCS, accounting for the data acquired during the market assessment. Actions required:
  - Develop consultation agenda for concerned entities;
  - Undertake consultation with concerned entities.

- Public presentation of the training programme, the set of accompanying publications for management systems standards and invitation of trainees. Actions required:
  - Advertise training programmes;
  - Present training programmes at stakeholders meeting.

- Selection of a maximum of 60 trainees for the "training of trainers programme" focused on management systems. Actions required:
  - Recruit international experts;
  - Prepare job descriptions for the project trainers;

    - Select of project trainers with a focus on gender equality.

- Organisation of logistics for the all programme: venues, documentation, participant lists, visibility, supplies, trainers.

- Training activity. Actions required:
    - Preparation, training, examinations, certificates and reporting.

- Extended training course and on-job-training for the implementation of e-learning systems in the existent training units. Actions required:
    - Select trainees with a focus on gender equality;
    - Carry out extended training course and on-job-training
    - Establish a roadmap for the implementation of e-learning systems in the existent training units.

- Training for TC participants on recent approaches to standardisation benefits and standardisation work. Actions required:
    - Recruit an international expert.

- The establishment of an award for the best written work carried out by the trainees on the subjects of the training courses, namely on "sustainability of the NQI". Carry out cost estimate. Actions required:
    - Create the award;
    - Select the best written work based on objective criteria;
    - Advertise the award.

Activity 5.1.4: *Trainings of trainers include modules on: gender mainstreaming, food safety practices in informal markets, women-owned business certification. This will be achieved by:*

- Inclusion of modules into training courses. Actions required:
    - Consider proposals
    - A gender expert provides material on gender mainstreaming.

Activity 5.1.5: *Specific training opportunities are available for women. This will be achieved by:*

- The establishment of training modules for women according to specific needs. Actions required:
    - Adapt and propose specific training courses for woman for the unit trainings;
    - A gender expert provides guidelines on gender mainstreaming within training/ workshop facilitation.

5.2 Collaborative programme of promotional campaigns and awareness activities on quality organised nationwide for a wide range of stakeholders.

Activity 5.2.1: *Collaborative and harmonized plan for national campaign developed and implemented by CPC, consumer associations and regulatory bodies. This will be achieved by:*

- Improvement of advocacy for consumer awareness. Actions required:
    - Prepare a chart of consumer
    - Introduce Curriculum in primary schools - teach consumers right topics in schools;
    - Introduce now from junior secondary schools – learning for life;
    - Design and implement promotional campaign specially targeted at women;
    - Advocate for a working group on NQI related employment opportunities within gender networks / reference group;
    - Conduct Road Shows / Create Jingles – on going CPC program.

- Improvement of CPC liaison with NGOs and associations (including women associations) to enhance consumer education compliance. Actions required:

- Create and enhance relationship and associations (including women associations) with NGOs.

- Organization of logistics for the national campaigns and awareness sessions (to journalists, consumers, etc.): venues, documentation, participant lists, visibility, supplies, trainers.

Activity 5.2.2: *Promotional material is developed to be gender sensitive. Identify and promote active male leaders in combatting discrimination against women in the workplace. This will be achieved by:*

- Preparation of a package of publications for information, brochure and website information.

- Consulting with main organizations/associations.

- Preparation of gender sensitive visibility material/communication strategy. Actions required:
  - Review of visibility material by a gender expert.

- Promotion of male leaders in combatting discriminations. Actions required:
  - Collect data from male colleagues/partners from case studies (auditors, technicians, labs, etc.) and use in promotional material.

Output 5.3. The Nigerian quality award established/harmonised with ECOWAS scheme.

Activity 5.3.1: *System and protocols for assessment and award for The 'Nigerian Quality Award' identified, agreed across partners and implemented. This will be achieved by:*

- Creation and harmonization of the award. Actions required:
  - Create a working group for harmonization;
  - Develop criteria for Nigeria quality award and harmonize with ECOWAS scheme;
  - Develop selection criteria for quality award;
  - Review the quality awards process to include women businesses;
  - Institutionalize the award;
  - Present to stakeholders for endorsement;
  - Train the organizers, auditors and jury on quality award;
  - Operationalize award.

Activity 5.3.2: *Campaign to promote 'Nigerian Quality Award' as a prestigious symbol of quality management, services and product with categories to explicitly include women-owned businesses. This will be achieved by:*

- Dissemination and promotion of harmonized quality awards scheme. Actions required:
  - Promote the award nationally;
  - Target woman-owned businesses.

5.3 Other related projects in the area of Consumer Protection

There are other projects that are currently being implemented in the area of Consumer Protection and Quality Awareness in Nigeria. These are:

- The SON consumer awareness for quality protection project;

- The IPAN post-market surveillance project of consumer products;

- The CPC various consumers awareness campaigns like the latest "Check the BB (Best Before) Date" campaign

- The Nigeria Consumer Award (NiCA) organized by the Consumers Protection Council

These areas are very close to what is planned to be achieved under the NQI project. That is why a cooperation and regular exchange of information is necessary to ensure that projects are complementary and work together toward the achievement of common goals. Overlaps should be avoided.

5.4 Resources and Budget

The financial resource allocation as per main budget heading (result) was found sufficient and remains unchanged. As a result of the inception phase however certain adjustments needed to be done within the results. The budget for the Quality component looks as follows:

Outcome 5	
Capacity of Consumer Protection Council, other consumer associations and regulatory bodies is improved to raise awareness and promote quality for better consumer protection	**1,459,375**

Output 5.1	Training units are set up to provide training in awareness raising, advocacy, quality assessment and application of international standards for management systems.	761,200
Output 5.2	Collaborative programme of promotional campaigns and awareness activities on quality are organised nationwide for a wide range of stakeholders.	338,700
Output 5.3	The Nigerian quality award is established/harmonised with ECOWAS scheme.	359,475

5.5 Definition of baseline and baseline indicators

The baselines as well as indicators were verified, defined and assigned real quantitative values during the inception phase. Baseline information surveys were submitted to the STANDARDS ORGANISATION OF NIGERIA (SON), Federal Ministry of Industries Trade & Investment (FMITI), Department of Weight & Measures, National Planning Commission (NPC), Nigeria Export Promotion Council (NEPC), National Communication Commission (NCC), Consumer Protection Council (CPC), Institute of Public Analysts of Nigeria (IPAN), Nigerian Association of Chambers of Commerce, Industry, Mines & Agriculture (NACCIMA), Manufacturers Association of Nigeria (MAN), Nigerian Association of Small & Medium Enterprise (NASME), Nigerian Employers Consultative Assembly (NECA).

The annexed Logical Framework summarizes the logic of intervention, the baseline indicators, the objective verifiable indicators and the sources and means of verification. In summary the baseline indicators for this output consist of the following:

Baseline indicator for the outcome 5:

- Number of quality awareness campaigns organised by CPC/consumer associations.
- Increased number of cases filed by CPC.
- Number of training programmes available.
- Number of States covered.

Baseline information for the outcome 5:

- The ratio of non-compliance is up to 85%, made up of fake and counterfeit products at the local markets. It was mentioned that many of the fake and sub-standard products are imported

- Consumer Associations are not yet popular in Nigeria.
- CPC has functional offices in 6 geopolitical zones of the Federation, with a Liaison Office in Lagos and its head office in Abuja. It liaises with relevant state ministries and NGOs in places where it has no office as yet. Other agencies like NCAA, SON, etc. also have consumer protection provisions in the acts setting them up.
- Quality culture can be inculcated among the key actors and beneficiaries through investment in infrastructure (including improved capacity for the inspectorate), sensitization in all local government areas and through advocacy. In any case, consumer education is increasing in the country and so they are more willing to use the CPC to seek redress.
- In terms of assistance provided by lawyers, CPC works with the Attorney General on criminal cases and external solicitors on civil cases.
- Although a Consumer Congress exists, there is no umbrella body for consumers in Nigeria. A body known as All Nigerian Consumers Movement Union is not delivering on its mandate.
- CPC needs additional funding, technical and international cooperation to succeed.

Output 5.1. Training units are set up to provide training on awareness raising, advocacy, quality assessment and application of international standards for management systems

Baseline indicator for the output 5.1:

- Number of training units created.
- Number of quality managers, consultants, auditors trained (gendered ratio) on different management system standards.
- Number of training programmes.
- 1 model gender policy established for training units.
- % of female trainers.
- Availability of training modules for women.

Baseline information for the output 5.1:

- There are no training programmes for staff on quality management. However, SON and CPC regularly coordinate the training of their staff on consumer awareness training.
- Complaints are received from consumers through phone calls, emails, and liaison offices about poor quality products and these complaints are addressed through the 3Rs mechanisms - Repair, Replacement and Refund (SON). The CPC stated that it has a turnaround time of 30 days to deal with local complaints and 60 days for complaints from outside.
- Lawyers provide assistance on cases brought to the court through the legal departments of the CPC and SON.

Output 5.2. Collaborative programme of promotional campaigns and awareness activities on quality are organised nationwide for a wide range of stakeholders.

Baseline indicator for the output 5.2:

- Number and type of publications and sensitization material.
- 100% visibility material is gender-sensitive.
- Promotional campaigns reach to remote rural areas.
- 1 national campaign established with gender sensitization.

Baseline information for the output 5.2:

- There are quarterly publications and sensitization materials. These include newsletters, journals (e.g. Consumer Voice Journal) and magazines. However, the circulation is highly limited.
- Through a regular radio programme (Talk Your Own), CPC tries to create awareness about quality among the populace.
- CPC provides telecom alerts to consumers to inform them about recent findings
- CPC as the national body responsible for consumer affairs has a website for consumer protection. It has a Quality Assurance Department as well as an Enforcement Department. The later enforces quality through regular market surveys.
- Among the staff of CPC, there are more women.
- There is no data on the ratio of women in consumer protection associations.
- There are no promotional campaigns yet in the rural areas.

Output 5.3. The Nigerian quality award established/harmonised with ECOWAS scheme.

Baseline indicator for the output 5.3:

- Organizational Committee for National Quality Award set up.
- Number of auditors trained (gendered ratio) on the harmonized Quality Award.
- 1 quality award for women-owned businesses.

Baseline information for the output 5.3:

- Under the auspices of SON, there is an Organizational Committee for the National Quality Award in Nigeria (NIS- Mark of Quality). The award is an annual event given to the best performing company in a number of categories. The award is not harmonized with others.
- SON has trained quality auditors (gendered) on the NIS Quality Award
- The Nigerian Consumer Award (NICA) has also been set up. It has 5 categories.

5.6 Assumptions and Risks

The project results could be undermined or weakened by factors of subjective or objective nature as those presented below. In the annexed Logical Framework some specific assumptions and risks involved are presented in detail for each sub-activity.

The major global assumptions and risks from the perspective of the Organized Private Sector component are as follows:

Sourcing Experts risks:

- *Seriousness:* High.
- *Probability:* Low.
- *Mitigation measure:* Liaison with international organisations for expert sourcing.
- *Assumption:* Experts are available. There are international experts with the required skills willing to work in Nigeria.

Funding risks:

- *Seriousness:* Medium.
- *Probability:* Medium.
- *Mitigation measure:* Find alternative sources of funding if necessary.
- *Assumption:* Funding will be sufficient.

Acceptance of Stakeholders risks:

- *Seriousness:* Medium.
- *Probability:* Medium.
- *Mitigation measure:* Ensure lobby and continuous advocate / regular meetings of all regulatory agencies.
- *Assumption:* Stakeholders support the activities. Enterprises are prepared to put to use the knowledge and skills acquired by their trainees. There is a commitment and active participation of all concerned national parties in the process. Stakeholders willing to integrate the regional award scheme.

Continuity and Sustainability risks:

- *Seriousness:* High
- *Probability:* Low
- *Mitigation measure:* Ensure project ownership and regulatory monitoring.
- *Assumption:* Impact and benefits will ensure sustainability.

Capacity of Project Personnel risks:

- *Seriousness:* High
- *Probability:* High
- *Mitigation measure:* Ensure continuous training.

- *Assumption:* Better remuneration and working conditions will increase performance. Local experts are sufficiently qualified to be selected as trainers.

Sourcing Experts risks:
- *Seriousness:* High
- *Probability:* Low
- *Mitigation measure:* Liaison with international organisations for expert sourcing.
- *Assumption:* Experts are available. There are international experts with the required skills willing to work in Nigeria.

Media Sabotage risks:
- *Seriousness:* High
- *Probability:* Low
- *Mitigation measure:* Ensure constructive engagement and increased media campaigns. Provide the media with positive stories as often as possible.
- *Assumption:* Need of social responsibility to educate citizens. The media is supportive of the new regulatory environment.

Accessibility risks:
- *Seriousness:* High
- *Probability:* High
- *Mitigation measure:* Identify ways of reaching rural communities: Radio coverage, community leaders, and town criers. Use a range of communication strategies to ensure reaching hard to reach stakeholders including rural communities, informal sector, women and youth e.g. radio, community.
- *Assumption:* Radio coverage will enhance awareness in non-accessible communities. A diverse range of communication strategies reaches a wide range of stakeholders.

6. Management and coordination arrangements

6.1 Governance

Programme Governance:

The governance of the Competitiveness Support Programme was agreed upon during preparatory meetings organized between UNIDO and GIZ during the launching ceremony in January 2014. It was decided to establish a Programme coordination mechanism termed “Nigeria Competitiveness Support Programme Overall Steering Committee” which would be kept to minimum: FMITI, EU, GIZ and UNIDO.

The overall Steering Committee Terms of Reference have been finalized with GIZ and submitted to the European Union Delegation in Abuja.

Project Governance:

The main governance body of the National Quality Infrastructure Project is the Project Steering Committee (PSC), which has been set up to oversee and validate the overall direction and policy of the project. This body will meet regularly to:

- Define the strategic orientation of the Project;
- Review and endorse the inception report, annual project review, project performance, financial and progress reports;
- Ensure the alignment of the Project’s scope and activities with the requirements and needs of the beneficiaries and other stakeholders;
- Discuss potential adjustment of priorities of actions, changes to outputs and budgets allocated, based on the recommendations submitted by the CTA and the Project Managers;
- Provide feedback and advise on documentation and issues arising from the project;
- Address any issue that has major implications for the project;
- Advice on alternative actions to be taken, when certain milestones identified in the project are not achieved within a certain time-period;
- Strengthen the cooperation and coordination mechanisms of the Project
- Validates the Project Mid-Term review and the Terminal Project Evaluation.
-

In any other extraordinary situation, the PSC can meet and take necessary actions. The PSC shall meet at least once a year.

The PSC shall be made up of:

- A representative of the FMITI;
- A representative of the EU;
- A representative of UNIDO;
- A representative of SON;
- A representative of the Weight and Measures department agency;
- A representative of NAFDAC;
- A representative of CPC;
- A representative of MAN;
- A representative of NACCIMA;
- A representative of NASMAE;
- A representative of SMEDAN;
- A representative of NEPC.

Membership of this governing body, their terms of reference and roles and responsibilities have been defined.

The team leader of the PMU will be a nonvoting member of the PSC (ex officio).
The first PSC meeting is planned to take place in August 2014 to discuss and validate the NQIP annual progress report, the terms of reference of the PSC, roles and responsibilities of its members as well as findings and recommendations of the inception phase put into this inception report.

Good Governance within the National Quality Infrastructure:

As would be expected, the elaboration and implementation of the NQIP involves a large number of stakeholders - experts, donors, programme managers, staff of ministries, departments and agencies (MDAs), governmental and non-governmental institutions, private sector entities, suppliers of services and products, etc. In addition, there are professionals involved in various aspects of the programme including inspection, auditing, testing, consultancy and training.

In view of this and for the programme to achieve its set objectives devoid of unacceptable practices, it has become necessary to emphasize the principles and values that would henceforth guide the programme activities.

All stakeholders are hereby enjoined to observe the highest level of ethical, professional and good governance practices. They are encouraged to abide by the rule of law and internationally accepted code of conduct

In particular, they agree to abide by the following principles: transparency, openness, integrity, impartiality, promptness, objectiveness, competence, consensus and confidentiality.

For this reason, the inception phase concludes that there is a necessity to develop a guideline on good governance practices in NQI. Therefore a workshop will be organized for the professionals of the quality field in order to establish these guidelines which will be used and applied by the national infrastructures.

6.2 Project Management Unit

During the inception phase, the composition of the NQIP project team was finalized. This was done in close consultations with the beneficiary institutions.

The project team leader who is the UNIDO Representative in Nigeria is in constant dialogue with the national stakeholders and the donor. Given the complexity of the project and the need for proximity management and close interaction with several national partners, a decentralized management structure is being experimented with a professional - the Chief Technical Advisor based in Abuja. When needed, short and long term technical consultants will assist in the implementation of activities of each technical component.

The Project Management Unit will ultimately consist of:

Technical experts:

- A Quality Policy and Food Safety Policy expert
- A Technical regulation expert
- A Standard expert
- An Accreditation and testing laboratory expert
- A Metrology expert
- A Product certification and inspection expert
- A Quality and enterprise certification expert

The management team in the field (Abuja) is under the supervision of the Chief Technical Advisor:

- A Chief Technical Advisor (CTA)
- A Financial and Administrative expert
- A Monitoring and Evaluation expert
- A Junior Quality Expert
- A Partnership and Communication expert
- A Project Assistant.

Project Management at HQ:

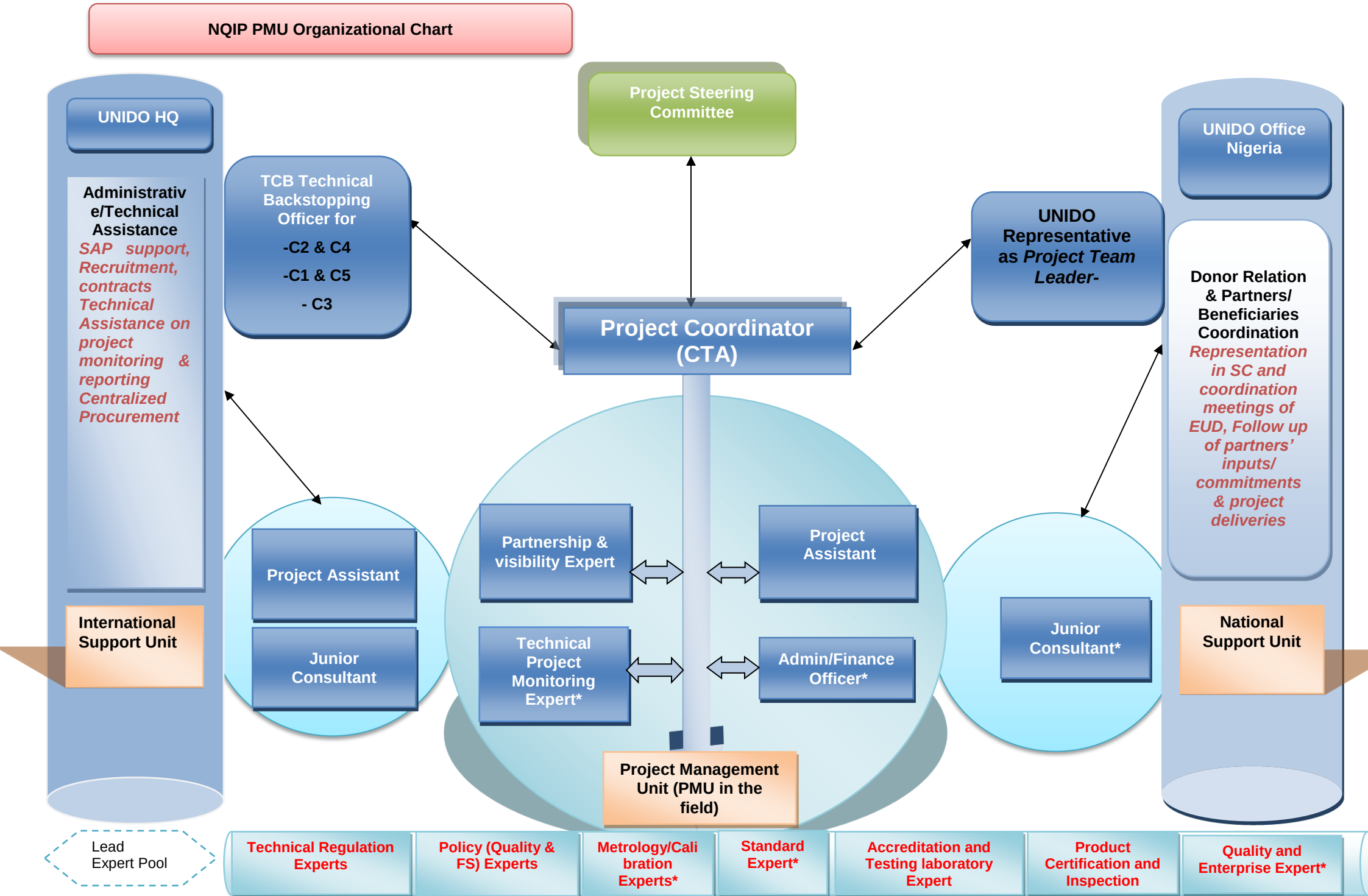
- A Team Coordinator and Project Manager for Accreditation (Component 2); Organised Private Sector and Conformity Assessment Bodies (Component 4)

- A Project Manager for Quality Policy (Component 1) and Consumer Protection (Component 5)
- A project manager for Metrology (component 3)
- A Junior Quality Expert
- A Project Assistant

Project Quality Manual (PQM):
A PQM has been prepared and updated during the inception phase. It consists of a set of procedures (Standard Operational Procedures- SOPs). Its goal is to harmonize and facilitate the implementation of administrative tasks in accordance with UNIDO rules and regulations.

The team structure is visualised by the diagram below:

NQIP PMU Organizational Chart



6.3 Monitoring, Review and Evaluation Arrangements

6.3.1 Reporting

Reports will be in line with EU requirements as spelled out in the United Nations Financial and Administrative Framework Agreement signed on 29 April 2003 and as stated in the Annex II of the signed financing agreement.

The project will be implemented following the new SAP software that became operational at UNIDO as of January 2012 where the project logical framework is the main reference for the project management, monitoring and reporting. The detailed reporting system is an integral part of the Monitoring and evaluation system designed during the inception phase.

Based on the findings of the inception phase, four levels of reporting for the project are envisaged:

- Bi-weekly report sent by the Long-term experts to PMU to report tasks undertaken and work plan of the next two weeks;
- Annual progress reports by activities and results prepared by the three backstopping officers. These will be consolidated by the Team Leader for consolidation for submission to the members of the steering committee;
- Mid-term and final independent evaluation reports.

The SAP system has the possibility to generate additional reports as and when needed.

The annual progress reports, covering activities implemented, outputs produced and outcomes achieved during the reporting period, will be submitted to the EU and key stakeholders and discussed at the Technical Steering Committee meetings. Annual narrative and certified financial reports will also be issued by UNIDO to the EU.

Report	Frequency
Inception report	Within first 12 months of project start up, after approval by the Steering Committee, with specific implementation plans.
Annual reports	Once a year: no later than 30 calendar days after each period has passed.
Final report	Once, within the 6 months of the end of the implementation period as defined in the article 2.6 of the Special Conditions to the Contribution Agreement.

6.3.2 Monitoring

The performance monitoring will be executed based on a detailed work plan and log frame with defined baseline indicators that were collected during the inception phase. Day-to-day technical and financial monitoring will be part of UNIDO responsibilities. The Steering Committee (SC) will be responsible for the overall programme oversight and guidance.

The Project Indicative Monitoring below and Evaluation Work plan and budget will be adhered to:

Type of M&E activity	Responsible Parties	Time frame
Kick-Off meeting followed by public launch event.	UNIDO Project Manager (PM); Project Coordination Unit (PMU)	Within first 2 months of project start up

Type of M&E activity	Responsible Parties	Time frame
M&E design and tools and baseline information to collect and record data (performance indicators)	PM will oversee the hiring of specific MÊ institutions/professionals and delegate responsibilities to relevant team members	Start, mid and end of project
Steering Committee Meetings	Project Team Leader; Project Chief Technical Advisor (CTA); PM; and Project Steering Committee	One committee meeting every year. One of these meetings should coincide with the Annual Project Review.
Regular monitoring and analysis of performance indicators as per available framework (1)	UNIDO Project Manager (PM); Project Monitoring and Evaluation Expert (MEE) and M&E consultants as required	Regularly to feed into project management and Annual Project Review
Annual Project Review to assess project progress and performance	PMat UNIDO HQ and Project Steering Committee are to review the project performance and make corrective decision (based on the APR)	Annually, prior to the finalization of APR and to the definition of annual work plans
Visits to field sites	PM, CTA, MEE, TCB Director and UNIDO HQ	Annually or when critically required (for TCB Director)
Mid-term Review	PM, external consultants, Steering Committee; UNIDO HQ	Mid of project
Terminal Project Evaluation	PM at UNIDO HQ, Project Steering Committee, independent external evaluators	Evaluation at least one month before the end of the project; report at the end of project implementation

An extract of the Result Based Monitoring can be filled (e.g. with indicator number 1). This analysis of performance indicators will be fine-tuned and monitored by the Monitoring & Evaluation expert of the PMU. The indicators used to monitor progress, results and impact of the project, are the ones stated in the Logical Framework and in the below table:

	Indicators from Logframe	Measures (How are measures defined and what information should be collected?)	For what purpose is the information to be collected ?	Who needs the information?	What are the data collection methods?	When and how often should collection occur?	Who is responsible for development of (a) procedures and instruments, and (b) carrying out the collection?		How much does it cost to collect information?	Who is responsible for reviewing and verifying the process?	How will the information be reported ?	Comments
		1	2	3	4	5	6 (a)	7 (b)	8	9	10	11
Impact	1. Decrease in number of rejection of products due to low quality on markets.	The number of products rejected as a percentage of total percentage of products for sale?	Reduction in number of products rejected indicates better quality for market?			Baseline and mid-review; end of programme.	UNIDO in partnership with relevant agencies which will collect the information.			UNIDO Programme Manager / National organisation?		The Nigeria Export Promotion Council may hold some data on this but this will need to be checked

6.3.3 Evaluation

The project will be evaluated in accordance with the UNIDO Evaluation Policy and Guidelines for Technical Cooperation. The evaluation plan includes a mid-term and a final independent evaluation, to be managed by UNIDO. Specific focus on gendered data and the achievement of gender neutral indicators will be evaluated.

At the end of the project, the final evaluation report, which will assess the extent to which this project has accomplished its objectives, will be prepared and shared with the donor, UNIDO managers and national counterparts.

6.4 Linkages

Special attention will be paid to linkages between the five project components. The table below highlights in detail possible areas where linkages between the components will be aimed at:

Technical components	Cooperation (definition)
-Good Governance activities	Workshop on good governance will be co-organised between the five technical components since the output applies equally to the entire national quality infrastructure.
-Output 1.2: Institutional Capacity Building of SON	This activity will be achieved in line with the needs of the Organised Private Sector (Output 4.1 and 4.2)

6.5 Sustainability

The sustainability measures have been embedded into the log frame and project design. The key to ensuring sustainability is the special emphasis that will be placed on demand creation by raising awareness and engaging the private sector and public sector on quality issues. Through demand creation the market for quality services will be growing together with the revenues of the service providers. The revenues can be used for further development of institutional capacities in a business driven manner (in response to the market needs). Also planned technical assistance will aim at the institutional strengthening of NQI and laboratories to ensure that they are profit oriented and market driven which will secure their long term sustainability as they will learn how to receive and interpret the messages regarding the services required, thus allowing them to plan their investment strategy more effectively. To secure the longer term sustainability of the assisted institutions, the project approach is to prepare business plans for assisted bodies with detailed budgets. The last but not least is the design of the project which will ensure that the technical assistance is delivered at three levels: policy/regulatory, institutional and enterprise level.

The precise actions taken leading to sustainability will be as follows:

1. **Sustainability of quality culture:**
    a. Awareness raised on quality issues and importance
    b. Trainings
    c. Policy / law
    d. Curricula at the University and School
    e. Quality Awards

2. **Development of local pool of expertise:**
    a. Hiring national consultants where possible
    b. Conducting Trainings of Trainers
    c. Graduates from the University (quality curricula)

3. **Sustainability of testing laboratories accreditation:**
    a. Trained pool of auditors
    b. Business Plan / focus on strategic areas
    c. Demand created through quality culture and work with private sector
    d. Strengthening of testing and calibration laboratory network

4. **Stakeholders engagement:**
    a. Active participation in the Quality Policy dialogue
    b. Assistance to the companies

5. **Financially sustainability of NQI:**
    a. Business Plan – following the market principles / market competitiveness of NQI
    b. Capabilities of the staff as well as an ability to retain staff
    c. Quality culture.

6.6 Gender

Nearly one in every four women in sub-Saharan Africa is Nigerian[4]. Because of the country's size, the situation of women and girls in Nigeria has a strategic role to play in determining the progress towards the MDGs, gender equality and the advancement of human rights of the whole region.

Nigeria's Core Welfare Indicator Questionnaire Survey 2006 established clear gender disparities in economic activities in terms of access to finance and credit facilities, ownership of assets, decision making in households, as well as community and government favouring men more than women vis-à-vis access to economic opportunities. On average, women earn 45% less than men[5] and only 15% of Nigerian women have a bank account, own land or a house compared to 85% of men[6]. Overall data suggests higher poverty prevalence among women.

These gender gaps hinder human development and economic growth, while differential access to productive factors and inputs generates a major economic deformation and reduces aggregate output in Nigeria.

Limited opportunities for employment and a rather small medium-scale enterprise sector have meant that micro or informal enterprise has become a default strategy for many Nigerians. A majority of the 43% of women cited as economically inactive in surveys actually make their living through micro-enterprises[7].

The goal of gender mainstreaming is to achieve gender equality, which is the participation of both sexes in all spheres of public and private life without discrimination.

More specifically, gender equality involves "equality under the law, equality of opportunity (including equality of rewards for work and equality in access to human capital and other productive resources that enable opportunity), and equality of voice (the ability to influence and contribute to the development process)"[8]. The achievement of equal opportunities for men and women may necessitate specific women empowerment activities.

[4] *Ibid.*
[5] Nigeria Human Development Report 2008-2009, UNDP.
[6] *Ibid.*
[7] Gender in Nigeria Report 2012, British Council Nigeria.
[8] World Bank Policy Research Report 2001, Engendering development: through gender equality in rights, resources, and voice.

UNIDO recognizes that gender equality and the empowerment of women (GEEW) have a significant positive impact on sustained economic growth and sustainable industrial development, which are drivers of poverty reduction and social integration. The Organization pursues the programmatic goals of GEEW both collectively within the United Nations system and individually as the United Nation's specialized agency mandated to advance the well-being of women and men in all countries, through sustainable industrial development and industrial development cooperation.

Gender mainstreaming entails the implementation of a dual strategy including specific actions targeting gender equality within technical activities on one side, and mainstreaming gender at all levels of project management on the other.

Gender mainstreaming within technical assistance

Mainstreaming gender within project technical assistance requires that all activities have been assessed for their potential gender equality impact, relevant objectives designed, means allocated and indicators established for monitoring progress and evaluating results.

NQIP GEEW objectives, activities means and indicators according to project outcomes were integrated to the revised log frame.

Gender mainstreaming within project management

Mainstreaming gender within project management activities requires that all stages of the project cycle are assessed for their potential impact on GEEW objectives defined above.

The following table outlines the specific gender mainstreaming activities and responsible project staff or stakeholders for relevant areas of project management.

Perimeter of gender mainstreaming activities within project management:

COMPONENTS	FOCUS	ACTIVITIES	RESPONSIBILITY
Gender analysis	Sex-disaggregated data and gender info	Sources of gender data will be appraised during the inception phase Baseline and market surveys will include gender info Data relative to GEEW indicators will be collected by technical staff throughout project implementation	Technical experts
	Analysis at all programme cycle stages	Review of all technical activities to include a gender dimension in all terms of references Review of all technical activities to ensure that all meetings, working groups, trainings and study tours are designed in such a way that women and men can participate equally More specifically, include women in awareness raising and communication activities	Technical experts Gender expert
	Gender sensitive budget analysis	Estimate the share of resources allocated for GEEW activities and report to SC gender focal point	PM
Monitoring and evaluation	Effective systems and tools for M&E	Ensure data is collected for GEEW indicators	CTA and Monitoring and Evaluation expert
	Gender-sensitive indicators	GEEW indicators have been defined for relevant activities	CTA and Monitoring and Evaluation expert
Internal responsibility	Responsibilities shared between all staff and gender specialists/focal points	Technical experts will be responsible for the collection of gender data during implementation of their activities A gender expert will be responsible for reviewing and reporting on progress A gender focal point will be appointed in the Steering Committee with the specific responsibility of overseeing the advancement of	SC gender focal point PM

		GEEW objectives	
Budgets	Allocation of financial resources for staff to carry out gender policy	Ensure resources are allocated to implement specific gender activities when required	PM
Gender training	Understanding and implementation of gender strategy for staff and counterparts	All staff will receive the TCB gender manual and will be presented with gender strategy The present NQIP gender strategy will be shared among project counterparts.	PM
	Staff/counterpart gender sensitisation	The SC gender focal point will be responsible for advocating on gender equality and women empowerment issues at governance level with inputs from the TCB gender focal point/gender expert	SC gender focal point PM
	Staff/counterpart gender training/skills	The SC gender focal point will assess the opportunity of gender training within the Federal Ministry of Industry, Trade and Investment	CTA
	Manuals, tool kits	All necessary manuals and TCB manual will be made available during trainings	Gender expert
Knowledge resources	Publications/knowledge base on best practice and effective strategies	Case studies will be carried out throughout the project to assess its impact at individual level Studies on the sustainability of actions (link with local research institutions?) will include a gender perspective Ensure that good practices are recorded in periodic gender strategy implementation interim reports and a final report	Gender expert
	Networks	Foster specific GEEW networks among project stakeholders	Gender expert
	On-line data bases		PMU
Work with other organizations	Strengthening gender equality in work with government, donors, UN, private sector and NGOs	Identify potential linkages and share implementation with existing national GEEW programmes or projects	CTA
	Capacity building of civil society	Identify linkages and share implementation with existing associations for GEEW	Gender expert
	Support National Women Institutions	Ensure linkages of policy advocacy with national GEEW institutions	Gender expert

6.7 Communication strategy

Overall objectives

The project has developed a Communication Strategy with its log frame and the objectives which are as follows:

- Increase awareness, and ensure understanding of the main activities and expected achievements under National Quality Infrastructure Project – Building Trust for Trade
- Build a clear link between those activities, achievements and the enhancement of the level of development of the National Quality Infrastructure of Nigeria
- Translate specific technical information into simple language that can be easily understood and readily accepted by the audience. Explain in basic terms, the nature and relevance of a quality infrastructure system to partners, beneficiaries and the end-consumers
- Popularize the NQI theme as a discussion point among policy makers using captivating visual and oral messages (interactive and enduring)
- Increase support among key partners for positive advocacy on the NQI requirements (better technical regulations, trade standards compliance). The NQI Project requires a captivating interface that encourages the different stakeholders to engage fully within their respective component areas in the Project operations.

Tools and activities

Objectives and goals	Activities	Timing
1. Project's corporate identity established (project communication tools ready)	1.1 Establishing project's communication guidelines - template for the press releases - business cards and UNIDO e-mail accounts for the long-term consultants)	Beginning of the project
	1.2 Project communication tools ready - design of the logo - key message - template for power point presentations and template for the front page of the technical and administrative reports	Beginning of the project
2. Project communication material ready and distributed	2.1 Leaflets, brochures and a video - at the beginning and at the end of the project implementation, as well as when the key milestones are achieved - for the entire project as well as for selected results, activities and beneficiaries as the need arises	Throughout project duration
	2.2 Websites (strategy and implementation) - to attract and sustain the interest of the audience - to provide an opportunity for interaction between the public, stakeholders, beneficiaries and programme implementers - to generate public attention - to share information on project activities and achievements	Throughout project duration

Objectives and goals	Activities	Timing
	2.3 Press release - to promote visibility of all major activities - prepared and distributed at the beginning and at the end of the selected activities - sent out to the relevant contacts from a database as well as placed on the project website	Beginning and conclusion of the selected activities
	2.4 Newsletter (bi-monthly) - to promote and communicate achievements of the project - available for downloading from the project website and also distributed by mail to all contacts in the NQI Project database	Bi-monthly, throughout project duration
	2.5 Pictures - taken by National Photographer - used in all communication tools and materials	April 2014, throughout project duration
	2.7 Distribution list compiled - the existing list is updated, with contact information of all major newspapers, journals, radios and TV channels - grouped by area of work / relevance - a contact list of stakeholders is created to include beneficiaries, implementing agencies, donors and other interested parties - The contact list provides the foundation for communications with stakeholders	Beginning of the project
3. Engagement of the stakeholders in the communication activity	3.1 Cooperation with the communications department at EU 3.2 Cooperation with communications department at FMITI and other stakeholders 3.3 Cooperation with communications department at UNIDO	Throughout project duration
4. Engagement of media secured	4.1 Contact list for national media coverage ready - identify key contact points within the different media channels (radio, press, TV, Internet) - Publish calendar of key events) - Update the existing list with contact information of all major media organisations and group by area of coverage / relevance	Beginning of the project

Objectives and goals	Activities	Timing
	4.2 Press conferences / press visits / media events scheduled - Press conference is called at the beginning and at the end of the project to publicise the results.	Beginning and closure of the project
	4.3 Press/key stakeholders invited for seminars/conferences/workshops organized by the project	Beginning of the seminar/ conference/ workshop
5. Communication inputs from the consultants	5.1 Including in the JD/ToR (where relevant) for collection of communications materials by the short-term consultants 5.2 Preparation of the press release for the key activities.	Before and during consultant mission
6. PMU internal communication	6.1 Facts and results on project operations 6.2 Updates on implementation activities 6.3 Feedback (mixed) from counterpart, partners and beneficiaries	Before, during, after activity implementation

Audiences

Depending on the audiences' targeted, different tools will be used and different issues will be addressed:

- The Federal Government of Nigeria
- The European Union
- The United Nations Industrial Development Organisation
- The Implementing partners: Standards Organisation of Nigeria, FMITI, Manufacturers Association of Nigeria, NASME, Consumer Protection Council, Federal Ministry of Health etc.
- Project Advisory team: Professional and Technical Advisers
- The Target Beneficiaries: SON, Weights & Measures Department, NAFDAC, CABs, OPS (NACCIMA, MAN, NASME), SMEDAN, NEPC, CPC, Consumer Associations
- End consumers
- The Media (relevant mass media avenues)
- The General public
- Other interested parties

Note:

- All materials will exhibit the logos of the donor (EU), main counterpart (the Federal Government of Nigeria) and the implementing agency (UNIDO). All three logos will be displayed at public meetings, seminars and conferences as well as on the products, material and publications produced under the programme. Publicity and visibility activities and material will also be featured in the print and electronic media. Approval will be sought from the EU Delegation prior to the production of any visibility material.

- The programme will maintain compliance with the EC guidelines for visibility. The newly approved EC-UN guidelines for visibility will also be followed.

Annex I Logical framework matrix

NQIP LOGICAL FRAMEWORK *(following revisions made together with key stakeholders):*

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
RBM code	**INTERVENTION LOGIC**	**(Otherwise referred, targets to be considered by end of project)**		
IMPACT	The quality of products and services exchanged in the Nigerian markets is improved through the development of missing standards and quality control bodies within the framework of the National Quality Infrastructure (NQI).	1. Decrease in number of product rejections in the national, regional and international markets due to low quality. 2. Decrease in number of complaints from buyers/consumers about quality of products. 3. % of export products tested against each enforced national technical regulation which are found to be non-compliant 4. Increased image of "Made in Nigeria" products on local markets. 5. Increased business for all NQI entities.	- National statistics. - Data collected among the entities of the NQI incl. market surveillance ones. - Evaluation report. - Survey on consumer satisfaction and trends to buy "Made in Nigeria" products.	FGN continues to support the improvement of business climate, the removal of supply-side constraints, the diversification of the economy and the encouragement of non-oil exports. FGN is committed to integrating the private sector into trade policy and implementation of the policy and the private sector continues to be willing to co-operate. Stability in the country is maintained, contributing significantly to attracting the much-needed domestic and foreign direct investment in non-oil export sectors.

	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4	OUTCOME 5

OUTCOMES	A National Quality Policy (NQP) is promulgated and ensuing legislation for the National Quality Infrastructure (NQI) is improved.	A National Accreditation Body (NAB) provides accreditation services in coherence with the West African accreditation system and meets international standards.	A National Metrology Institute (NMI) is established to provide services for calibration of instruments and traceability of measurement to international standards	Improved capacity of the Organised Private Sector (OPS) to create and/or support Conformity Assessment Bodies (CABs).	Improved capacity of Consumer Protection Council (CPC), other consumer associations and regulatory bodies to raise awareness and promote quality for better consumer protection.

RESULTS / PROJECT COMPONENTS	**OBJECTIVELY VERIFIABLE INDICATORS**	**SOURCES OF VERIFICATION**	**ASSUMPTIONS**
COMPONENT 1			
OUTCOME	**OUTCOME 1. A National Quality Policy (NQP) is promulgated and ensuing legislation for the National Quality Infrastructure (NQI) is improved.**	6. NQP validated by government and ready for submission to Parliament. 7. Fundamental laws on Standardization, metrology, conformity assessment and accreditation are updated and validated by government. 8. **Target:** A National Quality Policy for the fundamental NQI laws approved after 2 years of project start-up.	• Government official record. • Project progress reports.	Commitment and interest of all concerned parties to reach consensus and agreement on the policy. FGN committed to update and overhaul the fundamental legislation for the NQI.

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
OUTPUT S	**OUTPUT 1.1** The technical regulation (TR) regime is assessed against international best practice.	9. Assessment report on Nigerian TR. 10. A methodology for clear, feasible, cost effective and harmonized technical regulations. 11. Database of the Nigerian TR & Methodology for its easy updating and management. 12. Number of draft TRs notified by WTO and Sanitary and Phytosanitary Services national enquiry points (NEP).	• Assessment report documents • Document with detailed methodology • Periodic assessment carried out by the TBT SPS Enquiry Points (for instance by using the project data base for TR). • Up to date Database • Project progress reports and minutes of the Steering committee meetings. • Independent and self-evaluation reports.	Support of all national concerned parties in facilitating the mapping process and providing all information / data needed. High level of coordination between the project and other ongoing initiatives in the field
	Activities 1.1.1 Assessment of the current Nigerian technical regulations (TR) package and of the effectiveness of related market surveillance authorities. 1.1.2 Preparation of the basic activities to identify, store, update and use the information on foreign TR, standards and conformity assessment dispositions of countries that import from Nigeria.			
	OUTPUT 1.2 Roadmap designed for harmonisation of regulatory systems, establishment of new organisations, and strengthened capacity of new and existing conformity assessment and consumer protection institutions.	13. Key stakeholders agree roadmap for harmonisation. 14. Institutions identify measures to address gender equality impact of TBT/SPS legislation. 15. Number of gender sensitive standards promotion activities organized. 16. Number of women-owned companies using the services of the NEP. 17. Number of gender sensitive sectors identified. 18. 1 report on gender impact of TBT/SPS.	• Roadmap document • Declaration of approval by key stakeholders • Gender equality impact report • Gender equality policies and strategies of regulatory institutions and consumer protection agencies. • Report on gender impact of TBT/SPS. • Statistics.	Support of all parties in the development of the roadmap.

RESULTS / PROJECT COMPONENTS	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
Activities 1.2.1 Facilitate engagement of conformity assessment institutions and consumer protection institutions in the development of a roadmap for strengthening existing institutions and the development of new institutions. 1.2.2 Streamlining the WTO and SPS national enquiry points (NEP). 1.2.3 Engage national enquiry points in gender sensitive standards promotion activities. 1.2.4 Strengthen the implementation of the Food Safety Policy through Nigeria Sanitary and Phytosanitary (SPS) infrastructure. 1.2.5 Assess and disseminate the gender equality impact of TBT/SPS legislation. 1.2.6 Build understanding of relevant authorities on the implications for women from TBT/SPS legislation.			
OUTPUT 1.3 A "Green Paper" with a legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI is published.	19. Green paper adjoining a cost-benefits assessment and draft proposals for the NQP and its ensuing improvement plan for the fundamental laws of the NQI. 20. Green paper includes a plan for the mandatory inclusion of women in technical and certification committees 21. Green paper includes measures to increase positive impact of policy and policy decisions on women. 22. Quarantine and crisis handling procedures incorporate mitigating measures for most vulnerable groups, including women producers. 23. % of women in technical committees and certification committees.	• Published Green Paper • Monitoring and evaluation reports. • Statistics.	Commitment and active participation of all concerned national parties in the process. Government support to facilitate the adoption and clearance of the national quality policy framework.
Activities 1.3.1 Sensitise the team preparing 'Green Paper' on the gender rights aspects to be included, specifically the mandatory inclusion of women in technical and certification committees and for quarantine and crisis handling procedures to incorporate mitigating measures for most vulnerable group, including women producers. 1.3.2 Facilitate and monitor preparation of a "Green Paper" with the legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI institutional dialogue which fosters integration of GEEW objectives and networks within the NQI.			

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
	OUTPUT 1.4 Improved institutional capacity of regulatory bodies and consumer protection agencies to implement reforms	1. Capacity development programme is implemented based on needs assessment	• Needs assessment report • Capacity development plan • Capacity development reports	Regulatory bodies and consumer protection agencies willing to participate
	Activities 1.4.1 Assist Institutions to develop capacity development plans to meet reforms identified in policy. 1.4.2 Enhance the Standard Organisation of Nigeria managerial system and on its standard creation capacity.			
	COMPONENT 2			
OUTCOME	**OUTCOME 2. A National Accreditation Body (NAB) provides accreditation services in coherence with the West African accreditation system and meets international standards.**	2. The NAB is established and operational 3. Number of accreditation services available /offered in the market. 4. Number of beneficiaries receives services from the NAB. 5. The NAB is recognized as part of the ECOWAS Accreditation System.	AFRAC/ILAC records and website. NAB's own data. Project and evaluation reports. ECOWAS report on regional accreditation system.	Commitment of the government of Nigeria to support the sustainability plan of NAB and provide the necessary resources for its operation. Motivated and committed NAB staff. A critical mass of laboratories is keen to benefit from the project support and invest in quality improvement.
OUTPUT S	**OUTPUT 2.1.** A NAB is established with institutional governance, quality management system, sustainability plan, personnel and resources.	6. Quality system and procedures in place and operational. 7. Gender equality is mainstreamed in all institutional policies, plans and prominent in corporate image 8. Percentage of women employed in management and technical positions. 9. Sustainability / business plan in place. 10. Number of staff trained and assessors qualified. 11. 100% of corporate visibility material is gender sensitive.	NAB annual reports. NAB gender policy. Business plan. Audit reports of the international organizations. Project progress / evaluation reports. Training reports.	Effective participation of the team and the target beneficiaries in the project activities. Commitment of the government in providing the resources for achieving the sustainability of the body Commitment of the government and related authorities to support the operations of the NAB and recognize its services.

RESULTS / PROJECT COMPONENTS	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
Activities 2.1.1 Creation of NAB as a legal entity with its statutes, premises, business plan, leadership, internal organization, personnel and resources. 2.1.2 Gender balance objectives, gender mainstreaming training and specific technical and leadership training opportunities for women are established within an institutional gender policy.			West African accreditation body accepts rigour of NAB
2.1.3 Preparation and implementation of the supporting management documents according to the reference standard ISO/IEC 17011. 2.1.4 Training of NAB personnel on NAB's operational methodologies			
OUTPUT 2.2. A national proficiency testing scheme developed and implemented in partnership with regional and international partners.	12. Level of participation of laboratories in the national proficiency testing scheme. 13. Participation of women-owned or women-managed laboratories in the national proficiency testing scheme.	Proficiency testing reports. Register of auditors.	
Activities 2.2.1 Design and approve a national proficiency testing scheme to meet national, regional and international standards. 2.2.2 Pilot "proficiency testing" for a selected group of testing laboratories and for a selected type of testing, according to applicable international standards and ILAC P9.			
OUTPUT 2.3 Conformity assessment bodies supported and accredited as a pilot case by the National Accreditation Body.	14. No. of laboratories accredited or ready for accreditation (at least successful blank audit performed) 15. Females registered in the pool of auditors. 16. 50% of auditors are women. 17. Number of case studies carried out and disseminated. 18. At least 25% of laboratories are women -owned or –managed	Project implementation and monitoring records. Accreditation registration records.	
Activities			

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
	2.3.1 Promotion of women applicants, selection of training and assessment of accreditation auditors according to ILAC applicable guides. 2.3.2 Registration system implemented for pool of registered auditors. 2.3.3 Pilot accreditation audits by a team of NAB's auditors and recognized lead auditors hired by the project to assess the conformity with ISO/IEC 17025 in laboratories willing to cooperate with the NAB. 2.3.4 Assessment of reference laboratories and preparation of road maps for their accreditation readiness. Purchase and installation of new equipment for reference laboratories.			
	OUTPUT 2.4 National Accreditation Body promoted at national level and recognized at regional and international level.	1. Membership of AFRAC and ILAC 2. Cooperation with the West Africa Quality System 3. Number of awareness and training activities implemented by the NAB 4. Beneficiaries' participation in training disaggregated by gender. 1. Number of mentions relative to gender mainstreaming in marketing material.	Membership documents. Cooperation documents. Training records.	
	Activities 2.4.1 Internal audit on the compliance of the NAB with ISO/IEC 17011 carried out by a team of lead auditors satisfying the requirements of applicable ILAC and IAF guides. 2.4.2 Application to ILAC's membership and mutual recognition arrangement for laboratories and to IAF's membership and MRA for certification bodies. 2.4.3 Market NAB's services in Nigeria and West African Region with gender policy used as promotional material with gender case studies.			
	COMPONENT 3			
OUTCOME	**OUTCOME 3. A National Metrology Institute (NMI) is developed to ensure calibration of instruments and traceability of measurement to international standards.**	2. A NMI is established and operational 3. Staff level, legal status, office and financial resources to operate 4. Number/type of services provided	Reports produced by the national institute and the project progress reports / evaluation reports.	The government of Nigeria provides sufficient resources for the physical construction of the NMI and the laboratories are built within the two first years of the project.

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
OUTPUT S	**OUTPUT 3.1.** NMI established with institutional governance, quality management system, sustainability plan, personnel and resources, and meets the demand for calibration in priority fields.	5. Number of traceability parameters established and supported for the institute. 6. Number of metrology and calibration services offered to the beneficiaries. 7. Number of technicians and experts trained and qualified at the institute. 8. NMI meets demands for calibration services in priority fields. 9. Gender equality is mainstreamed in all NMI policies, plans and evident in corporate image. 10. % of women at decision-making levels. 11. % of women in technical positions.	NMI Annual reports Project progress / evaluation reports Training reports. NMI policies, plans and marketing materials	Commitment of the government to support the sustainability plan of the institute and provide the necessary resources for its operation. Effective participation of the target beneficiaries in the project activities. Commitment of the government-related authorities to recognize the services of the institution and to support its operations. Continuous support of the government to the accreditation services.
	Activities 3.1.1 Development of a NMI with its statutes, premises, business plan, leadership, internal organization, personnel and resources. 3.1.2 Gender balance objectives, gender mainstreaming training and specific technical and leadership training opportunities for women are established within an institutional gender policy. 3.1.3 Calibration for international traceability. 3.1.4 Installation of existent equipment. 3.1.5 Purchasing and installation of new equipment. 3.1.6 Further training for metrologists.			

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
	OUTPUT 3.2 Repair and maintenance shop operates as business unit providing services to calibration laboratories.	1. Number of equipment repaired by the maintenance unit. 2. Gender is mainstreamed in employment policy, marketing and customer service. 3. The shop is financially self-sustaining. 4. Length of time between the request for a repair and the repair completed. 5. Number of gender case studies carried out and disseminated.	Maintenance register Repair and maintenance shop financial accounts	
	Activities 3.2.1 Study of needs for repair and maintenance shop 3.2.2 Business and strategic plans for repair and maintenance shop developed 3.2.3 Set up repair and maintenance shop as a business unit in NMI			
	OUTPUT 3.3 The NMI is recognized in the region and at international level. Calibration labs are accredited to ISO/IEC 17025 for priority fields.	1. NMI is a member of BIPM / OIML, AFRIMETS 2. Number of calibration labs accredited or ready for accreditation (successful blank audit)	Membership documents Register of Accreditations	
	Activities 3.3.1 Implementation in the NMI of the requirements of International Standard ISO/IEC 17025.			
	COMPONENT 4			

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
OUTCOME	**OUTCOME 4. Capacity of the Organised Private Sector (OPS) is improved to create and/or support Conformity Assessment Bodies (CABs).**	3. At least one Certification body compliant with ISO/IEC 17021 or ISO/IEC 17024 and ready to undertake accreditation assessment. 4. ISO/IEC 17024 for certification bodies providing audit and certification of persons. 5. At least 10 companies certified in one of the management system standards by the CABs 6. At least 60 recognized lead auditors (gendered ratio) for certification of management systems	Annual reports of the bodies. OPS reports Project progress / evaluation reports	Awareness among the associations of the private sector of the importance of the business climate for a credible and internationally recognized NQI. Willingness of the organised private sector to engage with the certification business. Government support for private sector CABs Public and private sector confidence under the rigour of the audits
OUTPUTS	**OUTPUT 4.1** Capacity development plan for OPS developed and implemented.	7. Number of private sector CABs in operation	CAB registration records	
	Activities 4.1.1 Support OPS to develop and implement a strategy for the development of private sector CABs which includes the promotion of women ownership and/or management. 4.1.2 Training of OPS on EU standard pre-shipment requirements			
	OUTPUT 4.2 Certification bodies are strengthened and/or established for certification of management systems and for certification of persons according to international standards.	8. Statutes of the certification bodies 9. Quality management policies, system and procedures are gender sensitive and operational 10. Sustainability / business plan in place. 11. Number of staff trained (gendered ratio). 12. At least 1 major woman national association included in process. 13. % of women at decision-making levels.	Policy and procedural documents of certification bodies Annual reports Project reports Quality Manuals Training reports Project implementation and monitoring records	Commitment and active participation of all concerned national parties in the process. High level of coordination between the project and other ongoing initiatives in the field

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
		14. % of women in technical positions. 15. 100% of corporate visibility material is gender sensitive.		
	Activities 4.2.1 Consultations with Project Partners, including formal associations of women entrepreneurs, for the implementation of certification bodies for management systems and persons. 4.2.2 Development of certification bodies for management systems, for the certification of conformity with ISO 9001 and ISO 22000 / HACCP and other management standards and for certification of persons. 4.2.3 Promotion of gender balance objectives and gender mainstreaming within institutional gender policies of the private and government CABs. 4.2.4 Implementation of ISO/IEC 17021 and/or ISO/IEC 17065 for certification bodies providing audit and certification of management systems and products. 4.2.5 Implementation of ISO/IEC 17024 for certification bodies providing audit and certification of persons. 4.2.6 Internal audits on the compliance of the certification bodies with ISO/IEC 17021, ISO/IEC 17065 and/or ISO/IEC 17024. 4.2.7 Application for accreditation of the certification bodies.			
	OUTPUT 4.3 Pool of auditors is available for the certification of management systems and of persons.	16. Number of auditors trained (gendered ratio). 17. Number of registered lead auditors for certification of management systems and of persons (gendered ratio). 18. # of case studies carried out and disseminated.	Training reports Register of Auditors	
	Activities 4.3.1 Training of third party auditors for management systems selection, training and assessment of trainees according to ILAC applicable guides. 4.3.2 Registration system implemented for pool of registered accreditation auditors for certification of management systems			

RESULTS / PROJECT COMPONENTS		OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
	OUTPUT 4.4 Pilot certification audits by a team of lead auditors and recently trained auditors for the certification of management systems, in companies willing to cooperate with the certification body.	19. Number of audits performed by the trained auditors 20. Percentage of women owned or managed companies included in pilot 21. Number of certified companies against relevant ISO standards. 22. # of case studies carried out and disseminated.	Reports on audits Register of certified companies	
	4.4.1 Pilot certification audits by a team of male and female lead auditors and recently trained auditors for the certification of management systems in companies willing to cooperate with the certification body.			
	COMPONENT 5			
OUTCOME 5	**OUTCOME 5. Capacity of Consumer Protection Council, other consumer associations and regulatory bodies is improved to raise awareness and promote quality for better consumer protection**	23. Number of quality awareness campaigns organised by CPC/consumer associations 24. Increased number of cases filed by CPC 25. Number of training programmes available 26. Number of States covered.	Annual reports of the bodies. Project progress / evaluation reports	Local experts sufficiently qualified to be selected as trainers. Enterprises are prepared to put to use the knowledge and skills acquired by their trainees. There is media trust in the new regulatory environment
OUTPUTS	**OUTPUT 5.1.** Training units set up to–provide training on awareness raising, advocacy, quality assessment and application of international standards for management systems.	27. Number of training units created 28. Number of quality managers. consultants, auditors trained (gendered ratio) on different management system standards. 29. Number of training programmes. 30. 1 model gender policy established for training units. 31. % of female trainers. 32. Availability of training modules for women.	Activity reports of the bodies Project / Evaluation reports Project implementation and monitoring records	

RESULTS / PROJECT COMPONENTS	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
5.1.1 Development of training units, for the application of international standards for management systems (like ISO 9001, ISO/IEC20000, ISO 22000, Global G.A.P. and others) 5.1.2 Support all training units to develop gender policies in line with international standards for management systems 5.1.3 Build capacity of trainers to use appropriate curriculum and training approaches 5.1.4 Training institutes include modules on gender mainstreaming, food safety practices in informal markets, women-owned business certification 5.1.5 Specific training opportunities are available for women			
OUTPUT 5.2 Collaborative programmes of promotional campaigns and awareness activities on quality organised nationwide for a wide range of stakeholders.	33. Number and type of publications and sensitization material. 34. 100% visibility material is gender-sensitive. 35. Promotional campaigns reach to remote rural areas. 36. 1 national campaign established with gender sensitization.	Training reports Record of publications Survey to determine reach and impact of campaign	
Activities 5.2.1 Collaborative and harmonised plan for national campaign developed and implemented by CPC, consumer associations and regulatory bodies 5.2.2 Promotional material is developed to be gender sensitive. Identify and promote active male leaders in combatting discrimination against women in the workplace. 5.2.3 The national campaign promotes NQI- related employment opportunities and emphasises the sensitization of young women.			
OUTPUT 5.3 The Nigerian Quality Award established and harmonised with ECOWAS scheme.	37. Organizational Committee for National Quality Award set up. 38. Number of auditors trained (gendered ratio) on the harmonized Quality Award. 39. 1 quality award for women-owned businesses.	Committee reports Training reports	

RESULTS / PROJECT COMPONENTS	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
	Activities 5.3.1 System and protocols for assessment and award for The 'Nigerian Quality Award' identified, agreed across partners and implemented. 5.3.2 Campaign to promote 'Nigerian Quality Award' as a prestigious symbol of quality management, services and product with categories to explicitly include women-owned businesses.		

Annex II Annual budget (indicative)

Inception Phase	1st year	2nd year	3rd year	4th year	TOTAL
	452,292			**96,050**	**548,342**

Logistical set up for the project operations		125,029				125,029
Market Study on the demand and offer		269,046				269,046
Establishment of a QMS		58,217				58,217
Yearly follow up and conclusions phases					96,050	96,050

Outcome 1		1st year	2nd year	3rd year	4th year	TOTAL
A National Quality Policy is promulgated and ensuing legislation for the National Quality Infrastructure is improved		**437,250**	**556,758**			**994,008**

Output 1.1	The technical regulation regime is assessed against best international practices and WTO requirements.	92,875	120,125			213,000
Output 1.2	A roadmap is designed for harmonisation of regulatory systems, establishment of new organisations, and strengthened capacity of new and existing conformity assessment and consumer protection institutions.	215,000	162,237			377,237
Output 1.3	A "Green Paper" about a legal framework for an overarching, systematic, coherent, efficient and sustainable NQP and NQI is published.	129,375	181,562			310,937
Output 1.4	Institutional capacity is improved to implement reforms.		92,834			92,834

Outcome 2		1st year	2nd year	3rd year	4th year	TOTAL
A National Accreditation Body is established in coherence with the West African Accreditation system and in internationally recognized		**30,000**	**1,375,454**	**658,757**	**118,690**	**2,182,901**

Output 2.1	A NAB is established with institutional governance, quality management system, sustainability plan, personnel and resources.	30,000	837,358			867,358
Output 2.2	A national proficiency testing scheme is developed and implemented in		50,000	173,393		223,393

	partnership with regional / international partners.					
Output 2.3	Conformity assessment bodies are supported and accredited as a pilot case by the National Accreditation Body.		356,146	485,364	118,690	960,200
Output 2.4.	National Accreditation Body is promoted at national level and recognized at regional and international level.		131,950			131,950

Outcome 3		**1st year**	**2nd year**	**3rd year**	**4th year**	**TOTAL**
A National Metrology Institute is developed to ensure calibration of instruments and traceability of measurement to international standards		**50,000**	**900,042**	**812,133**	**137,900**	**1,900,075**
Output 3.1	NMI is established with institutional governance, quality management system, sustainability plan, personnel and resources, and meets the demand for calibration in priority fields.	50,000	900,042	300,858	137,900	1,388,800
Output 3.2	A repair and maintenance shop is created as a business unit in NMI able to provide services to calibration laboratories.			340,800		340,800
Output 3.3	The NMI is recognized in the region and at international level; Calibration labs are accredited to ISO/IEC 17025 for priority fields.			170,475		170,475

Outcome 4		**1st year**	**2nd year**	**3rd year**	**4th year**	**TOTAL**
Capacity of the Organized Private Sector is improved to create and/or support Conformity Assessment Bodies		**48,400**	**271,899**	**624,326**		**944,625**
Output 4.1.	Capacity development plan for OPS is developed and implemented.		20,000			20,000
Output 4.2.	Certification bodies are established for certification of management systems and for certification of persons according to international standards.	48,400	251,899	212,026		512,325
Output 4.3.	Pool of auditors is available for the certification of management systems and of persons.			191,280		191,280
Output 4.4.	Pilot certification audits are carried out by a team of lead auditors and recently trained auditors for the certification of management systems in companies willing to cooperate with the certification body.			221,020		221,020

Outcome 5		**1st year**	**2nd year**	**3rd year**	**4th year**	**TOTAL**

Capacity of Consumer Protection Council, other consumer associations and regulatory bodies is improved to raise awareness and promote quality for better consumer protection		**50,000**	**544,828**	**479,997**	**384,550**	**1,459,375**
Output 5.1	Training units are set up to provide training in awareness raising, advocacy, quality assessment and application of international standards for management systems.		188,325	188,325	384,550	761,200
Output 5.2	Collaborative programme of promotional campaigns and awareness activities on quality are organised nationwide for a wide range of stakeholders.	50,000	288,700			338,700
Output 5.3	The Nigerian quality award is established/harmonised with ECOWAS scheme.		67,803	291,672		359,475

6. General Support Objective		**1st year**	**2nd year**	**3rd year**	**4th year**	**TOTAL**
Project Management Unit, Visibility, Governance		**1,468,081**	**558,528**	**675,255**	**558,530**	**3,260,394**
6.1 Project Management Unit						
	PMU Personnel - Nigeria	871,631	92,537	92,538	92,538	1,149,244
	PMU Office – Abuja Nigeria	298,325	117,154	275,553	117,153	808,185
	Personnel – UNIDO HQ	90,250	98,021	98,022	98,022	384,315
6.3 Visibility						
	Communication and Visibility Expert (local)	36,000	46,000	46,000	46,000	174,000
	Webmaster (local)	26,500	20,333	20,334	20,333	87,500
	Gender expert (international)			2,200		2,200
	Project communication and visibility costs (EuropeAid Guidelines)	21,000	21,000	21,000	21,000	84,000
6.4 Governance & Monitoring						
	Steering Committee	12,250	12,250	12,250	12,250	49,000
	Travels and per diem of members of Steering Committee & Governance meetings	32,500	32,500	32,500	32,500	130,000
	Stakeholder engagement meetings	37,500	42,733	42,733	42,734	165,700
	Monitoring expert (UNIDO RON)	36,000	26,000	26,000	26,000	114,000
	Monitoring mission of the TCB Director (Travel + DSA)	6,125		6,125		12,250

	Mid-term evaluation		50,000			50,000
	Final evaluation				50,000	50,000

TOTAL (including 7% of indirect costs)	**2,713,545**	**4,502,034**	**3,478,001**	**1,386,420**	**12,080,000**

ANNEX III Work plan

Activity	1st Year - 12 months				2nd Year - 12 months				3rd Year - 12 months				4th Year - 9 months		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Inception and conclusion phases															
Logistical set up for project operations															
Market study															
Establishment of a QMS															
Yearly follow-up and conclusion phase															
1 A National Quality Policy is promulgated:															
1.1 The TR regime is assessed:															
1.1.1 Assessment of the current Nigerian TR															
1.1.2 Preparation of activities on import															
1.2 A roadmap for SPS is designed:															
1.2.1 Facilitate engag. of CA and CP															
1.2.2 Streamlining the WTO and SPS NEP															
1.2.3 Engagements of NEP in gender sensitive															
1.2.4 Strengthening the implement. of the FSP															
1.2.5 Assess the gender equality impact															
1.2.6 Implications for women of TBT/SPS leg.															
1.3 A "Green Paper" is published:															
1.3.1 Sensitization on the gender rights															
1.3.2 Preparation of a Green Paper															

Activity	1st Year - 12 months												2nd Year - 12 months												3rd Year - 12 months												4th Year - 9 months								
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3		
1.4 Institutional capacity is improved:																																													
1.4.1 Develop institutions capacity																																													
1.4.2: Enhance SON managerial system																																													
2 A NAB provides accreditation services:																																													
2.1. A NAB is established:																																													
2.1.1 Creation of NAB																																													
2.1.2 Establishment of an institutional gender policy																																													
2.1.3: Preparation of the management documents																																													
2.1.4: Training of NAB's personnel																																													
2.2. A national PT scheme is developed:																																													
2.2.1 Design and approval of a national PT																																													
2.2.2 Pilot PT for selected group of testing labs																																													
2.3. CABs are supported:																																													
2.3.1 Promotion of woman applicants																																													
2.3.2 Implementation of registration system																																													
2.3.3 Pilot accreditation audits																																													
2.3.4: Assessment of reference laboratories																																													
2.4. The National Accreditation Body is promoted:																																													
2.4.1 Internal audit on the compliance of the NAB																																													
2.4.2 Application to ILAC and IAF's membership																																													
2.4.3 Marketing NAB's services																																													

Activity	1st Year - 12 months												2nd Year - 12 months												3rd Year - 12 months												4th Year - 9 months								
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3		
3 A National Metrology Institute is developed:																																													
3.1 NMI is established:																																													
3.1.1 Development of a NMI with its statutes																																													
3.1.2 Establishment of an institutional gender policy																																													
3.1.3 Calibration for international traceability																																													
3.1.4 Purchasing and installation of new equipment																																													
3.1.5 Further training for metrologists																																													
3.2 A repair shop is created																																													
3.2.1 Creation of a repair and maintenance shop																																													
3.3 The NMI is recognized at inter level:																																													
3.3.1 Implementation of International Standard																																													
3.3.2 Application to BIPM's membership																																													
4 Capacity of the OPS is improved:																																													
4.1. Capacity plan for OPS is developed:																																													
4.1.1 Support OPS for the development of CABs																																													
4.1.2 Training of OPS on EU standard																																													
4.2. Certification bodies are established:																																													
4.2.1 Consultations with Project Partners																																													
4.2.2 Development of certification bodies																																													
4.2.3 Promotion of gender balance objectives																																													
4.2.4 Implementation of ISO/IEC 17021																																													

Activity	1st Year - 12 months												2nd Year - 12 months												3rd Year - 12 months												4th Year - 9 months								
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3		
4.2.5 Implementation of ISO/IEC 17024																																													
4.2.6 Internal audits on the compliance of the CB																																													
4.3. Pool of auditors is available:																																													
4.3.1 Training of third party auditors																																													
4.3.2 Registration system implemented																																													
4.4 Pilot certification audits are carried out:																																													
4.4.1. Pilot certification audits																																													
5- Capacity of CPC is improved:																																													
5.1. Training units are set up:																																													
5.1.1 Development of training units																																													
5.1.2 Support gender policies																																													
5.1.3 Build capacity of trainers																																													
5.1.4 Trainings includes specific modules																																													
5.1.5 Specific training are available for women																																													
5.2. Programme and activities are organized:																																													

| | | |

Annex IV Terms of reference of Project Steering Committee

Terms of Reference and Rules of Procedure for the Project Steering Committee

Terms of References

Background

The Project Steering Committee (PSC) of the "National Quality Infrastructure Project for Nigeria" (NQIP) is responsible for monitoring the overall implementation of NQIP activities in Nigeria and falls under the "Nigeria Competitiveness Support Programme" Steering Committee. It is expected that in order to achieve meaningful coordination and synergies with development partners and to respond effectively to the needs of the Nigerian Government, the project will be undertaken with the supervision and guidance of the PSC. Below are the Terms of Reference detailing the functions of the PSC.

Mandate

- The Project Steering Committee (hereinafter referred to as Committee) is the main Governance mechanism of the NQIP. It is established to provide strategic direction, decisions concerning the work plan, budget and monitoring of the Project.

- The Committee:

- Defines the strategic orientation of the Project;
- Reviews and endorses the inception report, annual project review, project performance, financial and progress reports;
- Ensures the alignment of the Project's scope and activities with the requirements and needs of the beneficiaries and other stakeholders;
- Discusses potential adjustment of priorities of actions, changes to outputs and budgets allocated, based on the recommendations submitted by the CTA and the Project Managers;
- Provides feedback and advise on documentation and issues arising from the project;
- Addresses any issue that has major implications for the project;
- Advises on alternative actions to be taken, when certain milestones identified in the project are not achieved within a certain time-period;
- Strengthens the cooperation and coordination mechanisms of the Project
- Validates the Project Mid-Term review and the Terminal Project Evaluation.

The Committee is not responsible for day-to-day programme management and implementation. This function lies under UNIDO responsibility to supervise programme implementation according to its administrative and financial procedures and in accordance with the administrative agreement between UNIDO and EU.

Rules of Procedure

Rule 1: Notification, Number and Venue of Sessions

- 1. The Committee (for the project "EU-UNIDO Nigeria Quality Infrastructure Project for Nigeria") shall hold regular sessions once a year, as well as on any special sessions when required, which shall be convened by the FMITI (FMITI) in Abuja.

2. Members of the Committee, and other relevant observers, will be notified of the exact timing at least 30 days in advance of the sessions of the Committee and 15 days in advance for special sessions. Documents for review will be sent at least 10 days in advance.

Rule 2: Agenda

3. The provisional agenda and the documentation required for the sessions of the Committee shall be prepared by the Project Chief Technical Advisor (CTA) and submitted for approval to the UNIDO Project Managers. Once approved, the CTA will circulate them to Members of the Committee according to the deadlines mentioned in Rule 1.

The draft minimal agenda of the regular PSC meeting is as follows:

1. Review and follow up on the recommendations of the last meeting report;
2. Presentation of the implementation status of the Project during the period under review by the CTA and discussions;
3. Validation of the progress report;
4. Review and validation of the Semi-annual/Annual Work Plan;
5. Discussion on the strategic orientation of the Project;
6. Elaboration of recommendations if needed;
7. AOB;
8. Validation of the meeting report.

1st PSC meeting will hear a presentation of the Project in its different technical areas.

Rule 3: Membership

4. The Committee will be composed of 12 voting members representing the following institutions:

- FMITI;
- EU;
- UNIDO;
- SON;
- Weight and Measures department agency;
- NAFDAC;
- CPC;
- MAN;
- NACCIMA;
- NASMAE;
- SMEDAN;
- NEPC.

Each institution will nominate one representative as well as his alternate.
The official composition of the PSC will be published by the Federal Minister of FMITI.

5. A Gender Focal Point will be elected amongst the members of the PSC, to ensure that women empowerment activities are carried out and gender equality concerns are considered in the decision-making process and throughout the project life cycle.

6. The regular members of the PSC will attend the semi-annual meetings as vote casting members. On the proposal of Project Managers, the PSC may co-opt other members, representatives of project beneficiary institutions and/or donors. In particular, representatives of specific beneficiary institutions might be requested to attend on a regular basis.

7. Based on specific technical activities to be implemented, PSC may set up relevant technical sub-committees to conduct specific missions and to report to the PSC. Each sub-committee will be chaired by a member of the PSC and will be composed of members of the PSC and external members upon the mission needs in order to fulfill the expected mandate.

8.The CTA shall participate in the Committee as an ex officio member.

9. The NQIP will provide DSA and transport fees to members who have to travel from another city than the one hosting the PSC.

Rule 4: Chairperson

9. The Federal Minister is the Chairperson of the PSC. Vice-chair shall be designated among the members of the private sector. The Chairperson shall direct the discussions of the Committee, ensure the observance of these rules, summarize decisions and propose the suspension or the adjournment of the meeting.

10. If during a session or any part thereof, the Chairperson or his representative is absent or for any other reason unable to perform his or her functions, the Vice-chair shall serve as Chairperson.

Rule 5: Reports

11. The deliberation of the Committee shall be prepared in the form of a report and the decisions made shall be tabulated in the minutes which shall be approved by the voting members. Once approved, the report will be sent to all the PSC members.

Rule 6: Quorum

12. The quorum shall be two-thirds of the Members of the Committee.

Rule 7: Voting

13. The decision of the Committee shall normally be taken by consensus. In the absence of a consensus, the Chairperson may put a proposal, a motion or a draft decision to a vote, at the request of a member. When a vote is taken, decisions will be by a majority of the members present and voting.

14. Each member of the Committee, including the Chairperson, shall have one vote.

15. The Committee shall normally vote by a show of hands.

16. If the number of affirmative votes is equal to the number of negative votes, the proposal, motion or draft decision shall be regarded as rejected.

17. When a proposal has been adopted or rejected, it may not be reconsidered at the same session unless the Committee, by two-thirds majority of the members present and voting, so decides.

Rule 8: Amendment or suspension

18. The present rules of procedure may be amended or suspended by a decision of the Committee taken by a two-thirds majority of the members present and voting.

Adopted in Abuja on ……..

The Chairman of the NSCP

Roles & Responsibilities of the Project Steering Committee Members

The Project Steering Committee Permanent Members:

The Project Steering Committee will be composed of 12 members and will have the roles and responsibilities described below:

- ***Federal Ministry of Industry, Trade and Investment (FMITI):***
  - Ensure interdepartmental coordination within the Federal Government in order to ensure that project objectives are integrated with the Government Developmment Plans.
  - Ensure awareness and information on the essence, challenges and the results of the Project are availed to the Government, the public and international institutions;
  - Take all necessary measures within the Federal Government, States and the other external partners (especially those in the private sector) to facilitate implementation of the Project; in particular take all necessary
  - measures in support of the project, including:
  - Trade–related policy and reforms, improvement of the business climate, removal of supply-side constraints, diversification of the economy and encouragement of non-oil export sectors
  - Update and overhaul the fundamental legislation for NQI
  - Take the necessary steps to involve the relevant technical departments of the Government in the implementation of the Project;
  - Ensure that implementation of the Project is in accordance with the terms of the Contribution Agreement;
  - Facilitate the convening of technical or/and governance meetings by providing additional logistical support;
  - Contribute to the visibility and communication about the Project, including facilitating access to the official State media;
  - Facilitate access to strategic or technical data relevant to the Project
  - Provide any additional resources needed (staff, etc.) to the public bodies supported by the Project, allowing them to play an effective role in the mechanism.

- ***European Union (EU):***
  - Ensure that implementation of the Project is in accordance with the terms of the Contribution Agreement;
  - Approve financial report and ensure availability of agreed installments;
  - Request additional information on installments at any time, by providing the reasons of the request;
  - Ensure that communication and visibility strategy combined with a communication plan is in conformity with the joint “EC-UN visibility Guidelines for Actions in the Field”.

- ***United Nations for Industrial Development Organisation (UNIDO):***
  - In charge of the technical and financial implementation of the Project, in compliance with the Contribution agreement;
  - Report on the status of implementation to the counterparts as per terms of the Contribution Agreement;
  - In charge of the monitoring of the Project, in compliance with the Contribution agreement;

- Ensure visibility of the Project at the national and international levels as per the EU guidelines;
- Propose any amendment to the Contribution Agreement to the Counterparts;
- Ensure the linkages with the relevant international institutions involved in the Quality Infrastructure and synergies with other projects/or other components of the program.

- ***SON, Weight and Measures department agency, NAFDAC, CPC, MAN, NACCIMA, NASMAE, SMEDAN,NEPC:***
  - Within the areas of their technical competence, have a leading role for each of the project technical outputs;
  - Associate all additional relevant partners in the project for credibility and effective use of the NQIP;
  - Through active participation in trainings, study tours, coaching, equipment supplies, build up their capacities
  - Embed experts for effective skills transfer;
  - Ensure awareness and information on the challenges and the objectives of the Project to the relevant technical sectors.

Technical Sub-Committees of the Project Steering Committee (PSC)

As specified under Rule 7 of the Terms of References, based on specific technical activities to be implemented, PSC may set up relevant technical sub-committees to conduct specific missions and to report to the PSC. Each sub-committee will be chaired by a member of the PSC and will be composed of members of the PSC and external members, taking into account the mission needs in order to fulfill the expected mandate.

Below sub-committees composition is non-exhaustive. Each Technical Sub-Committee Chairperson is strongly advised to invite additional members, based on the mission needs in order to fulfill the expected mandate.

The Technical Sub-Committees will be composed as follows:

1. Technical Sub-Committees no.1: will be in charge of the Quality Promotion related matters.
   a. Chair: FMITI
   b. Members: FMITI, CPC, MAN, NACCIMA, NAFDAC, UNIDO/FO, XXX
2. Technical Sub-Committees no.2: will be in charge of the Standardization and Technical Regulations related matters.
   a. Chair: SON
   b. Members: SON, MAN, NACCIMA, UNIDO/FO, XXX
3. Technical Sub-Committees no.3: will be in charge of the Metrology related matters.
   a. Chair: Weights and Measures agency
   b. Members: W&M, NAFDAC, MAN, UNIDO/FO, XXX
4. Technical Sub-Committees no.4: will be in charge of the Conformity Assessment and Accreditation related matters.
   a. Chair: FMITI
   b. Members: FMITI, SON, NEPC, XXX