TRADEMARK EAST AFRICA

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Growing Prosperity Through Trade

THE FORMATIVE EVALUATION OF THE STANDARDS HARMONIZATION AND CONFORMITY TESTING PROGRAMME

Final DRAFT REPORT

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COUNTRIES: BURUNDI, KENYA, RWANDA, TANZANIA AND UGANDA

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ACRONYMS AND ABBREVIATIONS

BBN	Burundi Bureau of Standards
CA	Conformity Assessment
DAC	Development Assistance Committee
EABC	East African Business Council
EAC	East African Community
EAS	East African Standards
ISO	International Organization for Standardization
KEBS	Kenya Bureau of Standards
MRA	Mutual Recognition Agreement
MTIC	Ministry of Trade, Industry and Co-operatives
NSBs	National Standards Bureaux
NTB	Non-Tariff Barriers
OECD	Organization for Economic Co-Operation and Development
OSBP	One Stop Border Post
PAR	Project Appraisal Reports
QUISP	Quality and Infrastructure and Standards Programme
RSB	Rwanda Standards Board
SQMT	Standardization, Quality Assurance, Metrology and Testing
TBS	Tanzania Bureau of Standards
TBTs	Technical Barriers to Trade
TFDA	Tanzania Food and Drug Authority
TMEA	TradeMark East Africa
ToRs	Terms of Reference
UNBS	Uganda National Bureau of Standards
WTO	World Trade Organization

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EXECUTIVE SUMMARY

1. The TradeMark East Africa (TMEA) Standards Harmonization and Conformity Testing Programme was launched in 2011 to support the National Standards Bureaux (NSBs) in achieving regional harmonization of standards and improving their testing capacities with the aim of improving trade competitiveness in East Africa by reducing the time and cost of testing in the region which would ultimately contribute to increased regional trade. In order to achieve this objective, the programme provided US$ 11.6 million from 2011 to 2014. The programme had 6 projects one at the region and one in each of the EAC partner states. The overall aim of this evaluation was to ascertain the results and assess the programme performance and provide the findings, conclusions and recommendations with respect to the programme in order to draw lessons for future design and implementation. The report further provides case studies as Annex 1.

2. The evaluation team used the OECD-DAC standard evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability to assess the programme progress. Each criterion was provided with an overall assessment using a sliding scale of 1 (poor), 2 (fair), 3 (good), 4 (very good) and 5 (excellent), for further details refer to Annex 2. Confidence levels of low (red), medium (yellow) or high (green) outlining the available level of evidence to support the evaluation team's assessment is also provided, for further details refer to Annex 3. Table 1 summarizes the overall assessment of the programme according to the evaluation criteria.

Table 1: Overall Programme Assessment against Evaluation Criteria

#	Criteria	Assessment (1 To 5)	Confidence Levels	Comments
i.	Relevance	4	High	❖ Programme is highly relevant because standards and testing are some of the major NTBs in the region. ❖ Interventions are in line with WTO/TBT Agreements and address the right identified needs in region. ❖ Interventions are consistent with TMEA's Theory of Change and objectives of reducing time and cost of doing business; and EAC Partner States' trade policies and priorities of reducing NTBs. ❖ Initiatives are consistent with the EAC Treaty for the Establishment of the EAC; and the EAC SQMT Act.

#	Criteria	Assessment (1 To 5)	Confidence Levels	Comments
ii.	Effectiveness	3	High	❖ 83% of the targeted outputs were delivered in time. ❖ 79 standards were harmonized and gazetted as East African Standards. ❖ 1,300 Product certification permits were issued. ❖ 32 additional testing parameters were added to testing scopes. ❖ National and international experts were engaged in the implementation of the programme which led to their effectiveness through sharing of experiences. ❖ The programme has a coordination mechanism both at national and regional level which provides a platform for stakeholder participation, review of the progress and provision of guidance that ensures effective programme implementation and ownership. ❖ Monitoring of the programme through project monitoring plans helped track achievements by a regular collection of information that assisted in timely decision making, ensured accountability and provided the basis for evaluation and learning.
iii.	Efficiency	4	High	❖ There was competitive bidding using fast TMEA internal procedures and where necessary complemented by the EAC Partner States procedures. ❖ The relationship between input of resources and results achieved are appropriate and justifiable. ❖ The net benefits (net present value) is US$25,823,802 which is quite high and the benefit to cost ratio (return per dollar invested) is US$4.02 and the Internal Rate of Return (IRR) is 72% which is quite above the cost of capital. ❖ Improved competency of NSBs staff and private sector made them more effective in the implementation of the programme interventions. ❖ Harmonizing the standards and regulatory framework in the EAC created an enabling environment for the implementation of standards.
iv.	Sustainability	3	High	❖ NSBs are government agencies that are allocated with resources from the national budgets that can be used to sustain programme results. ❖ NSBs are more efficient and effective as a result of the programme intervention, such that they charge fees for the conformity assessment (CA) services to contribute towards the institutional budget. ❖ Increased awareness promotes demand for NSBs services which leads continued support to the operations of the CA services; ❖ Existence of institutional framework and collaboration by the NSBs and other institutions in the EAC Partner States and EAC region.
v.	Impact	4	High	❖ Average testing time reduced by 74%. ❖ Average testing cost reduced by 59%. ❖ Number of harmonized EAS increased by 28%. ❖ Number of products complying with quality and standards requirements increased through certification thus contributing to increased intra- EAC trade values and volume by 23% and 50% respectively for the programme supported products by the year 2014.

3. Table 2 summarizes the performance of the programme projects in the respective EAC Partner States and the Region against the assessment criteria.

Table 2: Programme Assessment of the Respective EAC Partner States and the Regional Projects

#	Projects	Criteria	Relevance	Effectiveness	Efficiency	Impact	Sustainability
1.	**Regional**	Assessment	4	3	4	4	3
		Confidence level	High	High	High	High	High
2.	**Burundi**	Assessment	4	4	4	4	3
		Confidence level	Medium	Medium	High	Medium	High
3.	**Kenya**	Assessment	4	4	4	4	4
		Confidence level	High	High	High	High	High
4.	**Rwanda**	Assessment	4	4	4	4	4
		Confidence level	High	High	High	High	High
5.	**Tanzania**	Assessment	4	1	4	1	2
		Confidence level	High	High	High	High	High
6.	**Uganda**	Assessment	4	4	4	4	4
		Confidence level	High	High	High	High	High
7.	**Overall**	Assessment	4	3	4	4	3
		Confidence level	High	High	High	High	High

4. The evaluation team made the following recommendations:

RECOMMENDATION	ACTION POINT
Recommendation 1: Continue supporting Standards harmonization and awareness on standards in the EAC.	Regional Programme Team
Recommendation 2: Continue supporting the alignment of the national standards legal framework with the EAC SQMT Act.	Regional Programme Team and Kenya Project Team
Recommendation 3: Continue supporting the NSBs to upgrade their conformity assessment infrastructure and services.	Country Project Teams
Recommendation 4: Support mutual recognition of conformity assessment results and certification of locally manufactured products.	Regional and Country Project Teams
Recommendation 5: Mainstream and support gender issues.	Regional Programme Team
Recommendation 6: Strengthen Programme Management and Implementation.	Regional and Country Project Teams

1. INTRODUCTION

5. The TradeMark East Africa (TMEA) Standards Harmonization and Conformity Testing Programme was launched in 2011 to support the National Standards Bureaux (NSBs) in the EAC with the objective of improving the efficiency and effectiveness of testing and also increasing the number of harmonized standards in the EAC. The programme had 6 projects one at the region and one in each of the EAC partner states. The aim of this programme was to improve trade competitiveness by reducing time and cost of doing business and improving the trade environment in the region which will ultimately contribute to increased regional trade. The programme is currently scheduled until December 2017 with the possibility of a new programming phase.

6. The programme in coordination with the national and regional stakeholders has been providing assistance since 2011, to support the EAC Partner States in addressing the constraint related to standardization and conformity assessment, that includes the following initiatives:
   - ❖ Capacity building to increase the quality and competitiveness of the EAC-manufactured products, through certification of locally-manufactured goods.
   - ❖ Upgrading the standards legal framework in line with the EAC Standardization, Quality Assurance, Metrology and Testing (SQMT) Act (2006).
   - ❖ Strengthening laboratories to increase the number of possible tests and promoting regional cooperation.
   - ❖ Creating awareness on standards and quality to key stakeholders.
   - ❖ Harmonization of priority standards that boost trade in the region.

1.1 EVALUATION PURPOSE

7. The aim of this evaluation was to ascertain the results and assess the effectiveness, efficiency, relevance, sustainability and impact; and review the management and implementation of the TMEA supported programme and the projects within it. It also provides the findings; conclusions and recommendations in order to draw lessons for future design and implementation.

8. Specifically, the objectives of this evaluation were to:

(a) Establish whether improving the technical capacity of NSBs in the EAC:
   - ❖ Improves their efficiency and effectiveness of testing.
   - ❖ Increases the achievement of the objectives of harmonization of standards across the EAC.
   - ❖ Reduces the cost related to compliance and ultimately improves export competitiveness.

(b) Establish:
   - ❖ The main determinants for Mutual Recognition Agreement (MRA) among the NSBs in the region that will facilitate acceptance of certificates issued by them.
   - ❖ The extent to which the TMEA supported programme is contributing to the realization of the mutual recognition of certificates issued by NSBs in the EAC Partner States.

(c) Establish whether standards harmonization in the EAC is having the expected results of reducing:
   - ❖ The cost of complying with multiple standards.
   - ❖ The cost and time of doing business throughout East Africa.

(d) Assess the impact of standards harmonization in East Africa.

(e) Highlight the lessons learnt and challenges faced during implementation which will improve the design and delivery of the programme and the projects under it.

2. EVALUATION APPROACH AND METHODOLOGY

9. The evaluation team's overall approach and methodology was based on the five OECD-DAC criteria for evaluating development assistance, specifically: relevance, effectiveness, efficiency, impact and sustainability in line with the ToRs. Contribution analysis[1] was used to assess the progress made to achieve the programme results and focused specifically to what extent the observed results (whether positive or negative) were as a consequence of the programme intervention and established whether the programme interventions made a noticeable contribution to the results.

10. The contribution analysis approach used by the evaluation team had the following six steps:
Step 1: Setting out the attribution problem to be addressed: The core evaluation questions in the ToRs set out the specific questions to be addressed which were reviewed by the evaluation team.
Step 2: Reviewing the results chain (theory of change) and assumptions to it: The evaluation team reviewed the respective project results chains and monitoring plans which informed the theory of change for the Standards Harmonization and Conformity Testing Programme that was used for the purpose of this evaluation to show the cause-effect relationship. This theory of change provided a structured approach to the factors that contributed to programme results realized. Figure1 shows the Standards Harmonization and Conformity Testing Programme Results Chain (Theory of Change).
Step 3: Gathering the existing evidence on the results chains: The results chains (theory of change) was used to trace step-by-step how the programme interventions led to the desired results by collecting the necessary evidence through interviews and literature review. List of persons contacted is in Annex 11 and documents reviewed are in Annex 12. The results chains were used to analyze the design, delivery, results and potential of the programme in a logical way.
Step 4: Assembling and assessing the contribution story: The analysis of the programme activities and the results revealed to what extent the programme lived up to its expectations in terms of quality, quantity and timing which was synthesized to generate this evaluation report.
Step 5: Seeking out additional evidence: From the contribution story additional evidence was gathered by the evaluation team to augment the evidence in terms of the results which occurred, the key assumptions, and the role of external influences and other contributing factors.

11. **Step 6: Revising and strengthening the contribution story:** The evaluation team used the additional evidence collected to build a more substantive and credible evidence that made the contribution story stronger and more plausible. This therefore, provided an argument with evidence from which the evaluation team reasonably concluded with confidence that the programme intervention made a contribution to the reduction in time and cost of doing business and increased trade.

12. The critical variables that were examined during the evaluation to assess the programme impact were based on five products (iron, steel and related products; edible fats and oils; soaps and detergents; alcoholic beverages; sugar and sugar confectionery;) that were purposively sampled from the list of the top 20-most traded products identified by the Standards Study because they were targeted by the programme for standards harmonization; additionally maize and related products, essential oils and cosmetics, and minerals were considered because they were targeted by the programme when improving the testing capacities of the NSBs.

[1] John Mayne (2008), Contribution Analysis, An Approach to Exploring Cause and Effect, ILAC Brief 16.

13. The ISO/IEC Guide 68:2002[2] and Codex Alimentarius Commission Guidelines (CAC/GL 34-1999)[3] were used to assess and identify the main determinants for MRAs among the NSBs.

14. The analysis of management and implementation of the programme was approached by taking insights from the Abilities Approach[4], which addresses issues such as: the governance structure, administrative procedures, financial management and stakeholder involvement.

15. Both qualitative and quantitative methods of data collection were used. Primary data was collected through consultative field visits to the EAC Partner States where key informant interviews were held with identified key stakeholders using the developed questionnaire. Secondary data was collected through desk review of the project documents and other document relevant to the programme and the evaluation. The collected data was triangulated.

16. Quality assurance of the evaluation was done according to the OECD/DAC criteria and was also compliant with International Standard ISO 9001[5] for Quality Management which is good practice for development assistance evaluations.

2.1 EVALUATION LIMITATIONS

17. In all aspects the evaluation team received full co-operation and openness from the programme staff, project staff and partners from the NSBs of the EAC Partner States, EAC standards office, the EAC Private Sector Standards Platform and programme beneficiaries. They were all open with the available information and we wish to record our appreciation for all the assistance provided. The methodology used proved appropriate for the purpose of the formative evaluation and no significant limitations undermining the reliability, validity or utility of findings was identified.

18. However, during the project site visits it was impossible to visit Burundi because there was insecurity at that time. This challenge was overcome by using telephone and emails to collect the relevant information and data. The other limitation was that the Draft Baseline Report included a statistically not representative baseline data due to low response rate by the respondents. This was mitigated by the evaluation team collecting the relevant baseline data (both primary and secondary) from credible sources during the data collection phase which was used to inform this evaluation.

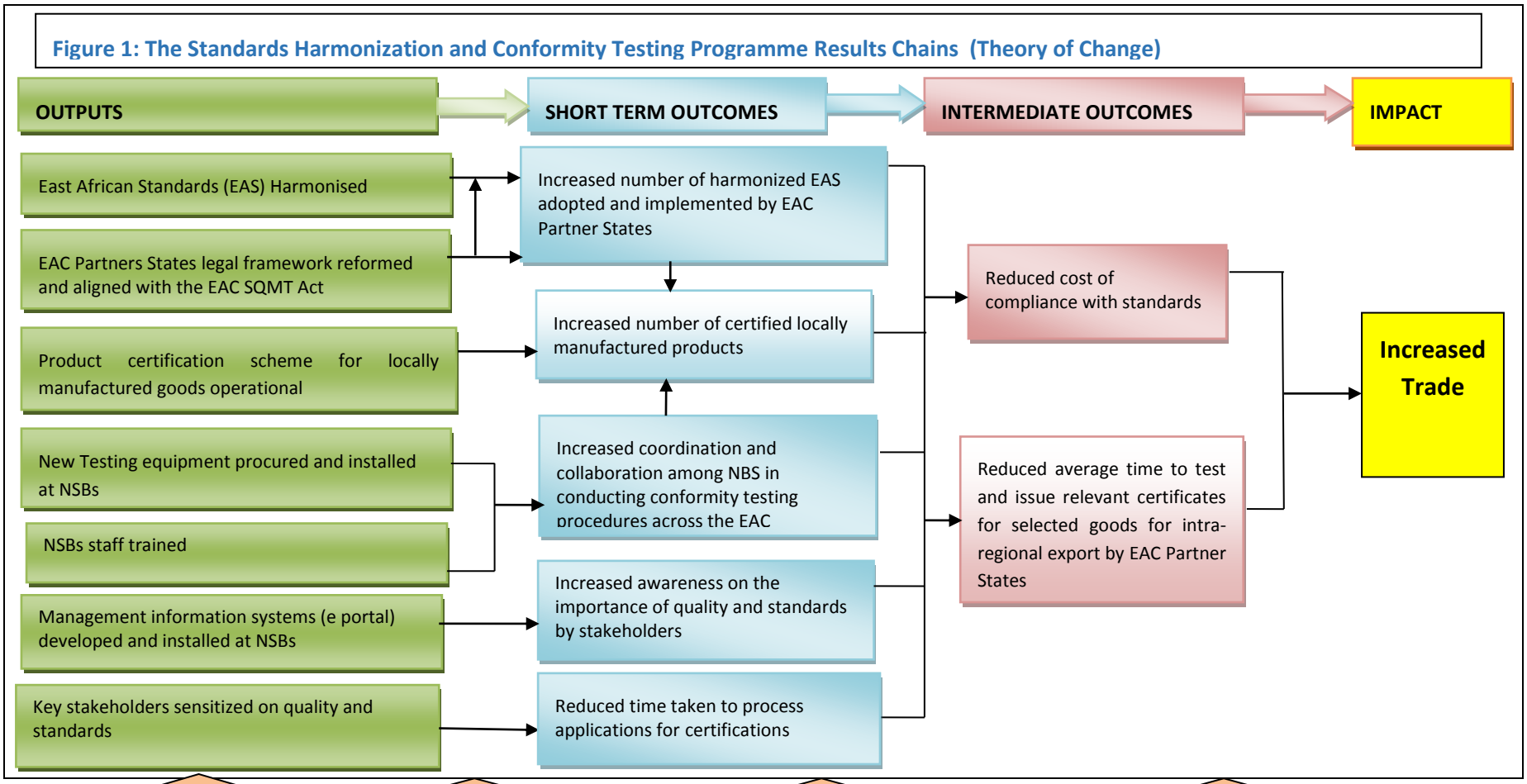
3. THE REVIEW OF THE PROJECTS RESULTS CHAINS

19. The evaluation team reviewed the individual projects results chains which clearly articulate the linkages between the programme inputs and the results; and lists the assumptions needed for the programme to contribute to the high level outcome of increased trade.

20. The key underlying hypothesis that were used for this evaluation were that:
    (a) Improving the technical capacity of NSBs in EAC improves their efficiency and effectiveness of testing, reduces the testing cost and ultimately improves export competitiveness.
    (b) Mutual recognition of certificates issued by NSBs in the EAC Partner States facilitates free movement of goods in the region.
    (c) Standards harmonization in the EAC reduces the cost of complying with multiple standards.

[2] ISO/IEC Guide 68:2002, Arrangement for the Recognition and Acceptance of Conformity Assessment Results.
[3] The Codex Alimentarius Commission Guidelines (CAC/GL *34-1999*) for the Development of Equivalence Agreements
[4] Stein-Erik Kruse Oslo (1999), How to Assess NGO Capacity: A Resource Book on Organisational Assessment. Norwegian Missionary Council.
[5] ISO 9001: 2000 Quality Management Systems Requirements

Figure 1: The Standards Harmonization and Conformity Testing Programme Results Chains (Theory of Change)



Assumptions and External Factors

- Resources made available to implement the programme initiatives and sustain the results.
- Political will and support from EAC Partner States.
- Willingness to change by the beneficiaries.
- Sufficient buyers willing to pay for East Africa's improved quality products and services.
- Other supplementary initiatives to reduce the time and cost of doing business exist.

4. FINDINGS

21. Based on the evidence from the review of the available programme documents and other relevant literature and extensive interviews with programme staff and stakeholders across the EAC Partners States, the evaluation team came up with these findings in line with the evaluation requirements in TORs that were organized according to the five OECD-DAC criteria.

4.1 RELEVANCE

Relevance is the extent to which a development intervention conforms to the needs and priorities of the target groups, the policies of recipient countries and donors and TMEA's strategy.

- ❖ Is the intervention well in tune with the trade policies and administrative systems of the partner country government and EAC policies and systems?
- ❖ Are the interventions consistent with TMEA's policies and priorities? Is the intervention consistent and complementary with activities supported by other programmes in TMEA and/or by other donor organizations?

22. **Programme coherence with TMEA's policies and priorities and other development partners:** Harmonization of Standards and improving the technical capacities of the NSBs in the region is directly linked to the TMEA programme's strategic objectives of enhanced trade environment. The programme is well-aligned with the core components of the Aid for Trade initiative of the WTO and the African Free Trade Initiative.

23. **Programme coherence with EAC standards legal framework and policies:** The programme activities on fostering regional harmonization of standards are consistent with the EAC Treaty (Cap 13, Article 81) which recognizes the significance of applying a common policy for SQMT in the region to promote trade, protect the environment and the consumers. In addition, the programme is consistent with the EAC SQMT Act of 2006 (Section 3e) which provides for harmonization of national and EAS with international standards to reduce business costs, enhance compliance and develop trade opportunities. The programme is in line with the EAC trades policies and the EAC Partner States policies of facilitating the free movement of goods within the region.

24. **Programme coherence with national needs and priorities:** The programme is consistent with the regional and national policies and priorities of addressing the regional gaps in SQMT activities which exist in the NSBs in the region in line the EAC SQMT Act and international best practices. The programme activities are based on an initial Needs Assessment of the NSBs, for which a range of stakeholders were consulted. In this way, key stakeholders were involved in the programme design process.

25. In 2008, the 17th EAC Council of Ministers meeting which was held in Tanzania reported progress at the regional level in: i) drafting a standardization policy common for EAC, COMESA and SADC; ii) organization of awareness-raising campaigns and workshops; and iii) regional metrology scheme for EAC, COMESA, SADC. In 2013, the EAC also drafted and approved three important regulations on: i) Designation of Testing Laboratories; ii) Enforcement of Technical Regulations in the Partner's States and iii) Product Certifications in the EAC Partner States. This regional regulatory framework gives the regional policy context for benchmarking national transposition for adoption and implementation of SQMT in the EAC Partner States. Thus the TMEA programme is compatible with an already-existing dynamics at the regional level to further strengthen the SQMT activities in the region. In general, all of the available evaluation evidence suggests that the programme has been structured around the priority trade needs of the EAC. Across all activities supported, the programme is addressing the

right set of problems and issues in the region.

4.2 EFFECTIVENESS

Effectiveness refers to the extent to which a development intervention has achieved its objectives, taking their relative importance into account.

- To what extent were the objectives achieved / are likely to be achieved?
- To what extent can identified changes be attributed to the intervention? What would have occurred without the intervention?
- If gender mainstreaming targets were set at project inception, did the program achieve the targets, if not what were the challenges?

26. **Programme Management:** The Programme Implementation Agreement in the EAC provided an adequate legal framework for programme management and implementation. The programme is managed both at regional level and Partner State level. The regional office handles regional matters and provides technical assistance to the national projects. The head at regional office is the Director, NTBs and Standards Programme assisted by a Senior Programme Manager and a Programme Officer. At Partner State level, the head is the Country Director assisted by a Programme Manager and Programme Officer. The TMEA Board provides the overall oversight role and strategic leadership and directions to the programme.

27. The Programme has TMEA Country Offices in each of the respective EAC Partner States that host the Programme Management Unit which is commendable as it potentially brings the programme closer to the stakeholders and key beneficiaries.

28. **Programme Implementation:** This programme is implemented by the NSBs in the respective EAC Partner States and at the regional level by the EAC Secretariat and the EABC, which was appropriate. This is because they are responsible institutions to handle SQMT related activities and particularly testing and harmonization of standards in the region and at Partner State levels. In addition, these institutions have the mandate to handle SQMT activities. The NSBs and the EAC Secretariat have significant experience working with similar capacity building initiatives and have a track record of working with several donor organizations which has helped maximize resources utilization through synergizing activities and initiatives of partner donor organizations. In addition, TMEA works with the EAC Standards Office and provides technical and financial support to the EAC Secretariat through seconded staff by NSBs on rotational basis that strengthened the EAC Standards office. To a greater extent, the overall programme management and implementation is moving in the right direction, however there is need for the respective NSBs and the country programmes to promptly update the project monitoring plans as this will greatly assist in tracking programme progress.

29. **Programme Coordination:** At each of the EAC Partner States level all the TMEA programmes are coordinated by the National Oversight Committee (NOC) which consists of representatives from relevant government and the programme implementing agencies and institutions. This ensures commitment and success in delivering tangible results while ensuring national ownership. NOCs meet periodically and reviews the progress of all the TMEA programmes and provides guidance on the implementation of the country programmes. At regional level, all the TMEA Programme are coordinated by the Programme Coordinating Committee (PCC) of EAC. The PCC closely collaborates with the NOCs and ensures coordination of all the TMEA Programmes at regional level and also provides linkage to the TMEA Board and Council.

30. **Programme activity assessment**: The evaluation team found that the programme had supported a number of activities in the EAC Partners States through their respective NSBs and at the regional level through the East African Standards Platform under the East African Business Council (EABC). The overall project input and implementation was through the provision of technical assistance (TA) and financial assistance. The programme was also supporting initiatives on private sector certification. The support included: awareness; review of legal frame work of standardization activities; technical training of staff; technical reviews and assessments by international and local experts; provision of office and IT equipments, laboratory testing equipment and supplies for NSBs; facilitation of participants to meetings, consultations and dialogue at national, regional and international levels.

31. The activities evaluated covered the period from 2011 to 2014 and they were relevant and appropriate in addressing the right set of problems and identified needs in the region. Evidence gathered by the evaluation team from the desk review and stakeholder consultations indicated that 148 activities were planned of which 139 (94%) had been completed and only 9 (6%) were still in progress. It should also be noted that effective accomplishment all planned programme activities will contribute to the realization of the expected programme results. Table 3 shows the summary of the activities assessment; for details refer to annex 4.

Table 3: Programme Activities Assessment

#	Projects	Number of planned activities	Number of Completed Activities	Number of incomplete Activities	Assessment (1-Poor and 5-Excellent)	Confidence level (low-red, medium-yellow and High-green)
1.	Regional	6	5	1	Very Good (4)	High
2.	Burundi	46	46	0	Very Good (4)	High
3.	Kenya	12	12	0	Very Good (4)	High
4.	Rwanda	51	48	3	Very Good (4)	High
5.	Tanzania	6	1	5	Poor (1)	High
6.	Uganda	27	27	0	Very Good (4)	High
Total		**148**	**139**	**9**	**Overall; very Good (4)**	**High**
Percentages		**100%**	**94%**	**6%**		

Source: Project work plans for NSBs, result chains and monitoring plans

Apart from the activities that were beyond the programme management control such as enactment of laws, chances are very high that most of the incomplete activities within the programme control will be accomplished within the short to medium term if the resources are made available.

Assessment of outputs and outcomes

32. The evaluation team found that the implementation of the programme activities was based on the respective project work plans in the EAC Partner States and results were monitored using the project monitoring plans. All project results monitored were supposed to have measurable and clear elements such as timing, baseline data, targets, indicators and actual results achieved for proper follow up and monitoring so as to keep good track record on programme progress. Generally, this was well done in all country projects for most of the results; however, there was need to promptly update the project monitoring plans. Table 4 shows the summary of the output and outcome assessment; for details refer to annex 5.

Table 4: Programme Assessment of the Output and Outcomes

#	Projects	Targeted outputs	Realized outputs	Outputs unrealized	Progress towards short term outcomes	Progress towards Intermediate outcomes	Assessment (1-Poor and 5-Excellent)	Confidence level
1.	Regional	4	2	2	79 EAS harmonized and gazetted against a target of 40 standards.	Target number of EAS harmonized exceeded by 98% and number of EAS increased by 28%.	Good (3)	High
2.	Burundi	7	7	0	31 parameters added to testing scope against a target of 34; testing time reduced from 65 days to 15 days.	91% of the targeted parameters added to the testing scope; testing turnaround time for the added parameters reduced by 77%.	Very Good (4)	High
3.	Kenya	6	4	2	20 parameters added to testing scope; testing cost reduced from US$800 to US$120; testing time reduced from 14 days to one day.	Testing cost for the added parameters reduced by 85%; testing turnaround time for the added parameters reduced by 85%.	Very Good (4)	High
4.	Rwanda	15	14	1	25 parameters added to testing scope; testing cost reduced from US$500 to US$250; testing time reduced from 60 days to 8 days.	Testing cost for the added parameters reduced by 50%; testing turnaround time for the added parameters reduced by 87%.	Very Good (4)	High
5.	Tanzania	4	1	3	Testing equipments not yet installed.	Progress yet to be made;	Fair (2)	High
6.	Uganda	11	11	0	55 parameters added to testing scope: testing cost reduced from US$350 to US$100; testing time reduced from 19 days to 8 days.	Testing cost for the added parameters reduced by 71%; testing turnaround time for the added parameters reduced by 58%.	Very Good (4)	High
Total outputs		**47**	**39**	**8**	On average: 32 parameters were added to the testing scope; testing cost reduced from US$500 to US$205; testing clearance time reduced from 38 days to 10 days;	Average testing time reduced by 74% and cost by 59%.	Overall Very Good (4)	High
Output Percentages		**100%**	**83%**	**17%**				

Source: TMEA Project work plans for NSBs, result chains and monitoring plans

33. The evaluation team found that 39 outputs of the 47 targeted outputs had been effectively realized and were relevant to the programme objectives. The 8 remaining outputs had not yet been realized, because some of the activities leading to their achievement were dependent on the political will,

procedures and different legal frameworks in some EAC Partner States which were beyond programme management control. However, chances were high that the programme will achieve the remaining outputs in the short to mid-term because most of the core activities had been accomplished.

34. **Regional Project:** The evaluation team found that through the programme support good progress was made towards the outcome of increasing the number of harmonized standards in the EAC through supporting technical committee meetings. The EAC Standards Catalogue (2015) indicated that there were 366 harmonized East African Standards (EAS) and 792 International Standards Endorsed for Adoption by the EAC Partner States. Evaluation evidence showed that 79 EAS were harmonized and gazetted against a target of 40 EAS with support from the programme. Out of the 120 EAS gazetted in 2013 and 2014, TMEA supported 66% of them which were at different levels of adoption by the EAC Partner States for implementation. Evaluation evidence further showed that these harmonized standards were being used for inspection, auditing, testing and certification of products in the EAC which contributed to the reduction in the time and cost that would be incurred as a result of complying with multiple standards. For detailed results achieved by the regional project refer to annex 5 (section 1).

35. **Burundi Project:** Through the programme support, BBN was making very good progress in achieving its outcome of improving the effectiveness and efficiency of product testing given the level at which its quality infrastructure was. BBN was supported by the programme to train 10 BBN staff on laboratory quality management that improved their technical competency. The programme also supported BBN to procure and install a range of new laboratory testing equipment, supplies and accessories to upgrade the product standard testing facilities by 31 additional parameters that led to the reduction in the testing time from 65 days in 2010 to 15 days in 2014. This figure accounted for a 77% reduction in testing time for test parameters that were supported. However, there is need for more support to increase the testing scope further at BBN for the priority and most traded products in the region.

36. Additionally, BBN was supported with information technology (IT) equipment that was being used in promoting certification which was contributing to promoting trade in Burundi. Through TMEA support BBN developed a coordinated inspection strategy at all entry points which increased by 52 inspections in 2014 despite having transport constraints.

37. The programme supported the development and design of a communications strategy which was to address the information gaps based on the needs of various stakeholders as well as the general public in Burundi. The strategy achieved 90% of its implementation target and created awareness that promoted the use of standards and the testing services that were available. This contributed to increasing the number of samples tested per month from 14 in 2013 to 189 in 2014. In addition, 17 companies attained certification as a result of the programme intervention. For detailed results achieved by the Burundi Project refer to annex 5 (section2).

38. **Kenya Project:** The evaluation team found that the programme supported KEBS to procure laboratory testing equipment that was installed at KEBS testing laboratory and also trained 12 KEBS staff in various aspects of testing. The programme support also widened the KEBS testing scope by 20 additional tests and improved testing sensitivity levels up to parts per trillion (ppt). This resulted

in the reduction of the testing turn-around time from 14 days to one day and the testing cost for these parameters from US$ 800 to US$120.

39. The evaluation evidence further showed that the programme also supported standardization awareness activities for SMEs in Kenya on market access requirements and the benefits of having products certified through outreach programmes. This contributed to increased product certification to 1,820 permits issued in 2014 compared to only 619 in the year 2010.

40. The evaluation findings also indicate that the Kenya Standards Act was reviewed; and the Draft National Quality Policy and the Draft Technical Regulations Bill were developed with support from the TMEA Programme and were all submitted to the Ministry of Industrialization and Enterprise Development for further action. The Technical Regulations Bill and the Standards Amendment Bill need to be enacted into law by Parliament and the National Quality Policy approved by the cabinet for them to be implemented. The key components and activities of upgrading the standards legal framework that was within KEBS control were successfully implemented; however, there is need by TMEA to lobby politicians to fast track and enact the Bills into laws and also to approve the Draft National Quality Policy so as to effectively realize the anticipated outcomes. For detailed results achieved by the Kenya Project refer to annex 5(section 3).

41. **Rwanda Project:** The programme support to Rwanda Standards Board (RSB) had made very good progress in achieving its outcome of improving the efficiency and effectiveness of product testing. Evaluation evidence indicates that the programme supported RSB to procure and install lab equipment at RSB that widened the testing scope by an additional 25 parameters. This programme support resulted into a reduction in testing time from 60 days in 2012 to 8 days in 2014 and the testing cost from US$ 500 to US$250. However, there is need to further support the RSB laboratory so as to widen their testing scope especially in the most trade traded and priority products.

42. The programme provided Technical Assistance by contracting the services of the British Standards Institution (BSI) to provide strategic support to the institutional development of the RSB which contributed to strengthening the quality infrastructure in RSB. This technical assistance also contributed to the development of a reliable and efficient quality and regulatory infrastructure in line with the international best practices and the requirements of the EAC SQMT Act. The capacity built had increased the scope of RSB system certification services from three systems (ISO 9001, ISO 14001 and ISO 22000) to four systems (ISO 9001, ISO 14001, ISO 22000 and HACCP).

43. As a result of the capacity built at RSB and the private sector, 21 enterprises implemented a HACCP system, out of which 8 enterprises had been certified and applications from five enterprises were being processed by RSB. One of the major achievements from the technical assistance was the upgrading and preparation of the laboratories for accreditation for international recognition. There is need however for further support up to accreditation level.

44. Through the programme support, RSB developed a communications strategy which involved billboards, bulletin board and TV screens in lobbies (hotels, halls and malls), radio talk shows with call-ins, TV, print media and national newspapers awareness campaigns to raise awareness amongst SMEs. The communication and awareness initiatives targeted both public and private sector and the messages delivered were relevant and in line with the programme objectives.

45. RSB was supported to develop a management information system (e-Portal) and an online system launched that automates its internal and external services that importers and exporters interact with to increase efficiency of the RSB by reducing the time taken to process applications for certifications since it can be accessed online. For detailed results achieved by the Rwanda Project refer to annex 5(section 4).

46. **Tanzania Project:** Through the programme TBS was supported by procuring and delivering two categories of testing equipments which included mini-laboratory equipments and glassware; and Laboratory Integrity Fuel Kit. However, mini-laboratory equipment and glassware were lying idle at TBS awaiting the completion of the One Stop Border Posts (OSBP) so that they could be installed for use at the borders. TBS was in touch with Tanzania Revenue Authority (TRA) to have the equipment installed and operational by October 2015. The recruitment of the personnel to operate the equipment was ongoing. The Laboratory Integrity Fuel Kit was delivered to TBS, however on inspection by the TBS staff, two components (flash point and density meter) were found missing, which has also delayed their installation at TBS for use, because the supplier claims to have delivered all the equipment. However, TBS and TMEA were making arrangements to have the Fuel Kit installed at TBS for use as soon as the missing components are procured. Generally, the Tanzania project had made fair progress on its output of procuring testing equipment and no progress on its outcome of decreasing the time and cost to conduct testing. There is urgent need for more collaboration and coordination between TBS and TMEA for the programme objectives to be achieved. For detailed results achieved by the Tanzania Project refer to annex 5 (section 5).

47. The evaluation team found that the Tanzania Food and Drug Authority (TFDA) which is a regulatory agency for food and drugs in Tanzania still re-assesses the food products even when they have conformity assessment certificates or notified certification marks from NSBs because of the legal requirements for registration, inspection and testing of food imported in Tanzania. There is need to sensitize the business community on the export requirements to Tanzania so as to comply.

48. **Uganda Project:** The programme support to Uganda National Bureau of Standards (UNBS) through the Ministry of Trade Industry and Cooperatives (MTIC) and the Quality Infrastructure and Standardization Programme (QUISP) had made very good progress in achieving its outcome of improving the efficiency and effectiveness of product testing. The evaluation evidence shows that the programme supported UNBS to procure and install laboratory equipment which increased the testing scope by 55 additional parameters which contributed to the increase in the number of samples tested per year by 2,663 in 2014 against a target of 600. As a result of having good testing equipment and the additional parameters that can be tested by the UNBS in a short period of time, the number of certified products increased from 505 in 2013 to 585 in 2014. The programme support to UNBS reduced the average testing time from 19 days in 2010 to 8 days in 2014 and testing cost reduced from US$350 to US$100 for the added parameters. There is however, need for more support to widen the testing scope further to improve service delivery offered to the public.

49. The programme further supported the UNBS to create awareness on the importance of quality standards among key stakeholders in Uganda of which very good progress had been made. To enhance this activity, the programme procured a publicity van installed with a public address system which was used to reach out more beneficiaries in 8 regions where the other channels of awareness communication could not reach. MTIC and UNBS further carried out wide spread awareness campaigns using radio talk shows, flyers, TVs stations and billboards, on the issues of quality and

standards among stakeholders. The awareness levels on issues of standards and quality increased this was noted by the increased number of inquiries on standards and quality related issues from 2,449 in 2011 to 11,096 in 2014. This contributed to an increase of 90 new products certified with UNBS quality marks. However, there is need for more support to certify more products based on EAS to access regional markets. For detailed results achieved by the Uganda Project refer to annex 5 (section 6).

50. **Gender Issues:** Genders issues concerning women were not well mainstreamed in the programme and yet they make up the majority of actors involved in cross-border informal trade in the region and standards harmonization affects their businesses. However, there is still room to mainstream gender issues across the entire programme. For instance, creating awareness and provision of technical assistance on importance of standards and quality in accessing markets will increase their level of technical knowledge, empowering them to improve on their businesses.

4.3 EFFICIENCY

Efficiency is the extent to which the costs of a development intervention can be justified by its results, taking alternatives into account.

- To what extent and how has the intervention been effective and achieved good Value for Money?

51. This section assesses the extent to which the programme resources/inputs were converted into results economically, efficiently and effectively and the benefits that have accrued. The evaluation team assessed the value for money (VfM) as the ratio of benefits attained to funds expended during programme implementation. The assessment of VfM delivered by TMEA programme is a core objective of this formative evaluation and is based on economy (operation and implementation costs) and efficiency (progress against output indicators) and effectiveness in terms of outputs, outcomes and impacts.

52. **Assessment of the economy:** The evaluation team assessed economy by examining the extent to which the programme was able to achieve the best cost of inputs and results realized while maintaining quality. In this instance economy was about whether TMEA was achieving appropriate quality at the right price for inputs and resources - including staff costs, consultancy costs and equipment that are used to produce programme outputs**.**

53. The evaluation findings indicate that economy was achieved through competitive bidding based on technical and financial proposals, carried out using the less bureaucratic and fast TMEA internal procedures and where necessary complemented by the EAC Partner States procedures coupled with proper due diligence during procurement process. The service providers/vendors were procured through a diligent, transparent and rigorous process. Whereas evaluation findings indicate that none of the projects over spent beyond the planned budget, it was not possible to evaluate the extent to which VfM economy savings have been realized per activity because no budget information was provided showing project costs broken down beyond single aggregate project budget and cost figures (project totals).

54. The evaluation evidence show that the overall cost of the programme was estimated at about US$11.6 million. However, the work plan budget up to 2014 was about US$8.9 million and the total amount of money so far used was about US$7.5 million which was 84.2% of the total programme

work plan budget. Table 5 indicates the work plan budget, actual expenditure and percentage expenditure for the individual projects.

Table 5: The Programme Budget Utilization

Projects	Work plan budget (US$)	Actual Expenditure (US$)	Percentage Expenditure
Regional	1,759,021.31	1,515,000	86.1%
Burundi	456,362.05	400,460	87.8%
Kenya	1,925,795.3	1,388,925.07	72.1%
Rwanda	2,820,000	2,300,000	81.5%
Tanzania	290,339.24	252,151.73	86.8%
Uganda	1,600,000	1,600,000	100.0%
Total	**8,851,517.9**	**7,456,536.8**	**84.2%**

Source: Programme budget, implementation agreement, project appraisal documents, and expenditure reports.

55. **Assessment of efficiency:** The evaluation team assessed the programme efficiency by examining how well the programme activities converted inputs into results. The evaluation findings indicate that the individual EAC Partner States Projects had different budgets which reflected the differences in quality infrastructure and legal framework and needs in terms of support requirements from the programme. In addition, national and international experts were engaged in the implementation of activities that ensured efficiency through sharing of experiences and producing results in time. The overall programme actual expenditure for all activities in the respective projects was still within the planned budget.

56. The evaluation team further assessed the extent to which the programme increased output for a given input, or minimize input for a given output in regard for the quality of output. Evaluation findings indicate that 94% of planned programme activities were completed and 83% of the programme outputs were realized with 84.2% of the planned budget and there was very good progress in achieving the programme objectives. This was mainly because of the prudent programme management and financial control. The remaining 15.8% of the programme planned budget was yet to be utilized but funds were already earmarked for some of the incomplete project activities especially by Rwanda and Burundi whose project implementation started late. Based on the programme work plan budget, generally the programme disbursement and absorption of funds from 2011 to 2014 was very good.

57. **Assessment of effectiveness:** the evaluation team examined effectiveness as an aspect of VfM by assessing how well the outputs from the programme were achieving the desired outcomes and impacts. The evaluation findings indicate that the technical competency of staff in the respective NSBs was improved that made them more responsive and effective in the implementation of SQMT activities; additionally, harmonizing the standards and regulatory framework in the EAC created an enabling environment for the effective implementation of standards. Evaluation findings indicated 84.2% of the budget was used to increase the number of harmonized standards in the EAC by 28%, reduce the testing time by 74% and testing cost by 59% which have ultimately contribute to the reduction in the cost of doing business and increased trade in the EAC.

58. Overall the evaluation findings indicate that publically available data on similar programmes was not readily available which made comparisons of the implementation cost of the programme very limited. However, comparison with similar-sized projects in the region such as USAID/COMPETE Project (harmonized 22 grain standards), ASARECA Project (harmonized 11 cassava and related

products standards) and GAIN Project (fortification of products and harmonized 5 standards), the programme financial resources were found to have been considerably and reasonably spent, with good value for money.

59. **Cost-Benefit-Analysis:** The Programme was initiated in 2011 to response to the challenges and unnecessary trade barriers faced by suppliers in intra-regional trade due to differences in technical regulations, standards and the inadequate testing capacities of the NSBs in the EAC Partner States. This project intended to contribute to increased intra-EAC trade of the most traded goods. Specifically, the project was targeted to result in a 5% increase in trade in the 20 most trade goods in the EAC.

Programme Cost Benefit Summary	
TMEA Investment (Discounted)	6,421,989
Induced Trade Benefits (Discounted)	32,245,791
Net Benefits (Discounted); (Net Present Value (NPV))	25,823,802
Benefit to Cost Ratio (Return per Dollar Invested)	$4.02
Internal Rate of Return	72%

The Cost–Benefit-Analysis (CBA) focused on the valuation of this growth in goods, because as indicated in the Programme results chain, this outcome is a result of all the project inputs and outputs – that is, it is the ultimate reflection of the impact of Programme activities, without double counting any project elements. Initial assessment of the data using a 10% discount rate shows that given a 10 - year period of effectiveness and assuming that benefits begin to be realized in 2013 during programme implementation, findings show that the project is highly beneficial. The table provides the key evaluation metrics. The programme has a high value of net present value (NPV) of about US$25.8 million and a high Internal Rate of Return (IRR) of 72% and return per US$ invested of US$4.02, which indicates that it is economically viable and profitable. The evaluation indicate that there was no better alternatives for achieving the same results with less inputs/funds.

4.4 IMPACT

Impact refers to the totality of the effects of a development intervention, positive and negative, intended and unintended. The impacts are the tangible long-term outcomes to which the project contributed.

- What is the current and likely impact of the intervention on reduced standards compliance costs, enhanced export competitiveness and increase in trade flows?
- What was the current and likely impact (intended and unintended, positive and negative) of the intervention? How has the intervention affected the well-being of different groups of stakeholders?

60. To assesses the programme contribution to the impact of increased trade through reduction in the cost and time of doing business the evaluation team examined the following critical variables:

61. **Assessment of the average import/export clearance and release times related to conformity assessment clearance time of products/commodities in the region:** Conformity assessment includes activities such as inspection, sampling, testing and certification, carried out by NSBs or other competent authorities to demonstrate that specified requirements relating to a product, processes or system are fulfilled. The programme supported the NSBs to widen their testing scope of the specific test parameters where NSBs did not have testing capacity. As a result of the programme intervention through strengthening the capacities of the NSBs, the parameters are

being tested locally by the NSBs which reduced the cost and the time to release test results for the products. Table 6 shows average testing cost per sample, the conformity assessment (CA) clearance time before the intervention in 2010 (Baseline) and the actual results in 2014 due to programme intervention in relation to import/export clearance time.

Table 6: The average clearance time, testing cost, testing parameters and CA clearance time

#	Projects	Average Clearance Time (Days)*			Average testing cost (US$) #	Testing parameters added#	Average testing cost (US$)#	Average CA Clearance Time by NSBs (Days)#		
		2010	2012	2014	2010	2013- 2014	2014	2010	2014 Without NCM	2014 With NCM
1.	Burundi	-	4	4	-	31	-	65	15	0.5
2.	Kenya	3	2	2	800	20	120	14	1	0.5
3.	Rwanda	-	-	-	500	25	250	60	8	0.5
4.	Tanzania	3	-	5	350	-	350	30	18	0.5[6]
5.	Uganda	7	4	1	350	55	100	19	8	0.5
Average		**4.3**	**3.3**	**3**	**500**	**32**	**205**	**38**	**10**	**0.5**

Source: *World Bank Logistics Performance Reports, # NSBs. **NCM:** Notified Certification Mark

62. The evaluation evidence shows that the use of notified product certification marks issued by the NSBs based on harmonized EAS has greatly reduced the testing cost and the clearance time of products because goods with these marks are no longer re-tested by the NSBs in the importing countries in the region due to mutual recognition of the certification marks by the NSBs. The programme interventions contributed to a reduction in the average clearance time from 38 days in 2010 to 10 days in 2014 for products without certification marks and from 38 days to 0.5 days for products with notified certification marks.

63. **Cost to import/export commodities related to the cost of complying to variant product standards**: The evaluation team found that according to the EAC SQMT Act, section 24 (2) EAC Partner States are required to recognize as equal to their own, notified product certification marks awarded by national quality system institutions of other EAC Partner States. Thus if the commodities exported /imported had notified product certification mark, such commodities were not subjected to re-testing. However, products without notified product certification marks were subjected to re-testing by the importing country to determine whether they meet the required standards and this caused delays which increased the time and the cost of doing business. Thus, the average cost of complying with multiple product standards was equated to the cost of having a product re-tested which was an average of US$205 in the region in additional to the testing fees incurred in the exporting country as detailed in Table 6.

64. **The programme impact on the volume and value of EAC intra-regional and extra-regional trade:** During the evaluation, the team focused on a contribution analysis approach as a more appropriate way of addressing the attribution problem. The evaluation findings do not attempt to prove that the programme intervention directly caused the increase in trade values and volumes, but rather explored the contribution the interventions made to the observed results. To investigate the

[6] For food and drugs, TFDA may take more time carrying conformity assessment.

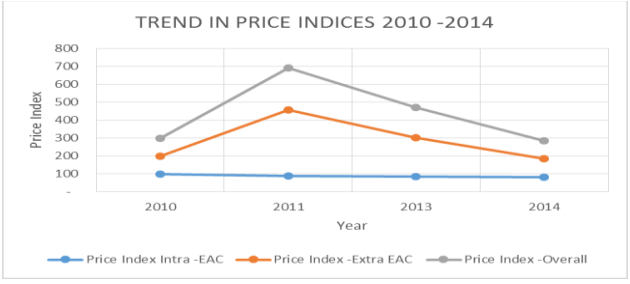
contribution of the programme towards the volume and value of EAC intra-regional and extra-regional trade on the basis of harmonization of standards and product certification, the evaluation team used the volume and value indices of sampled products which the programme supported. Evidence from the evaluation findings indicated that both the intra-EAC and extra-EAC trade volumes and values generally increased as indicated in Table 7, for details refer to Annexes 6, 7, 8, 9 & 10.

Table 7: Intra-EAC and Extra- EAC Trade Values and Volumes, 2010-2014

No.	Variable/Year	2010	2011	2012*	2013	2014
1	**Intra-EAC Trade Volumes and Intra-EAC Trade Values,2010-2014**					
1.1	Value (US$) '000'	382,434	383,778	442,913	358,523	478,340
1.2	Value index	100	100	116	94	123
1.3	Quantity (Tons)	501,827	561,202	-	546,477	752,718
1.4	Quantity Index	100	112	-	109	150
2	**Extra-EAC Trade Volumes and Extra-EAC Trade Values, 2010-2014**					
2.1	Value (US$) '000'	475,563	1,773,737	1,428,617	1,425,385	1,616,408
2.2	Value index	100	373	300	300	325
2.3	Quantity (Tons)	520,795	529,406	-	721,514	1,759,450
2.4	Quantity Index	100	102	-	139	338
3	**Overall Intra and Extra EAC, 2010-2014**					
3.1	Value (US$) '000'	857,997	2,157,515	1,871,530	1,783,908	2,094,748
3.2	Value Index	100	251	218	208	236
3.3	Quantity (Tons)	1,022,622	1,090,608	-	1,267,991	2,512,168
3.4	Quantity Index	100	107	-	124	246

Source: EAC trade reports, UN Comtrade and ITC Trade Map; *Trade volumes for Kenya for 2012 was not available

65. **Changes in the consumer price levels:** Using the price index of the 8 products that were supported by the programme, the evaluation team investigated whether the cost reductions as a result of the programme intervention were translated into lower prices for the consumers. The changes in the consumer price levels were investigated using a price index number which was a summary measure of the proportional or percentage change in a set of prices over time.



Source: UN Comtrade and ITC Trade Map;

66. The evaluation findings indicated that the intra-EAC average price index of the sampled products generally reduced by 17% in the year 2014 as shown in the graph for the trend in price indices 2010-2014. However, extra-EAC and overall average prices indices of the sampled products generally increased but also reduced without any clear trend. The evaluation findings indicate that the business community was earning more money per unit of the product traded outside the EAC compared to the same products traded within the EAC. (Refer to annex 10 for details). It was noted that there were other factors that affected prices such as world market prices that fluctuate heavily from year to year, currency fluctuations and inflation.

67. The programme intervention increased the number of harmonized standards, reduced the testing cost and time and increased the number of certified products which contributed to the reduced costs of doing business and increased trade flows in the region and beyond. In theory the consumers

are supposed to see these cost savings passed on to them. However, the evaluation team found that these benefits were not actually accrue to consumers in the form of lower prices for extra-EAC traded products although consumers benefited indirectly by having safe and quality products.

Assessment of the impact of standards harmonization in East Africa

68. Evidence from the evaluation findings indicated that the adopted regional harmonized standards that were supported by the programme were being implemented by the EAC Partner States and contributed to reduction in time and cost of conformity assessment at the borders, because one common standard for a product was being used. The more standards are harmonized and adopted, the more products can be traded freely within the region without complying with multiple standards hence increasing trade.

69. As the number of harmonized EAS increased, the number of products being certified based on the regional standards also increased and these products were easily accessing the regional markets because of mutual recognition of the notified certification marks by the respective EAC Partner States NSBs. This has greatly contributed to a reduction on the average clearance time of import/export of products in the region.

70. Standards harmonization has also promoted behavioral change in the region through competition. This is because these standards specify the characteristics/requirements of products which have given most producers equal access to market information and leveled the playing field. The harmonized standards have led to a more open market in the region which has resulted in more consumer choices of competitive quality products.

71. As a result of standard harmonization, the SMEs who met the requirements of the EAS were able to access wider and formal markets in the region where they were able to get better prices for their products which has improved their revenue base and income.

Assessment of Impact Attribution Issues

72. **Results attributed to the programme:** The evaluation team identified the direct benefits from the Standards Harmonization and Conformity Testing Programme as derived mainly from the increased number of harmonized standards, reduction in testing cost and time, and the increased number of certified products.

73. The evidence from the evaluation findings showed that the programme directly increased the number of harmonized EAS by an additional 79 EAS which was a 28% increase. In addition the programme improved the efficiency and effectiveness of the NSBs by widening their testing scope by an average of 32 additional testing parameters which resulted into reduction in the testing cost for the parameters from an average of US$500 to US$205 and the time to release testing certificates from an average of 38 days to 10 days (Refer to Table 6). Since the programme supported interventions of harmonization of standards and enhancing the technical capacities of the NSBs in the region which had direct influence on trade flows, it was concluded that the programme was contributing towards the impact of increased trade flows.

74. Although the programme has been implementing initiatives to promote trade facilitation through harmonization of standards and improving the efficiencies of the NSBs to reduce the time and the cost of doing business, several other trade facilitation initiatives that aim at further reduction in release time and transaction costs of traders were also being implemented at the same time. Some

of these initiatives already yielded some of the expected results, but to a great extent the results realized so far are attributed to the harmonization of regional standards, increased number of certified products based on EAS and improved efficiencies and effectiveness of the NSBs in the EAC.

The other initiatives contributing towards the reduced time and cost of doing business were:

75. **One Stop Border Posts (OSBPs):** TMEA and the EAC Partner States introduced OSBPs programme across the region that increased physical access to markets for both formal and informal traders. Pilot operations at the Kobero/Kabanga between Tanzania and Burundi borders contributed to a reduction in transit times at Kabanga for cargo trucks, as well as a reduction in tedious formalities for traders. Previously excessive paperwork at the border posts caused costly delays which in turn kept the costs of doing business consistently high which has been reduced by the OSBP initiative (TMEA Annual Report 2013-2014).

76. **Single Customs Territory (SCT**) promotes free movement of goods in the single market with variations to accommodate goods exported from one EAC Partner State to another. However, customs administrations at destination states retain control over assessment of taxes. The SCT was contributing to reducing the time and cost of doing business by eliminating duplication of processes, reducing administrative costs and regulatory requirements and enhancing the relationship between private and public sectors.

77. **The Electronic Single Window (ESW)** implementation was supported by TMEA in the EAC Partner States. Traders can simultaneously submit the required trade information including customs declarations, applications for import and export permits, certificates of origin, and trading invoices, through a single online portal/window. This contributed to reduction in transaction costs and time associated with processing documentation for selected imports and exports at key trade regulatory agencies in the EAC.

78. **Authorized Economic Operators (AEO) Scheme**: The AEO project was an initiative that was supported by TMEA that sought to enhance trade by reducing the cost of doing business through simplifying customs procedures and reducing clearance time. The main objective of AEOs at the EAC was to create a standardized and sustainable Customs-to-Business partnership platform where trustworthy and accredited operators would reap from transparent and tangible benefits throughout the EAC. Spedag-Interfreight, one of the companies in Uganda, reported that they were able to register significant improvements in efficiency which resulted in monetary savings for their clients and increased truck turnaround from 2.5 trips per month to 5 trips a month resulting in better evacuation of containers and better revenue earnings.

79. **Electronic Cargo Tracking System (ECT):** This system helps in monitoring of transit cargo from the departure office to the destination office within the EAC. Revenue Authorities throughout the region introduced modern computerized system and methods of ICT with great success and benefits to all stakeholders which made the work more efficient, productive and accurate. The benefit made by ECT was the use of advance information by clearing and forwarding agencies that start processing customs entries prior to arrival of transit trucks at border posts. When trucks arrive they are cleared immediately since document formalities were completed. This system has contributed to the reduction in clearance time and cost of cargo clearance at borders.

4.5 SUSTAINABILITY

Sustainability is the continuation or longevity of benefits from a development intervention after the cessation of development assistance.

- What benefits (both social and financial) of the programme are likely to be sustainable and would continue with or without TMEA (staffing and funding)?
- What are the lessons learnt that are relevant beyond TMEA?

80. There were noticeable activities, achievements and impact that can be sustained after the project period. In addition, given that the great number of activities supported by programme involved stakeholder consultation, participation and training, it is likely that there is lasting impact in terms of improved capacity, enhanced awareness of the importance of standards, quality and safety among the stakeholders that should be sustainable at the end of the programme.

81. **Financial sustainability:** The NSBs had clear annual budget allocations for CA activities that they carry out which will contribute to the maintenance and sustainability of the programme results. The programme invested in strengthening the capacities of the NSBs which has made them more efficient and effective in CA service delivery. The NSBs were also generating revenue internally by charging fees for the conformity assessment services which contributes towards the budget. Furthermore, as more products access the market, traders will demand for more efficient and effective CA services that now exist in the NSBs, thus more support and revenue for the NSBs.

82. **Institutional framework and governance structures:** The implementation of the EAC SQMT Act and related activities will go a long way to providing an appropriate legal framework at regional level in the EAC for implementation of standards and sustainability. However, the implementation of the SQMT related technical activities must inevitably take place at the national level through NSBs in order for the SQMT supported activities to be sustainable. Institutional structures that exist in the NSBs and the EAC coupled with their improved collaboration and competences will ensure sustainability of the programme results.

83. **Capacity building:** The interventions being implemented by the programme were based on delivering improvements to the existing standards regulatory framework while harmonizing them at a regional level. Additionally, the respective institutions are receiving technical capacity on issues which are essential to the NSBs functioning effectively and efficiently that will be sustainable**.**

84. **Socio-political Factors:** Political support is crucial to ensuring that adequate resources are allocated from government budgets or from other sources to enable the NSBs meet their responsibilities. The public awareness which supports political will was relatively weak in most EAC Partner States and therefore the programme should have a stronger awareness raising component targeting technocrats from the ministry responsible for resource allocation and politicians so as to increase the political will for adequate resource allocation for sustainability. In addition, awareness creation on standards and quality issues increases the demand for CA services by the stakeholders who are most likely to continue to support the operations of the conformity assessment services by paying for the services.

5. MUTUAL RECOGNITION AGREEMENTS

85. Mutual recognition agreements (MRAs) is one of the trade facilitation tools developed between countries, but other arrangements for gaining recognition in the region may also be possible. The relevant documents reviewed by the evaluation team indicated that MRAs were mainly based on quality systems and work better and are much more effective in cases where standards have been

harmonized. Where standards have not been harmonized, mutual recognition of standards may not be easy due to differences in the technical specifications and requirements between the standards. The approach of mutual recognition of standards without their harmonization leads to the challenge of complying with multiple standards in the region because the exporting country still has to comply with the importing countries' conformity assessment requirements and the standards which ultimately increase the cost of doing business.

86. In the region, the EAC SQMT Act promotes standards harmonization and mutual recognition of the EAC Partner States conformity assessment certificates and notified certification marks. Each EAC Partner State has notified the EAC Council of Ministers of their product certification marks within the jurisdiction of the respective Partner States including the design of the marks. This is because the EAC Partner States are required by the SQMT Act to recognize as equal to their own these notified product certification marks awarded by the NSBs of other EAC Partner States. However, this needs to be strengthened further through adoption and implementation of the harmonized EAS by the EAC Partner States and improving the technical competences of the NSBs.

87. From the document reviewed and stakeholder consultations, the evaluation team established that the main determinants for the establishment of MRA among the NSBs that will facilitate acceptance of certificates issued by NSBs in the respective EAC Partner States included having:

- **Legal framework**: which provides the legal basis for the uniform and consistent application of the product quality control system that is the subject of the agreement.
- **Quality Control programs and operations**: e.g. inspections, sampling, analysis, audits, verification and their documentations.
- **Decision criteria and action**s: taken on conformity and non-conformity.
- **Facilities, equipment, transportation, communication, and logistics:** to support the quality infrastructure.
- **Laboratories:** evaluated and/or accredited laboratories, and evidence that they apply internationally accepted quality assurance techniques.
- **Personnel:** number and technical competence of staff through appropriate training, certification, and authorization of inspection personnel.
- **Integrity of the certification system:** authenticity and validity of certificates.
- **Rapid alert systems:** structured and operational rapid alert systems between competent authorities.
- **Independent peer assessment:** of conformity assessment systems in the EAC Partner States.

88. Although the programme has not yet directly embarked on the component of MRAs, the supported activities are already to some extent contributing towards the achievements of some of the main determinants of the mutual recognition in the region. However, there is need for direct support towards these determinants so as to completely meet the programme objectives.

6. CONCLUSION

6.1 RELEVANCE

89. The Programme design and implementation remains highly relevant and ambitious in its focus on reforming and improving the institutional aspects of standardization and the quality infrastructure in the EAC and is in line with the legal, the trade policies and administrative systems in the EAC and the EAC Partner States and addresses the right set of needs in the region. In general, all the available

evidence suggests that the TMEA programme has been structured around the priority trade needs of the EAC and meeting the TMEA programme objectives.

6.2 EFFECTIVENESS

90. Very good progress has been made in achieving the targeted objectives of harmonization of regional standards, improving the technical capacity of the NSBs and creating awareness on standardization issues. This has significantly contributed to improved efficiency and effectiveness of testing of NSBs which has promoted the use of harmonized standards across the EAC and reduced the cost related to compliance and ultimately improved export competitiveness.

6.3 EFFICIENCY

91. The programme used competitive bidding coupled with proper due diligence during procurement. The procurement processes were fast which enabled the programme to realize results as planned hence ensuring value for money. The rate of disbursement of funds for programme activities was very good. National and international experts were engaged in the implementation of activities that ensured efficiency through sharing of experiences and producing results in time. The technical competency of the NSBs' staff were improved which made them more responsive and effective in the implementation of SQMT activities. Evidence collected by the evaluation team shows that there was value for money across the programme and the programme is making very good progress to realize the intended objectives.

6.4 IMPACT

92. From the evidence collected by the evaluation team, the supported programme initiatives resulted into the reduction in the time taken to release conformity assessment results and the cost of carrying out conformity assessment in the region that enhanced the product competiveness within and outside the region. Empirical evidence shows that the programme contributed towards observed results and it can reasonably and confidently be concluded that the programme is contributing towards the impact of increased trade in the region and beyond.

6.5 SUSTAINABILITY

93. The sustainability of the quality infrastructure always remains a matter of concern and largely depends on the industrial development of the country. The financial sustainability of the quality infrastructure of NSBs in the region greatly depends on the national budget and the quality and number of conformity assessment services offered to the public. Given the EAC Partner States different levels of economic development and quality infrastructure, it is likely that the NSBs will continue to require Government and donor support in the medium- to long-term, regardless of the achievements of the programme, as they improve the quality and number of conformity assessment services offered.

7. LESSONS LEARNT

94. **Programme Results:** Programme outcomes dependent on activities and processes which are beyond the programme control (such as political processes or other programmes), affects the programme results because programmes have clear targets to be achieved in specific time frames so as to get results and value for money.

95. **Project partner focal persons:** Whereas the project partner focal persons are highly skilled and committed individuals, the lesson learnt is that some of them have multiple responsibilities to attend to which at times affects the implementation of project activities thus the results.

96. **Delivery of supplies:** Failure for the programme management and implementers to carry out joint inspections at the time of delivery of supplies may lead to receiving incomplete supplies which causes delays in realizing programme outcomes.

97. **Monitoring and Evaluation Framework:** Promptly updating project monitoring plans is key to tracking progress of the programme implementation as this provides the management and key stakeholders with regular feedback and early indications of progress in the achievement of intended results and recommending corrective measures.

98. **Programme coordination and collaboration:** Failure to have effective coordination and collaboration between the region office, country office and the implementers (NSBs) affects the implementation and effectiveness of the programme in achieving its overall objectives.

99. **The TMEA programme procurement process**: The programme used a fast, effective and efficient procurement process based on a needs assessment and involvement of the respective EAC Partner States key stakeholders such as the NSBs who provided the specifications of what they needed and TMEA procured, delivered and installed the equipments. The lesson learnt is that this enhanced ownership and relevancy of the programme intervention in addressing the right needs.

100. **Use of Modern Information and Communication Technology (ICT)** platforms (e-portal) to provide information on conformity assessment activities such as inspection, auditing and testing improves efficiency, accountability, transparency and service delivery of NSBs.

101. **Jointly funded projects:** By TMEA supporting other ongoing projects with similar objectives helps in reducing their risks and realizing results much faster.

102. **Harmonizing standards and improving technical capacities of NSBs:** promotes the use of a common standard across the region for a product and improves the efficiency and effectiveness of the NSBs. The lesson learnt is that this eliminates the challenges of complying with multiple standards which ultimately reduces the time and cost of doing business.

103. **Awareness creation:** on quality, standards and the role of NSBs in trade facilitation eliminates the mistrust between the business community and the NSBs. The lesson learnt is that this leads to increased transparency and cooperation among the stakeholders and the NSBs which leads to more access to the conformity assessment services such as testing and certification hence producing quality products that meet standards and are able to access markets.

8. RECOMMENDATIONS FOR FUTURE DIRECTION

104. The evaluation team made the following recommendations:

#	Recommendation	Action Point
1.	**Recommendation 1: Continue supporting Standards harmonization and awareness in the EAC**	Regional Programme Team
	❖ Support standards harmonization of the most traded and priority products whose standards are not yet harmonized in the EAC as this will further enhance trade in the region.	

#	Recommendation	Action Point
	❖ Support participation of stakeholders especially the SMEs in the standards harmonization process to enhance the standards relevance and implementation.	
	❖ Support East African Standards Platform to continue with the focal role in coordination and strengthening private sector participation at regional level in the development and implementation of EAS.	
	❖ Support the NSBs and other relevant stakeholders to avail the necessary scientific data to back up the arguments during standards development and harmonization process at national and regional levels as this will contribute to reduction in time and cost of developing and harmonizing standards.	
	❖ Support increase in awareness on the benefits of standards to targeted stakeholders such as: the importers, manufacturers, government technocrats, politicians and consumers to build public support and the political-will required to secure adequate funds for the NSBs' activities.	
2.	**Recommendation 2: Continue supporting the alignment of the national standards legal framework with the EAC SQMT Act**	Regional and Kenya Project Team
	❖ Support the finalization of the work related to the review and alignment of the respective national standards legal framework with the EAC SQMT Act by lobbying politicians to enact the standards laws and approve the standards policy in Kenya.	
3.	**Recommendation 3: Continue supporting the NSBs to upgrade their conformity assessment infrastructure and services**	Country Project Teams
	❖ Support the upgrading of the conformity assessment infrastructure through training, and procuring more laboratory testing equipment to widen the testing scope of the priority and most traded products in the region and to accommodate the growing numbers of stakeholder demands for standards and conformity assessment services.	
	❖ Support selected testing laboratories in NSBs and certification bodies in the EAC in order to prepare them for accreditation so that their services attain international recognition.	
4.	**Recommendation 4: Support mutual recognition of conformity assessment results and certification of locally manufactured products**	Regional and Country Project Teams
	❖ Mutual recognition of CA results issued by designated or accredited laboratories facilitates access to regional and international markets by providing confidence, trust and acceptance of services and products provided. Therefore, support accreditation or designation of conformity assessment (CA) providers in the region specifically the NSBs so as to further enhance mutual recognition of CA certificates issued.	
	❖ Support the certification of the most traded and priority products in the EAC that are not yet certified to promote free movement of goods in the region to enhance trade.	
5.	**Recommendation 5: Mainstream and support gender issues**	Regional Programme
	❖ The majority of actors involved in cross-border informal trade in the region	

#	Recommendation	Action Point
	are women and standards harmonization affects their businesses. Therefore, the programme needs to mainstream and support gender issues across the entire programme, particularly when work specifically targeting the informal trade sector commences.	Team
6.	**Recommendation 6: Strengthen programme management and implementation**	
	❖ There is need for further collaboration and coordination between TMEA and TBS for the programme objectives to be achieved fully.	Regional and Tanzania Country Project team
	❖ A mechanism should be put in place to ensure that results not yet achieved are realized even beyond the programme time frame for example by having a MoU with the implementing agencies.	Regional and Country Project Teams
	❖ The project partner focal persons should be supported by assistants in performing their work to enhance timely reporting of the results and programme progress.	
	❖ TMEA should continue supporting the EAC Secretariat through a seconded staff by NSBs on rotation basis to assist the EAC Principal Standards Officer.	

ANNEXES

ANNEX 1: CASE STUDIES (CS)

CS1: INCREASING THE QUALITY AND COMPETITIVENESS OF THE EAC- LOCALLY-MANUFACTURED PRODUCTS, THROUGH PRODUCT CERTIFICATION -THE CASE OF KENYA

Context: Kenya Bureau of Standards (KEBS) is a statutory body established under the Standards Act (CAP 496) of the laws of Kenya to ensure that quality products and services are accessible in the market. Under the Kenyan government, all people in Kenya have a right to access quality products and services in the market. This is done through product certification and system certification schemes that are managed by the KEBS. In order to produce certified products, a culture of quality needs to be entrenched among the stakeholders especially the consumers and the manufacturers. The World Bank report on the state of Kenya's economy (8th edition, June 2013) highlighted the need to address the bottlenecks that affected the cost of doing business in Kenya. In order to promote the competiveness of the Kenyan locally manufactured products, certificates and other types of conformity assessments documents have to be issued by a recognized institution such as accredited laboratories and certification bodies.

Issue: In the EAC domestic trading system, the major non-tariff barriers (NTB) is the variation in certification, testing and inspection practices, and standards used. Unless trade partners use similar or harmonized standards and conformity assessment procedures and recognize each other's certification results, the costly problem of discriminatory, non-transparent, and unnecessary obstacles to trade will persist. Quality products are a pre-requisite for market entry in the EAC and beyond. However, NTBs such as standards, technical regulations and poor quality infrastructure are major impediments to trade in the region. Kenya needs to demonstrate that they are capable of producing quality goods and services; and this is demonstrated through having certified products that meet the required specification and standards.

Method: Certification is when a third party such as NSBs give written assurance that a product, services, process, personnel, organization or system conforms to specific requirements or standards. Product certification confirms that a product complies with the requirements of standards. Through TMEA support, KEBS embarked on creating awareness and propagation of standards with the aim of making the public aware of the existence of standards and how to use the standards to improve market access and quality in their daily undertakings through certification. One of the modules that was used involved holding workshops to sensitize the public and educate them on the need to use standards in their businesses and also having their products certified. Twenty eight workshops were held with over 800 SMEs from different sectors being sensitized on the standards and the products and system certification procedures and the workshops cost was US$165,000. Before certification is done, samples have to be tested in the KEBS laboratory to confirm that the manufacturers are conforming to the required standards which makes testing a key component during certification of products.

In-set is a Gas Chromatography Triple Quadruple Mass Spectrometer (GC-MS QQQ) which is one of the equipment KEBS procured with TMEA support that is used for product testing. The equipment is automated, highly sensitive (parts per trillion) and computerized which has made testing faster and has supported local and regional quality assessment of products to guarantee quality and safety.

Results: Due to the TMEA interventions on market access requirements and certification of locally manufactured products by SMEs, Kenya was able to increase the number of SMEs products certified and also improved their access to formal markets at both domestic and international levels. Significant contribution was made to increase product certification from 619 certification permits in the year 2010 to 1,820 valid certification permits in 2014 as shown in the table 1 below.

Table 1: Product Certification progress in Kenya for 2010 to 2014

Year	2010	2011	2012	2013	2014
Number of Valid permits Issued by KEBS for product certification	619	1,017	1,190	1,523	1,820

As a result of mutual recognition of certification activities in the region, certification of the Kenyan products has made them gain stakeholder confidence and acceptance in the region thus promoting cross-border trade and business competitiveness in the region. The acceptance of conformity assessment procedures based on EAS and international standards has significantly minimized the cost and the time of complying with multiple standards through re-testing thus eliminating technical barriers to trade which has reduced the time and cost of doing business.

Impact: TMEA support to KEBS has contributed to increased number of certified competitive products that are accessing formal markets with better prices in the region. Through the support, KEBS standardization work and conformity assessment initiatives such as inspection, market surveillance and product certification have been greatly enhanced as a result of the expanded scope of testing, better sensitivities and high sample throughput. However, for KEBS to improve and maintain these achievements, they need more testing laboratory equipment, trained and competent staff to fill the existing gaps

Lessons Learnt: The lessons learnt for the case of Kenya is that manufacturers can use certification of their products to create trust, consumer confidence, market advantage and access because certification demonstrates that their products fulfill the requirements established in the standards and regulations.

Beneficiaries: The direct beneficiaries of product certification are the private sector specifically the SMEs who are aware of the importance of standards and certification in accessing domestic and export markets. Certification has also benefited the consumers because they can access safe and quality products on the market. The government is able to improve the national quality system which makes their products more competitive and in turn they receive more revenue.

KEBS has benefited from the programme support because the testing has reduced from 14 days to one day. This has significantly reduced on the waiting time for the test results to be used for the product certification process. In-set is one of the analysts, Mr. Tom Oduor-Okumu in the KEBS laboratory using one of the equipment procured with support from TMEA.

Long-term effects: Certification in Kenya enables the governments to enforce the regulations for which they are responsible in protecting the public health and safety. When trading partners adhere to similar or equivalent conformity assessment procedures and requirements, or recognize each other's conformity assessment results, then the costly problem of discriminatory, non-transparent and unnecessary obstacles to trade will be eliminated which enhances trade. KEBS also continuously monitors certified products through regular factory and market surveillance visits, to evaluate the manufacturer and also draw samples for testing to determine compliance to the relevant standard or approved specification.

CS2: STRENGTHENING LABORATORY TESTING CAPABILITIES TO INCREASE THE NUMBER OF TESTED PARAMETERS AND REDUCTION IN TESTING TIME - THE CASE OF BURUNDI

Context: Burundi is a landlocked country whose manufacturing sector is still in infancy stages and the country is heavily dependent on bilateral and multilateral aid (Burundi Public Expenditure Review by World Bank, 2013). The Burundi Bureau of Standards (BBN) is the public body in charge of standards and conformity related activities in Burundi. The WTO's 2005 World Trade Report, recognizes that technical regulations, standards and procedures for determining conformity to requirements such as testing can have positive effects on competition at international and domestic trade because they ensure consumer safety; increase the transparency of product information and compatibility of products.

Issues: The link between standards, conformity assessment procedures such as testing, inspection and certification are important in increasing trade. Quality testing laboratories provide the basic facts for the documentation of product properties that are required for international and domestic trade and are often the basis for product certification. In order to establish the facts regarding product properties and quality, effective and efficient testing laboratories are required. The type of laboratory needed depends on the needs and structure of the processing industries, as well as other manufacturing industry in the country. The cost of equipping, maintaining and operating laboratories is relatively high, and careful planning by the NSBs is required if resources are limited. Enhancing production practices, improving on quality assurance and management systems by firms and product testing results to respond to changing technical requirements of trading partners is key in improving capacity to meet both domestic and international markets standards. However, laboratory testing will not play its roles satisfactorily if the test results are not accurate and reliable.

Method: WTO TBT Agreement defines conformity assessment as any procedure used, directly or indirectly, to determine that relevant requirements in technical regulations or standards are fulfilled. Testing is the most common form of conformity assessment and the main technique used in product certification. TMEA supported BBN through strengthening the capacity of laboratories and also the competence of the analysts. To ensure that the BBN chemistry, microbiology and metrology testing laboratories meet the relevant international and national standards and technical regulations and the needs of the stakeholders, TMEA supported BBN with a range of new laboratory testing equipment, supplies and accessories to upgrade the product standard testing facilities in the laboratories. In addition, the BBN staff were trained on how to use the equipment and also trained on international laboratory testing requirements. The support from TMEA reflected the good partnership between Government of Burundi and TMEA in the area of trade facilitation.

Results: With the testing capacity of BBN enhanced, BBN is able to carry out analyses on: Oils and fats, cereals and flour, milk, salt, coffee and tea, water, and alcoholic drinks. The TMEA intervention to the BBN testing laboratories contributed to reduction in the testing time for certain parameters from 65 days in 2010 to 15 days in 2014. The technical trainings carried out have built confidence in the analyst, inspectors and product certifications system in Burundi. The metrology laboratories in the BBN have achieved improvements in measurement and also increased the range of measurements for which they can offer calibration services. This is helping them to build up international confidence and recognition and improve the quality of their test results in the region to reduce the time and cost of doing business through acceptance of the test results by the regulators.

Impact: Strengthening the quality infrastructure such as testing in Burundi has provided wider access to testing services in the country and also reduced the time and testing expenses that would have been incurred if testing was done outside the country. This has also further promoted the protection of the public from hazardous or substandard products in the country.

Innovations: Through the TMEA support, BBN has made good progress in ensuring acceptability of test results performed by testing and calibration laboratories in the region, through training, acquisition of laboratory equipments and implementations of the international standard ISO/IEC: 17025.

Challenges: Despite TMEA equipping the BBN laboratories with testing equipment, gaps still exist; the BBN testing laboratories are not adequately staffed with the technical personnel; and even if they had the competent personnel, their maintenance is still a challenge.

Lessons Learnt: For Burundi to be able to protect consumers and enhance export competitiveness, it requires the establishment of strong testing facilities, implementation of quality management systems for food safety according to international standards and effective regulation of the business community that includes: manufacturers, suppliers, imports and exporters in the country. Building a strong quality infrastructure will position Burundi to reap the full benefits of regional integration.

Who benefits: The consumers, regulators, manufactures, suppliers, importers and exporters are benefitting from the strong testing capacity built at BBN laboratory. Conformity assessment is increasingly becoming an important service in the economic development of Burundi and the region as a whole, given the role it plays in trade, industry and consumer protection. Laboratory testing as a conformity assessment tool plays a critical role in determining whether traded commodities conform to the agreed safety, quality and performance requirements to ensure consumer protection and fair trade as well as product development.

Long-term effects: With the capacity built at the BBN laboratories, BBN will be able to offer a variety of testing services to the public at a fee which in away will keep the laboratories sustainable. The traders will carry out some testing locally which reduces the cost and time of releasing the test results.

CS 3: AWARENESS CREATION ON THE IMPORTANCE OF QUALITY AND STANDARDS -THE CASE OF UGANDA

Context: The Uganda National Bureau of Standards (UNBS) was established as a semi-autonomous body by an Act of Parliament in 1983. UNBS is mandated through the Act to develop and promote standardisation, quality assurance, laboratory testing and metrology to enhance the competitiveness of local industry to strengthen Uganda's economy and promote quality, safety and fair trade. Quality includes all product attributes that influence its value to consumers, whereas safety includes all measures intended to protect human health. In a globalized economy, the role of NSBs is changing from the regulatory role to trade facilitation. There is need to recognize the importance of the impact of standards and quality awareness services on the economy.

Issues: Lower public awareness on standards, quality products and best practices hinder competitiveness and economic growth. Demand for product quality appears to be generally lower in Uganda as the stakeholders do not perceive quality issues as critical to domestic sales in the country. This is attributed to a number of reasons such as; poverty that forces local consumers to tolerate lower-quality products and lack of consumer awareness about product safety and quality. The consumers are not aware of the impact of standards like Maximum Residue Levels (MRLs), animal diseases control procedures and there are no strong consumer organizations that compel retailers and producer groups to provide higher quality goods. The lack of awareness regarding SQMT issues are among the constraints that restrict effective participation of stakeholders in both regional and global standards-related activities.

Method: In order to address the awareness constraints, UNBS with the support from TMEA developed high impact awareness campaigns to increase private and public sector awareness of standards, technical regulations and conformity assessment services offered like testing and certification. The programme approach also provided a basic understanding of the requirements, mechanisms and benefits of trade development. These awareness messages included the need for better product quality to access markets and enforcement mechanisms through which violation of consumer quality concerns would be addressed. The awareness campaigns were taken to the community, via town hall meetings, billboards, and mobile road shows using the UNBS publicity van procured by TMEA, engaging business people, consumers and local leaders and showing how quality and standards can improve productivity and competitiveness of products. In addition, radio and TV programmes were used to sensitize the public on the importance of standards.

In-set is one of the billboards that were used for the awareness creation component in Uganda by UNBS with support from TMEA. The bill board was placed on the main road entering regional towns in the country. The message on this bill board was in one of the local languages meaning: "**Don't allow to be cheated, ensure that all weighing scales and fuel/gas pumps have a UNBS sticker before you pay your money to ensure that you get the right quantity**".

Results: Ugandan business community got good understanding of the importance of quality standards in market access. The private sector is aware of how relevant quality standards are to Ugandan consumers, producers and traders. Awareness to importers and exporters made them informed of their rights and obligations and this did not only prevent delays at borders, it also prevented the importation of counterfeit and substandard goods. The consumers were also made aware of their rights and what to look for in quality products. Additionally, the number of enquiries on standards and quality related issues increased from 2,449 in 2011 to 11,096 in 2014 and 90 new products were certified as result of the awareness created.

Impact: Enhanced awareness on the importance of quality and conformity assessment requirements on products among the general public, government authorities, private sector and civil society organizations is contributing to

increased demand for quality products and compliance by the manufacturers which has improved product market access.

Lessons Learnt: High impact awareness campaigns to specific stakeholders among value chain players have got great impact on the behavior of the stakeholders. Change cannot take place unless stakeholders acknowledge the need for change. Mind set change and awareness is critical in demanding for quality products and therefore, awareness building and training is a fundamental development strategy for trade development.

Who benefits: The stakeholders directly benefiting from awareness include the private sector, politicians, public authorities (regulators) and consumers.

In-set is a UNBS pubicity van procured with suppot from TMEA. The van has an inbuilt public adress system whcih makes on spot communication easy. The van has enabled UNBS spread the message of standards and quality to regions in the country where other means of communication do not reach.

Long-term effects: TMEA support towards strengthening and focusing awareness on market requirements demand will to a great extent promote trade in the region as informed consumers are essential for effective market surveillance and protection of the consumers. Awareness programme will encourage the establishment of strong consumer organizations and maintain effective communication between consumers, consumers associations and the regulators which promotes trade in quality products.

CS 4: USE OF MODERN ICT IN CONFORMITY ASSESSMENT TO IMPROVED SERVICE DELIVERY TO THE STAKEHOLDERS -THE CASE OF RWANDA

Context: The Republic of Rwanda acceded to the EAC Treaty on 18th June 2007 and became full Members of the Community with effect from 1st July 2007. Information and Communication Technology (ICT) is a central engine to driving Rwanda's transformation to a knowledge based economy, a fact Rwanda has acknowledged by allocating a budget to ICT as a percentage of its GDP that is at par with OECD countries. Rwanda continues to be one of the fastest growing African countries in ICT and there are several avenues for growth for the ICT sector from e-commerce and e-services, mobile technologies, applications development and automation to becoming a regional center for the training of top quality ICT professionals and research as a robust ICT industry can create wealth, jobs and entrepreneurs. Rwanda is the most improved economy worldwide since 2005 (World Bank Doing Business Report, 2014). The report further reflects Rwanda the 2nd easiest to do business in Africa after Mauritius.
Business environment reforms focusing on trade facilitation endeavor to reduce the cost associated with importing and exporting products. Many factors affect the cost of trade, including poor infrastructure, slow and cumbersome border regulatory and operating processes and non-tariff measures. Reforms targeted to these factors vary depending on the local contexts and problems yet overall they broadly seek to achieve more efficient, transparent, predictable and rule-based import and export processes. Reforms may include: new or upgraded trade related infrastructure, such as roads, ports and border posts; reviewing and (re)drafting the policies, laws and regulations governing imports and exports as well as business processes and systems using modern ICT to improve them. The ICT industry is rapidly growing in Rwanda and hence there was a need to embrace and promote the use of technology in the services carried out at Rwanda Standards Board (RSB).

Issues: The RSB e-portal, developed with the support of TMEA, seeks to reduce time taken to disseminate information as well as different operations such as standard development processes, application for certification, testing and certification services and getting feedback online, among others. The online provision of the service was in line with the RSB's ambitions to improve convenience and efficiency in service delivery.

Method: As one of the programme initiatives to facilitate trade in the EAC, the e-portal was developed with support from TMEA as part of the efforts towards establishing a single window system and integrated border management in the region. The e-portal is an online system that automates its internal and external services for RSB which was developed over a period of 3 years to increase efficiency of RSB by reducing the time taken to process applications for certifications and other conformity assessment services offered. The portal is made up of an internal Management Information System (MIS) for internal processes and an external system (the e-portal) that importers and exporters can interact with. The portal is one of the many initiatives TMEA and RSB have implemented jointly. This partnership also has initiatives that include capacity building of both the RSB staff and traders. This is helping achieve an all-round efficiency in inspection and quality assurance of goods coming into and leaving Rwanda for the domestic and international markets. The e-portal clearly indicates that the RSB is committed to constantly refining and transforming themselves to improve service delivery.

Results: With the automated system in place, RSB is able to deliver conformity assessment services to importers, exporters and other stakeholders effectively by proving timely information. Moving goods within and outside the Rwanda is taking less time because of the use of the e-portal that will translate into reduced business cost implications to traders and other stakeholders. The portal provides real time information and also reduces the cost of doing business in the region as business community substantially spends less time searching for the relevant trade document, rules, procedures and regulations governing cross border movement of cargo to and from the EAC partner states which is increasing the competitiveness of Rwandan products. The system increased the efficiency of RSB through reduction in time and cost, convenience derived from the fact that one can request, access and get feedback on information on the services from any location which has improved accountability to customers and transparency.
Impact: Individuals and firms seeking conformity assessment services from the RSB are no longer required to make multiple trips to the agency's offices because the portal allows the public to access information, apply and receive

feedback on the services provided online. The e-portal is eliminating the bottlenecks that the RSB was experiencing in processing transactions thus freeing the limited resources to be realigned for other activities to improve efficiency.

Innovations: TMEA's support to RSB was a good innovation as technology and the Internet offer ways to improve standards development processes and service delivery to stakeholders. At both the national and international levels, technology shortens administrative processes and increases efficiency and effectiveness in service delivery.

Challenges: With the portal in place the RSB needs to ensure that the platform remains sustainable so as to ensure continuity of service delivery in and outside the country.

Lessons Learnt: The linkage between modern ICT and conformity assessment services improves service delivery of the NSBs and also the business environment.

In-set is a factory of Rwashosco Ltd a coffee processing company which is one of the companies in Rwanda that are enjoying the innovation of linking conformity assessment services to modern ICT. They can now make inquiries and receive feedback from RSB much faster which is helping them save on the time and cost of transport to the main RSB offices.

Who benefits: The regulators, consumers and the business community such as the importers, exporters, manufacturers and suppliers enjoy the benefits of increased efficiency due to reduction in time and cost of obtaining services, access to important information, increased transparency and reduced paperwork which increases accountability.

CS5: CONTRIBUTION OF STANDARDS HARMONISATION AND CERTIFICATION TOWARDS REDUCTION IN THE CONFORMITY ASSESSMENT CLEARANCE TIME AND TESTING COST-THE CASE OF THE EAC

Context: The East African community (EAC) comprises of five countries namely: Burundi, Kenya, Rwanda, Tanzania, and Uganda with a total population of about 143.5 million people with a GDP of US$110.3 billion as of 2014. The EAC Common Market Protocol provides for "accelerated economic growth and development EAC Partner States through the attainment of free movement of goods". The EAC Customs Union Protocol Article 13 provides a legal structure for the development of an EAC mechanism to identify, monitor and remove NTBs in the EAC. This was done by enactment of an East African Standard Quality Assurance Metrology and Testing Act (EAC SQMT Act). One of the aims of the EAC SQMT Act is to ensure that SQMT of products produced or traded within the EAC facilitates development and trade. Section 3e provides for the "harmonization of the national and East African standards with international standards to reduce cost, enhance compliance and develop trade opportunities" and Section 24(2) of the Act, provides for EAC Partner States to have quality marks and recognize them as equal to their own which facilities free movement of certified products in the EAC.

Issues: Unharmonized standards and other trade documentation and duplicative inspections and testing hamper trade, causing overall delays and increases the cost of doing business. In the EAC Secretariat's March 2012 quarterly review on the status of NTBs in the EAC, both documentation and inspections were targeted for harmonization. José Maciel the Director of NTBs and Standards at TMEA noted that standards were central to the future wealth of the EAC and vital to regional integration, safe guarding the health and safety of the consumers and the environment as a whole. He further noted that standards when harmonized would cut the cost and time of doing business by huge amounts. It is against this background that TMEA supported the EAC Partner States in the areas of standards harmonization and strengthening of the quality infrastructure in order to improve on the conformity assessment services so as to provide benefits for manufacturers, consumers, government regulators, and the general public. Conformity is assessed against standards and the WTO Agreement on Technical Barriers to Trade (TBT) call on Member governments and their standardizing bodies to participate in the development of international standards in "appropriate international standardizing bodies in areas covered by existing or proposed technical regulations and standards so as to harmonize requirements on as wide a basis as possible".

Method: According to the International Organization for Standardization (ISO), harmonized standards are "standards on the same subject approved by different standardizing bodies or authorities, that establish interchangeability of products, processes and services, or mutual understanding of test results or information provided according to these standards". TMEA supported the standards harmonization process that involved the preparation, approval, gazetting and adoption of the standards by the different national standards bodies in the EAC Partner States. TMEA supported the standards harmonization for the most commonly traded and priority products in the region so that they could cross borders unimpeded. The priority and most-traded products that TMEA targeted in the EAC for standards harmonization included: sugar and sugar confectioneries, minerals, Maize and related products, essential oils and cosmetics, iron and steel related products, alcoholic beverages, edible fats and oils. In order to provide a comprehensive and coordinated approach to regional harmonization of standards, TMEA first supported the implementation of the EAC Procedures for Development of Standards (2012), which includes international best practices on standards development and harmonization. The approach was through the provision of capacity building to NSBs representatives involved in standards harmonization and then supported the regional harmonization of standards based on the procedures. This approach promoted acceptability of the harmonized standards by the EAC Partner States. To complement the harmonized standards, at the national levels, TMEA strengthened the conformity assessment procedures by supporting the EAC Partner States with the provision of laboratory testing equipment and capacity building to the NSBs in order to assist them in carrying out their duties in an efficient and effective manner.

Results: In the EAC there are two major categories of products crossing the boarders that include certified and uncertified products. TMEA support towards harmonizing standards in the EAC contributed to the reduction in the conformity assessment clearance time from 38 days in 2010 to 10 days in 2014 for products without notified

certification marks and to 0.5 days for certified products with notified certification marks. In addition the average testing cost per sample reduced from US$ 500 in 2010 to US$ 205 in 2014. Product with notified certification marks based on harmonized standard in the EAC no longer cause clearance delays at the borders as shown in the table 1 below.

Table 1: Average Conformity Assessment Clearance Time and Testing Cost in the EAC

Average Conformity Assessment Clearance Time (Days)			Average Testing Cost (US$)	
2010	**2014**	**2014**	**2010**	**2014**
	Without NCM	With NCM	500	205
38	**10**	**0.5**		

Note: NCM stands for Notified Certification Mark

The other benefit of complying with the harmonized standards was that consignment originating from the EAC that had certified products based on harmonized standards reduces the cost of complying with multiple standards through re-testing from an average US$205 to almost zero. The mutual recognition of notified certification marks based on harmonized EAS has greatly improved on the free movement of goods with certification marks in the region. Companies with certified products in the EAC are having a competitive edge over those whose products are not certified.

Impact: For the products where standards are harmonized, the manufacturers and the business community are having one harmonized standard for a product in the EAC which has eliminated technical barriers to trade by complying with only one standard for a product. This has reduced the time and cost of doing business in the region because one standard is used which is facilitating free movement of goods, increased regional trade and increasing efficiency in business. Regional harmonization of standards has also lowered the cost of production by not requiring different lines of products to conform to different standards required by different countries IN THE EAC.

In-set are some of the processed products that got certified with the support from TMEA through RSB in Rwanda. On the right is the picture of packaged instant coffee processed by Rwashosco Ltd and left is super fine maize flour that is processed by Minimex in Rwanda. These products have a standards mark (S-mark) awarded by RSB which shows that the products are of quality and meet the requirements of their respective harmonized standards. It is the certification of these products with the S-mark that enables them to cross borders in the EAC without delays and also compete favourably on market.

Lesson learnt: Certification of products based on harmonized East African Standards significantly reduces the conformity assessment clearance time, reduces the cost of doing business, improves business competiveness and enhances trade.

Challenges: Standards harmonization and certification are relatively time consuming and expensive processes. However, due to the programme support efforts have been made to reduce this challenge by building the capacities of the NSBs.

Who benefits: The harmonization of standards in the EAC has benefitted several stakeholders. The manufacturers and traders have benefitted by complying with only one common standard; regulators have benefited by assessing the products based on one standard which is resource saving; EAC Partner States have benefited because of improved trade facilitation through lower cost and reduced clearance time for producers, exporters and traders.

ANNEX 2: ASSESSMENT CRITERIA

This was the assessment criteria that were used by the evaluation team.

#	EVALUATION ASPECT	ASSESSMENT CRITERIA	CRITERIA FOR RATING				
			Excellent (5)	**Very good (4)**	**Good (3)**	**Fair (2)**	**Poor(1)**
1.	**Relevancy**	Assessing and establishing whether the Programme: ❖ Is in line with the legal, trade policies and administrative systems in the EAC, and the EAC Partner States; ❖ Is consistent with the TMEA policies and priorities and synergetic with other activities;; ❖ Relates to existing needs assessments and opinions of the stakeholders and donors.	Consistent and exceeds all the assessment criteria for relevancy	Consistent with all the assessment criteria for relevancy	Consistent with most of the assessment criteria for relevancy	Partially consistent with the assessment criteria for relevancy	Serious problem and not consistent with all the assessment criteria for relevancy
2.	**Effectiveness**	Assess and ascertain the extent to which: ❖ Activities were performed and outputs produced/achieved or were likely to be achieved;	100% of all planned activities performed and output targets realized in time.	75% to 99% of all planned activities were performed and output targets realized in time.	60% to 74% of all planned activities were performed and output targets realized in time.	45% to 59% of all planned activities were performed and output targets realized in time.	Less than 44% of all planned activities were performed and output targets not realized in time.
3.	**Efficiency**	Analyses the Programme budget, planned activities and realized results and establish the extent to which the Programme was economical, efficient and effective in achieving good Value for Money (VfM).	100% of all planned activities performed and output targets realized within time and planned budget.	75% to 99% of all planned activities were performed and output targets realized within time and planned budget.	60% to 74% of all planned activities were performed and output targets realized within time and planned budget.	45% to 59% of all planned activities were performed and output targets realized within time and planned budget.	Less than 44% of all planned activities were performed and output targets not realized within time and planned budget.

4.	**Impact**	Assess and establish the: ❖ Degree of relevance and effect of the Programme on different groups of stakeholders; ❖ Reduction in standards compliance costs as a result of the Programme; ❖ The effect of the Programme on enhanced export competiveness and increase in trade flows; ❖ TMEA theory of change, assumptions, risks, alternative explanations /external factors to determine whether the Programme contributed to the results or other external factors.	Exceedingly contribute to the reduction in standards compliance costs and increased export competiveness and trade flows	Very significantly contributed to the reduction in standards compliance costs and increased export competiveness and trade flows	Significantly contributed to the reduction in standards compliance costs and increased export competiveness and trade flows	Partially contributed to the reduction in standards compliance costs and increased export competiveness and trade flows	No contribution to the reduction in standards compliance costs and increased export competiveness and trade flows
5.	**Sustainability**	Assess and establish whether the Programme: ❖ Social and financial benefits are likely to be sustained. ❖ NSBs have conducted sufficient mobilisation of resources from their national governments to take standards work forward. ❖ Existence of institutional and governance structures in NSBs to sustain the results achieved. ❖ Lessons learnt that are relevant beyond the project.	Exceedingly sustainable ssocial and financial benefits and governance structures	Very sustainable social and financial benefits and governance structures	Sustainable social and financial benefits and governance structures	Partially sustainable Social and financial benefits and governance structures	Social and financial benefits and governance structures are not sustainable

Note:

Excellent : >4.49 =<5.0	**Very good : >3.49 =<4.49**	**Good : >2.49 =<3.49**	**Fair : >1.49 =<2.49**	**Poor: >0 =<1.49**

ANNEX 3: CONFIDENCE LEVELS

These were the confidence levels used to determine the extent of the available level of evidence to support the evaluation team's assessment

#	CONFIDENCE LEVEL	CRITERIA	COLOUR USED	
1.	High	All the evidence needed to support the evaluation team's assessment was available.	Green	
2.	Medium	Most of the evidence needed to support the evaluation team's assessment was available.	Yellow	
3.	Low	Partial evidence needed to support the evaluation team's assessment was available.	Red	

ANNEX 4: PROGRAMME ACTIVITY ASSESSMENT

Annex 4 gives the criteria for assessment using a scale of 1(poor), 2(fair), 3(good), 4(very good) to 5(excellent). Confidence levels low (Red), medium (Yellow) or high (Green) to indicate the available level of evidence to support the evaluation team's assessment.

#	ACTIVITY	ACTIVITY STATUS AS AT DECEMBER 2014	ASSESSMENT	CONFIDENCE LEVELS
REGIONAL PROJECT				
1.	Regional gap assessment focusing on policy development, regulatory modernization, capacity development, including lab equipment requirements & sensitization	Completed	4	
2.	Legal gap assessment on level of implementation of SQMT Act 2006	Completed	4	
3.	Draft/update regulations	Completed	4	
4.	Facilitate Standards Harmonization	Completed	5	
5.	Assessment of EAC Partner States to identify level of effectiveness and implementation of MRAs entered into to date; evaluate need for updating	Activity undone.	1	
6.	Provide a Standards technical advisor to support the activities of the EAC Principal Standards Officer	Completed	3	
Overall activity assessment of Regional Project			**4**	
BURUNDI PROJECT				
1.	Meeting with partners, to establish a list of potential research subjects	Completed	4	
2.	Preparation of research proposal, meeting with potential sponsors	Completed	4	
3.	Development of 1 microbiology method to be carried out in BBN labs	Completed	4	
4.	Final acceptance of new testing equipment purchased after TA's review	Completed	4	
5.	Transport of equipment from TMEA to BBN laboratories	Completed	4	
6.	Laboratory set-up for housing equipment and installation	Completed	4	
7.	Training on use, maintenance and calibration of PH meters, balances and water baths	Completed	4	
8.	Official "unveiling" ceremony of the new equipment by BBN and Minister of Commerce	Completed	4	
9.	Training on use, maintenance and calibration of fridge, muffle furnace and centrifuge	Completed	4	
10.	Training on use, maintenance and calibration of automatic titration and probes	Completed	4	
11.	Development of 3 to 4 analytical chemistry methods to be carried out in BBN labs	Completed	4	
12.	Establish a list of priority analyses that should be carreid out by BBN	Completed	4	
13.	Establish an accurate list of available equipment and chemicals	Completed	4	
14.	Decide which analyses should be put in	Completed	4	

#	ACTIVITY	ACTIVITY STATUS AS AT DECEMBER 2014	ASSESSMENT	CONFIDENCE LEVELS
	place/developed at BBN first			
15.	Decide which analyses should be put in place/developed at BBN first	Completed	4	
16.	Development of 2 to 3 analytical chemistry methods to be carried out in BBN labs	Completed	4	
17.	Development of 3 to 4 analytical chemistry methods to be carried out in BBN labs	Completed	4	
18.	Study of microbiology methods priorities	Completed	4	
19.	Development of 3 to 4 analytical chemistry methods to be carried out in BBN labs	Completed	4	
20.	Development of 1 microbiology method to be carried out in BBN labs	Completed	4	
21.	Development of 3 to 4 analytical chemistry methods to be carried out in BBN labs	Completed	4	
22.	Development of 1 microbiology method to be carried out in BBN labs	Completed	4	
23.	Procurement process for the promotional materials	Completed	4	
24.	BBN website created and operational	Completed	4	
25.	Promotional video developed	Completed	4	
26.	Procurement for BBN branding materials	Completed	4	
27.	Branding materials developed	Completed	4	
28.	Training on the use of the communication materials and tools	Completed	4	
29.	Establish procedures and list of people to contact to organize workshops	Completed	4	
30.	Organize logistics for first workshop	Completed	4	
31.	Workshop n° 1 : introduction to series of workshop, role of laboratories	Completed	4	
32.	First elements of quality management	Completed	4	
33.	Workshop n° 2 : Personnel	Completed	4	
34.	Workshop n° 3 : Documents and Archive	Completed	4	
35.	Workshop n° 4: Infrastructure and safety	Completed	4	
36.	Workshop n° 5: Occurrence management	Completed	4	
37.	Workshop n° 6: Process improvement	Completed	4	
38.	Upgrade financial procedures for BBN	Completed	4	
39.	Quarterly Coordination meetings	Completed	4	
40.	Procurement for the recruitment of expert to implement the action plan	Completed	4	
41.	Action plan finalized and approved by laboratories	Completed	4	
42.	Trainings and analysis in standards and quality management	Completed	4	
43.	Procurement for feasibility assessment	Completed	4	
44.	Feasibility assessment	Completed	4	
45.	Request for quotations	Completed	4	
46.	Purchase new equipment to be installed in BBN Laboratory	Completed	4	
Overall activity assessment for Burundi Project			**4**	
KENYA PROJECT				
1.	Draft legal texts	Completed	4	
2.	Solicit stakeholder's inputs to draft text and their validation of the same	Completed	4	
3.	Conduct high level consultations with policy makers, industry CEOs and legislators before	Completed	4	

#	ACTIVITY	ACTIVITY STATUS AS AT DECEMBER 2014	ASSESSMENT	CONFIDENCE LEVELS
	presentation to Parliament			
4.	Conduct Stakeholder consultations on draft policy & legislation	Completed	4	
5.	Train SMEs on product quality improvement.	Completed	4	
6.	Test samples of SME products to identify quality gaps	Completed	4	
7.	Train KEBS staff	Completed	4	
8.	Draft National Quality (SQMT) Policy	Completed	4	
9.	Conduct Stakeholder consultations on draft policy & legislation	Completed	4	
10.	Conduct high level consultations towards legislation	Completed	4	
11.	Hold stakeholder sensitization forums	Completed	4	
12.	Tender for supply and installation of testing equipment	Completed	5	
Overall activity assessment for Kenya Project			**4**	
RWANDA PROJECT				
1.	Implementation of good practice standard (ISO/IEC 17025) for RBS testing	Completed	4	
2.	Legal Metrology; expansion into new areas of metrology	Completed	3	
3.	Technical assistance and RBS develop equipment specification	Completed	4	
4.	Evaluation of service providers' EoI's for the delivery of RBS lab equipment	Completed	4	
5.	Evaluation of service providers' full proposals for delivery of RBS Lab equipment	Completed	4	
6.	Service provider selected and contracted	Completed	4	
7.	Final procurement/contracting requirements fulfilled	Completed	4	
8.	Service provider supplies Lab testing equipment	Completed	4	
9.	Technical Assistance and RBS develop training modules related to the lab equipment	Completed	4	
10.	Evaluation of service providers' EoIs for delivery of training related to testing equipment for RBS staff	Completed	4	
11.	Evaluation of service providers' full proposals for delivery of training	Incomplete and ongoing	3	
12.	Re-tendering out for capacity building programme on use of equipment	Activity completed	4	
13.	Evaluation of service providers' EOIs for delivery of the programme	Completed	5	
14.	Evaluation of short listed service providers' full proposals	Completed	4	
15.	ISO 14001 Environmental Management Systems	Completed	4	
16.	ISO/IEC 27001 (Information security)	Completed	4	
17.	ISO 22301 (Business Continuity)	Completed	4	
18.	OHSAS 18001 Occupational Health and Safety	Completed	4	
19.	Development of the training curriculum	Completed	4	
20.	Training of Managers	Completed	4	
21.	Formal Training Risk Assessment	Completed	4	

#	ACTIVITY	ACTIVITY STATUS AS AT DECEMBER 2014	ASSESSMENT	CONFIDENCE LEVELS
22.	Product commercialisation	Completed	4	
23.	Training of trainers	Completed	4	
24.	Implementation ISO /IEC 17021 (Conformity assessment -- Requirements for bodies providing audit and certification of management systems)	Completed	3	
25.	ISO /IEC 17065 (Product certification)	Completed	3	
26.	Assessment of Auditors	Completed	3	
27.	Development of the Standards for RBS	Completed	4	
28.	Submission of the Standards to the RBS management	Completed	4	
29.	Approval of the Standards by RBS management	Completed	4	
30.	Publishing and dissemination of Standards	Completed	4	
31.	Study Visit 1 and 2	Completed	4	
32.	Preparation and submission of Study visit 1 and 2 Report	Completed	4	
33.	Study Visit 3 and 4	Completed	4	
34.	Preparation and submission of Study visit 3 and 4 Report	Completed	4	
35.	Hiring a Team Leader - R. Wheatley	Completed	4	
36.	Hiring a new Team Leader - S. Gujadhur	Completed	4	
37.	Hiring a Project manager / BSI staff	Completed	4	
38.	Draft Business Plan developed	Completed	4	
39.	Draft RBS Business plan submitted to Ministry of Trade & Industry (MINICOM) for approval	Completed	4	
40.	Multiplication and dissemination of RBS Business Plan	Completed	4	
41.	Revision of draft Business/Strategic Plan	Completed	4	
42.	Submission of final RBS Business/Strategic Plan to MINICOM for approval	Incomplete and ongoing	3	
43.	Awareness Raising amongst SMEs about the Primary Module and the Principal Categories Workshops	Completed	4	
44.	Planning/Scheduling for the Primary Module and Principal Categories Awareness Raising workshops	Completed	4	
45.	Conducting five Primary Module Awareness Raising Workshops	Completed	4	
46.	Conducting seven Principal Categories Awareness Raising Workshops	Completed	4	
47.	Planning/Scheduling in advance of the on-site Capacity Building interventions	Completed	4	
48.	Conducting on-site Capacity Building interventions	Completed	4	
49.	Conformity Assessment and Certification	Completed	4	
50.	Planning/Scheduling in advance of the Cascading Sector-specific Workshops (CSWs) and follow-up	Completed	4	
51.	Conducting the Cascading Sector-specific Workshops (CSWs) and follow-up	Completed	4	
Overall activity assessment for Rwanda Project			**4**	

#	ACTIVITY	ACTIVITY STATUS AS AT DECEMBER 2014	ASSESSMENT	CONFIDENCE LEVELS
TANZANIA PROJECT				
1.	Procurement of Minilabs equipments	Incomplete	1	
2.	Delivery of equipment	Activity incomplete as equipments delivered but parts found missing.	1	
3.	Installation and training of TBS staff	Activity not done	1	
4.	TBS experts supported in technical discussions on issues of regional harmonization of standards.	Completed	3	
5.	Expertise and advisory assistance provided to facilitate domestication of regionally developed standards held.	Activity not done	1	
6.	Quality awareness workshops for private sectors supported.	Activity not done	1	
Overall activity assessment for Tanzania Project			**1**	
UGANDA PROJECT				
1.	Facilitate on job training, short-term attachments through twinning programs with internationally recognized institutions and other regional standards bodies in metrology and conformity assessment	Completed	4	
2.	Facilitate the NAFP to undertake relevant training courses	Completed	4	
3.	Contract the services of an advertising agency to assist the PMU design and produce radio jingles. Two firms will be procured, one will produce and air/run the awareness messages and the other will monitor the performance and impact	Completed	4	
4.	Procure a film van for mobile sensitisation of standards and conformity	Completed	4	
5.	Approve communication consultant's messages and plan by the National Standards Council	Completed	4	
6.	Support the running of TV & radio jingles on 5 to 10 selected stations respectively per quarter (monitoring function)	Completed	4	
7.	Support media awareness campaigns, QUISP through the MTIC will run the supplements.	Completed	4	
8.	Sensitise Stakeholders in Eastern Uganda districts of Jinja and Mbale	Completed	4	
9.	Support to undertake outreach sensitization programmes in Central Region	Completed	4	
10.	Produce and circulate print outs on standards in major news papers in Uganda	Completed	4	
11.	Facilitate Uganda's participation in the relevant EAC,COMESA, SMCA meetings	Completed	3	
12.	Undertake a complementary study so as to determine the priority needs of procedures and service providers	Completed	4	
13.	Facilitate the Ministry to develop a database of service providers and development of the capacity needs assessment., based on this respective studies undertaken	Completed	4	
14.	Facilitate stakeholder workshop to validate	Completed	4	

#	ACTIVITY	ACTIVITY STATUS AS AT DECEMBER 2014	ASSESSMENT	CONFIDENCE LEVELS
	the consultant's study report			
15.	Study report disseminated	Completed	4	
16.	Support technical committees in the harmonisation of at least 40 standards for the mostly traded in products within the regional (EAC) market	Completed	4	
17.	Procure equipment for testing laboratories	Completed	4	
18.	Procure equipment for legal metrology	Completed	4	
19.	Procure equipment for National Metrology Laboratories	Completed	4	
20.	National standards and quality policy adopted by Cabinet, implementation plan Operationalise	Completed	4	
21.	Key stakeholders sensitized on quality and standards	Completed	4	
22.	Harmonize and develop a comprehensive and effective legal framework for the implementation and enforcement of standards	Completed	4	
23.	Establish an effective coordination mechanism with clearly defined mandates and responsibilities for the different actors in Standardization and Quality Improvement (QI).	Completed	4	
24.	Rationalizing the institutional set up of QI service providers	Completed	4	
25.	Enhance public awareness on standards, quality products, QI and best practices.	Completed	4	
26.	Increase in the number of enquires form the general public regarding standards	Completed	4	
27.	Posters, bill boards with SMCA messages put up in Kampala and five districts:	Completed	4	
Overall activity assessment of Uganda Project			**4**	
Overall activity assessment of the programme (All the 6 projects)			**4**	

ANNEX 5: PROGRAMME RESULTS ASSESSMENT

Annex 5 gives the criteria for the assessment using a scale of 1(poor), 2(fair), 3(good), 4(very good) to 5(excellent). Confidence levels: low (Red), medium (yellow) or high (Green) to indicate the available level of evidence to support the evaluation team's assessment.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
1	**REGIONAL PROJECT**									
	Outcome: EAC Increases the number of harmonized standards	03/12/2012	31/12/2014	Number of EAS harmonized and gazetted.	0	>=40	79			There is good progress towards realization of the outcome. There were 4 anticipated outputs. Only two haven't yet been fully realized with tangible results.
				% of EAS presented to and approved by the council and declared as EAS	50	>=50	83%			
1.1	**Output 1:** Evaluate level of implementation of SQMT Act 2006	01/06/2012	30/04/2014	Recommendations and gaps in compliance documented in a report.	0	1	The SQMT Act is under review; a report and proposed draft amendments of Act submitted to the EASC.	2		Output partly realized. However, standards harmonization is a continuous process in the EAC.
				Number of national standards withdrawn/revised to be the same as East African Standards.	0	-	Uganda and Rwanda: have adopted 100% of the 79 standards. Other EAC Partner States have adopted 65% of the 79 standards.			
1.2	**Output 2:** Facilitate harmonization of regional standards	03/12/2012	31/12/2014	Number of Standards per year recommended by the EASC for declaration as EAS by the Council	30	>40	79	5		Output realized by EAC Partner States recognizing the notified Certification marks issued by NSBs.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
1.3	**Output 3:** Design and implement training for national bureaux of standards and private sector	03/06/2013	31/12/2014	Number of bureaux employees attached to the EAC on rotational basis.	0	=1	1	4		Output realized and was handled at EAC Partner States level.
1.4	**Output 4:** Review level of effectiveness of MRAs entered into at EAC level	01/07/2013	30/09/2013	-	-	-	-	1		Output not yet fully realized however, it should be noted that standards are technically different and may not be equated in the region. However, mutual recognition of conformity assessment is being implemented.
Overall assessment of results of the Regional Project								**3**		
2.	**BURUNDI PROJECT**									
	Outcome: Bureaus of standards improve the effectiveness of product testing	01/07/2013	30/09/2014	Number of additional types of tests	0	34	31			There is very good progress towards realization of the outcome. There were 7 anticipated outputs which have been realized with tangible results.
				Number of new selected MBOs (Manufacturers and Business organization) that have been tested	0	15	1			
2.1	**Output 1:** Capacity Building developed in testing, quality, standardisation, ISO norms for BBN staff and other laboratories	31/01/2012	30/11/2013	Number of BBN staff trained on different series of laboratory quality management training	0	>=10	10	4		Output realized.
2.2	**Output 2:** Awareness raising for BBN	29/02/2012	30/07/2013	% of implementation of the awareness	0	>=20	18	4		Output realized.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
	partners (traders, civil society, media, public sector) on standards compliance			strategy						
2.3	**Output 3:** Product standard testing facilities upgraded	31/03/2012	31/03/2014	Number of tests performed by BBN per month	14	>=189	189	4		Output realized.
2.4	**Output 4:** Installation, use and training on equipment funded by TMEA	01/04/2013	31/01/2014	Equipment installed	0	Equipment able to test key parameters.	All equipment was checked, installed and performance checked and training was conducted.	4		Output realized
2.5	**Output 5:** Tests/analyses to be carried out by BBN aimed at supporting trade at National Regional and International levels increased	01/04/2013	31/03/2014	Additional Tests/analyses carried out	0	100	100	4		Output realized.
2.6	**Output 6:** Workshop and training on laboratory quality management.	20/10/2013	30/04/2014	0	6	6	This was done and lists of participants were available.	4		Output realized however bigger scope covered by other donors.
2.7	**Output 7:** Research strategy developed and implemented	15/11/2013	30/11/2013	Number of research strategy.	0	2	2	4		Output realized.
Overall assessment of results in Burundi Project								**4**		
3	**KENYA PROJECT**									
	Outcome: Implement a harmonized standards regulatory framework and SQMT within the EAC	01/07/2011	31/12/2016	Implement harmonized standards regulatory framework and SQMT within the EAC	-	-	-	-		There is very good progress towards realization of the outcome. There were 6 anticipated outputs of which 4 have been realized with tangible results.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
										There is urgent need to promptly update the monitoring.
3.1	**Output 1:** Standards Act reviewed	20/11/2011	30/09/2014	Regulatory authorities acquire necessary legal backing to discharge their responsibilities	Standards Act 1974	Standards Act reviewed and enacted	Standards Act reviewed and Draft Standards. Amendment Bill subjected to stakeholders & state law office for comments. Draft at executive level and then to parliament	3		Output partly realized.
3.2	**Output 2**: National Quality Policy and related Legislations developed for gazettement/ enactment	20/11/2011	30/09/2014	Transparency of the standards requirements improved.	0	National Quality Policy	National Quality Policy to provide coherence of mandates drafted and national consultations made. Technical Regulations Bill drafted and national consultation conducted. Both Draft National Quality Policy and the Draft Technical Regulations Bill were submitted to the Ministry of Industralisation and Enterprise Development for further consideration.	3		Output partly realized.
3.3	**Output 3:** Awareness Created on	01/07/2011	31/12/2016	The market is more conscious of	0	Increased awareness	1,500 SMEs sensitized on	4		Output realized.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
	Standards			standards Act, Quality Infrastructure, especially SME		on standards and product certification by holding 28 workshops	standards issues and the number of products certified under SMEs Increased.			
3.4	**Output 4:** SMEs Improve Product Quality for Market Access and Competitiveness	01/07/2010	31/12/2014	Number of SMEs with valid Certification Permits	619	1,750	2011: 1,017 2012: 1,190 2013: 1,523 2014: 1,820 SMEs with certified products now accessing formal markets e.g. supermarkets and exports	5		Output realized.
3.5	**Output 5:** Testing Equipment procured	01/07/2012	31/12/2014	Reduction in testing turnaround time	14 days	-	1 Day	4		Output realized.
				Scope of additional tests undertaken by KEBS increased.	0	-	Scope has increased by 20 additional tests.			
				Goods tested access wider markets.	-	-	Goods tested access local, regional and international markets,			
3.6	**Output 6:** Capacity Built for KEBS Staff	01/07/2011	31/12/2016	Improved capability in pesticide residue analysis	0	0	12 KEBS employees trained to carry out various tests	4		Output realized.
				Increase in the number of testing scopes	0	-	Staff competence enhanced and 20 additional tests added to the scope.			
Overall assessment of results in Kenya Project								**4**		
4.	**RWANDA PROJECT**									
	Outcome: Development of a reliable and efficient quality and regulatory	01/03/2012	31/12/2014	RSB accreditation license is available	0	1	0			There is very good progress towards realization of the outcome. There were 10 anticipated
				Target time to release test certificate (for tests associated with 25	60 Days	Not available	8 Days			

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
	framework with international best practice and the requirements of the EAC SQMT Act.			parameters for which RBS did not previously have testing capacity)						outputs of which 8 have been realized with tangible results. There is urgent need to promptly update the monitoring.
				Number of RBS quality certification schemes accredited	3	Not available	0			
4.1	**Output 1:** RBS Metrology/Testing are prepared for Accreditation (in conjunction with other assistance in the development of testing capacity)	01/08/2012	31/03/2013	Not available	Not available	Not available	Testing and metrology staff trained in ISO/IEC 17025	3		This was transferred to the PTB project to avoid duplication
4.2	**Output 2:** Procurement of RBS testing equipment (Lot 1&2) finalised	01/05/2012	30/07/2013	No. of additional new equipment available and operational.	0	=3	3	4		Output realized.
4.3	**Output 3:** Capacity building/training related to testing equipment delivered to RBS staff	01/09/2012	31/03/2014	No. of staff trained to operate machinery.	2	=12	10	4		Output realized.
4.4	**Output 4:** Introduction of standardisation services in Key Areas ISO 14001, ISO 27001, ISO 18001 and ISO 22301	01/03/2013	31/03/2013	No. of new standardization services introduced	3	4	6	4		Output partly realized.
				No. of staff and auditors who pass exams in ISO 14001.	0	=6	10			
4.5	**Output 5:** RBS staff training programme developed and implemented	01/04/2013	30/11/2013	Proportion of electronic products inspected through red, yellow, green selectivity channels.	0	100	100% of electronic products inspected through selectivity channels	4		Output realized.
				Number of RBS staff trained in detecting non complying goods.	0	=10	10			

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
				No. of staff who receive competency certificate on ISO 17021 and 17065.	0	=10	10			
4.6	**Output 6:** Quality Management System prepared for accreditation	01/11/2012	31/10/2013	Number of Quality Management System	0	3	4	4		Output realized.
4.7	**Output 7:** RSB standards published annually	01/11/2012	30/12/2013	Number of publication	0	-	281	4		Output realized.
4.8	**Output 8:** Study visits completed	01/05/2012	31/12/2012	Number of trips	0	1	4	4		Output realized.
4.9	**Output 9:** Technical Assistance team for RBS Capacity Building on board.	01/03/2012	30/09/2012	Contract with Technical Assistance signed	0	=1	1	4		Output realized.
4.10	**Output 10:** RBS Business Plan developed, approved and published	01/03/2012	31/07/2014	RBS business plan developed, approved and published	0	=1	1	4		Output realized.
4.11	**Output 11:** Product Commercialisation	01/11/2012	30/11/2012	Number of new products and services offered, sales increments and improved costing model	-	-	-	4		Output realized.
4.12	**Output 12:** Train the Trainer	01/11/2012	30/11/2013	Increased number of trained trainers	0	20	20	4		Output realized.
4.13	**Output 13:** Legal Metrology; expansion into new areas of metrology	01/11/2012	30/11/2013	Project report of current practices Plan for expansion into new areas of Legal Metrology.	-	-	-	4		Output realized.
4.14	**Output 14:** Conformity Assessments conducted on the products and/or HACCP systems	01/03/2012	30/12/2012	Number of SMEs certified against HACCP	0	25	8	4		Output realized.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
4.15	**Output 15:** Awareness on standards and quality raised among stakeholders	01/03/2012	30/12/2012	Number of stakeholders aware about standards and quality	0	-	-	4		Output realized.
Overall assessment of results in Rwanda Project								**4**		
5.	**TANZANIA PROJECT**									
	Outcome: Decreased time to conduct tests on the selected samples	08/08/2012	23/10/2013	Turnaround time for analysis of samples reduced.	-	-	-			There is minimal progress towards realization of the outcome. There were 4 anticipated outputs of which 1 have been realized with tangible results.
5.1	**Output 1:** 5 mini-labs to improve market surveillance and compliance at border posts and Dar Port established.	08/08/2012	23/10/2013	Goods tested access wider markets.	0	2 categories of equipment.	Two categories equipment procured and delivered. Laboratory equipments and glassware were all delivered and awaiting installation a border posts. Laboratory integrity Fuel Kit was procured and delivered to TBS but on inspection by TBS two components namely, Flash Point and Density Meter were found missing.	1		Output not realized.
5.2	**Output 2:** TBS	-	-	-	-	-	TBS technical staff	2		Output realized.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
	experts supported in technical discussions leading to regional harmonisation of standards.						supported to attend regional standardization meetings.			
5.3	**Output 3**: Short term expertise and advisory assistance provided to facilitate domestication of regionally developed standards	-	-	-	-	-	TBS was not aware of this support	1		Output not yet realized
5.4	**Output 4:** Quality awareness workshops for private sectors supported	-	-	-	-	-	TBS was not aware of this support	1		Output not yet realized.
Overall assessment of results in Tanzania Project								**1**		
6.	**UGANDA PROJECT**									
	Outcome 1: Decreased time to conduct tests on selected import samples	1/6/2013	31/12/2014	Number of new products certified with a standards mark of quality	0	40	90			There is very good progress towards realization of the outcome. There were 11 anticipated outputs which have been realized with tangible results.
				Decreased time to release goods from UNBS control	19	12	8			
6.1	**Output 1:** National standards and quality policy adopted by Cabinet, implementation plan operationalised	30/8/2011	31/12/2014	Status of implementation plan.	0	1	1	4		Output realized.
6.2	**Output 2:** MTIC, UNBS and private sector agencies supported to participate effectively the	01/06/2012	29/06/2012	Number of agencies staff supported to standards fora	0	10	20	4		Output realized.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
	standards forum where rules and requirements are set.									
6.3	**Output 3**: UNBS staff trained on use of new laboratory equipment	01/01/2013	31/12/2014	Number of staff trained	0	20	-	4		Output realized.
6.4	**Output 4:** A selection of testing and calibration laboratories better equipped	01/06/2013	31/12/2014	Percentage of targeted new equipment procured and installed at UNBS.	0	100	100%	4		Output realized.
				Number of new parameters added to testing scope.	0	40	55			
				Increase in number of samples tested.	0	600	2,663			
6.5	**Output 5:** Key stakeholders sensitized on quality and standards	1/06/2013	31/12/2014	Number of sensitization events organised and promotional material produced.	0	6	21	4		Output realized.
6.6	**Output 6:** The capacity of MTIC enhanced through the provision of support to conduct trainings of relevant institutions	02/01/2012	29/06/2012	Number of MTIC/UNBS staff trained in accreditation and conformity assessment	0	5	5	4		Output realized.
6.7	**Output 7:** The capacity of service providers enhanced	9/09/2013	31/12/2014	Number of trainings of officials involved in formulation of standards, technical regulations, inspections including MSMEs and media	0	8	5	4		Output realized.
6.8	**Output 8:** The capacity of standards agencies involved in standards	01/05/2012	31/12/2014	Number of standards harmonised	0	20	11	4		Output realized.

#	Outcome / Output	Timing		Output /outcome Indicators	Baseline Data	Targets	Actual Results	Assessment	Confidence levels	Evaluator's Comments & Status on Results
		Start	End							
	development and enforcement enhanced									
	Outcome 2: Awareness on the importance of quality standards increased among key stakeholders	Not available	Not available	Key stakeholders and public sensitized on quality and standards.	-	-	-	-		Good progress is being made.
6.9	**Output 1:** Enhance public awareness on standards, quality products, QI and best practices.	-	-	-	-	-	A song on quality and standards infrastructure developed and used to create awareness; Radio messages disseminated on a number of radios stations; media trained; articles developed and disseminated in daily news papers;	4		Output realized.
Overall assessment of results in Uganda Project								**4**		
Overall assessment programme results								**3**		

ANNEX 6: VALUES OF INTRA-EAC TRADE OF SAMPLED PRODUCTS

#	SAMPLED PRODUCT	VARIABLE	YEAR				
			2010	2011	2012	2013	2014
1.	Iron, steel and related products	Value (In US$ '000')	113,520	114,269	105,081	115,577	114,360
		% Value Growth	-	1%	-8%	10%	-1%
		Value index	100	101	93	112	101
2.	Edible fats and oils	Value (In US$ '000')	84,834	55,803	56,202	48,869	1,046
		% Value Growth	-	-34%	1%	-13%	-98%
		Value index	100	69	66	58	1
3.	Soaps and detergents	Value (In US$ '000')	54,720	51,953	66,282	57,742	86,696
		% Value Growth	-	-5%	28%	-13%	50%
		Value index	100	94	121	106	158
4.	Alcoholic beverages	Value (In US$ '000')	33,480	49,373	52,691	38,690	20,411
		% Value Growth	-	47%	7%	-26%	-47%
		Value index	100	147	157	116	61
5.	Sugar and Sugar Confectionery	Value (In US$ '000')	60,870	42,929	52,217	35,564	54,255
		% Value Growth	-	-29%	22%	-32%	535%
		Value index	100	625	86	58	89
6.	Maize corn and related products	Value (In US$ '000')	23,570	57,687	94,242	41,770	127,715
		% Value Growth	-	245%	400%	177%	541%
		Value index	100	77	210	94	424
7.	Essential oils and Cosmetics	Value (In US$ '000')	10,650	11,205	16,025	19,684	4,738
		% Value Growth	-	5%	43%	23%	-76%
		Value index	100	105	150	185	44
8.	Minerals	Value (In US$ '000')	790	559	66,105	88,230	69,119
		% Value Growth	-	-29%	11725%	33%	-22%
		Value index	100	79	8,368	11,168	8,749

Source: EAC trade reports, UN Comtrade and ITC Trade Map

ANNEX 7: VALUES OF EAC TRADE OF SAMPLED PRODUCTS TO THE REST OF THE WORLD

#	SAMPLED PRODUCT	VARIABLE	YEAR				
			2010	2011	2012	2013	2014
1.	Iron, steel and related products	Value (In US$ '000')	114,570	299,016	227,797	242,370	194,353
		% Value Growth	-	160%	-24%	6%	-20%
		Value index	100	261	199	212	170
2.	Edible fats and oils	Value (In US$ '000')	126,720	213,668	126,694	100,243	24,651
		% Value Growth	-	67%	-41%	-21%	-75%
		Value index	100	167	100	79	19
3.	Soaps and detergents	Value (In US$ '000')	80,320	180,897	142,428	136,110	153,879
		% Value Growth	-	125%	-21%	-4%	13%
		Value index	100	225	177	169	192
4.	Alcoholic beverages	Value (In US$ '000')	3,660	93,913	93,993	84,990	39,591
		% Value Growth	-	2466%	0%	-10%	-53%
		Value index	100	2566	2568	2322	1082
5.	Sugar and Sugar Confectionery	Value (In US$ '000')	70,793	166,231	123,851	224,827	172,272
		% Value Growth	-	134%	-25%	82%	-23%
		Value index	100	235	175	318	243
6.	Maize corn and related products	Value (In US$ '000')	23,880	69,505	104,977	65,378	169,293
		% Value Growth	-	191%	51%	-38%	159%
		Value index	100	85	0	140	365
7.	Essential oils and Cosmetics	Value (In US$ '000')	930	37,852	34,219	32,109	10,876
		% Value Growth	-	3970%	-10%	-6%	-66%
		Value index	100	9,705	3,679	3,452	1,169
8.	Minerals	Value (In US$ '000')	54,690	712,655	574,658	539,358	168,846
		% Value Growth	-	1203%	-19%	-6%	-69%
		Value index	100	1,303	1,051	989	309

Sources of Data: EAC trade reports, UNcomtrade and ITC trade map

ANNEX 8: VOLUMES OF INTRA-EAC TRADE OF SAMPLED PRODUCTS

#	SAMPLED PRODUCT	VARIABLE	YEAR				
			2010	2011	2012*	2013	2014
1.	Iron, steel and related products	Quantity (In Tons)	131,570	132,761	46,730	146,307	145,941
		% Volume Growth	-	1%	-	10%	-0.3%
		Volume index	100	101		111	111
2.	Edible fats and oils	Quantity (In Tons)	53,303	60,801	19,583	53,578	46,467
		% Volume Growth	-	14%		-12%	-13%
		Volume index	100	114		101	87
3.	Soaps and detergents	Quantity (In Tons)	38,351	74,773	24,932	69,995	75,146
		% Volume Growth	-	95%		-6%	7%
		Volume index	100	195		183	196
4.	Alcoholic beverages	Quantity (In Tons)	56,349	89,544	34,097	60,239	61,648
		% Volume Growth	-	59%		-33%	2%
		Volume index	100	159		107	109
5.	Sugar and Sugar Confectionery	Quantity (In Tons)	88,714	83,117	65,213	57,018	63,256
		% Volume Growth	-	-6%		-31%	11%
		Volume index	100	94	-	64	71
6.	Maize corn and related products	Quantity (In Tons)	116,142	106,955	291,674	125,138	345,632
		% Volume Growth	-	-8%		17%	176%
		Volume index	100	92	-	108	298
7.	Essential oils and Cosmetics	Quantity (In Tons)	7,907	8,031	4,854	10,058	8,981
		% Volume Growth	-	2%	-	25%	-11%
		Volume index	100	102	-	127	114
8.	Minerals	Quantity (In Tons)	9,491	5,220	9,164	24,144	5,647
		% Volume Growth	-	-45%	-	163%	-77%
		Volume index	100	55	-	254	59

Sources of Data: EAC trade reports, UN Comtrade and ITC trade map

- 2012 Kenya Trade Volumes data was not readily available in the data sources that were used.

ANNEX 9: VOLUMES OF EAC TRADE OF SAMPLED PRODUCTS TO THE REST OF THE WORLD

#	SAMPLED PRODUCT	VARIABLE	YEAR				
			2010	2011	2012*	2013	2014
1.	Iron, steel and related products	Quantity (In Tons)	71,195	103,682	83,764	128,663	229,394
		% Volume Growth	-	46%	-	24%	78%
		Volume index	100	146	-	181	322
2.	Edible fats and oils	Quantity (In Tons)	76,809	66,582	41,740	58,981	247,915
		% Volume Growth	-	-13%	-	-11%	320%
		Volume index	100	87	-	77	323
3.	Soaps and detergents	Quantity (In Tons)	67,118	86,190	48,956	102,306	157,182
		% Volume Growth	-	28%	-	19%	54%
		Volume index	100	128	-	152	234
4.	Alcoholic beverages	Quantity (In Tons)	86,555	72,500	60,592	84,232	129,813
		% Volume Growth	-	-16%		16%	54%
		Volume index	100	84	-	97	150
5.	Sugar and Sugar Confectionery	Quantity (In Tons)	101,168	115,183	70,020	245,127	251,342
		% Volume Growth	-	14%	-	113%	3%
		Volume index	100	114	-	242	248
6.	Maize corn and related products	Quantity (In Tons)	96,652	53,391	120,870	80,020	464,877
		% Volume Growth	-	-45%	-	50%	481%
		Volume index	100	55	-	83	481
7.	Essential oils and Cosmetics	Quantity (In Tons)	3,608	4,052	37,605	4,765	36,601
		% Volume Growth	-	12%	-	18%	668%
		Volume index	100	112	-	132	1,014
8.	Minerals	Quantity (In Tons)	17,690	27,826	14,071	17,420	242,326
		% Volume Growth	-	57%	-	-37%	1291%
		Volume index	100	157	-	98	1,370

Sources of Data: EAC trade reports, UN Comtrade and ITC trade map

- 2012 Kenya Trade Volumes data was not readily available in the data sources that were used.

ANNEX 10: CHANGES IN TRADE VALUES, VOLUMES AND PRICE OF SAMPLED PRODUCTS

No.	Variable/Year	2010	2011	2012*	2013	2014
1	**Intra-EAC Trade Volumes and Intra-EAC Trade Values,2010-2014**					
1.1	Value (US$) '000'	382,434	383,778	442,913	358,523	478,340
1.2	Value index	100	100	116	94	123
1.3	Quantity (Tons)	501,827	561,202	-	546,477	752,718
1.4	Quantity Index	100	112	-	109	150
1.5	Price $/ton	762	684	-	656	635
1.6	Price Index	100	90	-	86	83
2	**Extra-EAC Trade Volumes and Extra-EAC Trade Values, 2010-2014**					
2.1	Value (US$) '000'	475,563	1,773,737	1,428,617	1,425,385	1,616,408
2.2	Value index	100	373	300	300	325
2.3	Quantity (Tons)	520,795	529,406	-	721,514	1,759,450
2.4	Quantity Index	100	102	-	139	338
2.5	Price ($/ ton)	913	3,350	-	1,976	919
2.6	Price Index	100	367	-	216	101
3	**Overall Intra and Extra EAC, 2010-2014**					
3.1	Value (US$) '000'	857,997	2,157,515	1,871,530	1,783,908	2,094,748
3.2	Value Index	100	251	218	208	236
3.3	Quantity (Tons)	1,022,622	1,090,608	-	1,267,991	2,512,168
3.4	Quantity Index	100	107	-	124	246
3.5	Price ($/ton)	839	1,978	-	1,407	834
3.6	Price Index	100	236	-	168	99

Sources of Data: EAC trade reports, UN Comtrade and ITC trade map

- 2012 Kenya Trade Volumes data was not readily available in the data sources that were used.

ANNEX 11: LIST OF STAKEHOLDERS CONTACTED

#	COUNTRY	INSTITUTION	STAKEHOLDER'S NAME AND DESIGNATION	SEX	CONTACT DETAILS
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ANNEX 12: LIST OF DOCUMENTS REVIEWED

1. Annual Project Performance Report Rwanda Standards project.
2. East African Community Secretariat, Draft Catalogue of East African Standards 2013.
3. Report of 17th EAC Council of Ministers meeting, September 2008.
4. Report of 23rd EAC Council of Ministers meeting, September 2011
5. BBN standards testing Project Monitoring Plan.
6. BBN standards testing Project Progress.
7. BBN standards testing Project Work plan.
8. EABC (2013), Report of the Study on the Prioritization of EAC Standards and Technical Regulations for Development, Harmonization, Revision, or Withdrawal. Arusha, Tanzania.
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10. East African Standards Catalogue (2015).
11. East African Trade Reports.
12. Kenya Project Monitoring Plan.
13. Kenya project Reform of standards regulatory framework and SQMT.
14. Kenya standards project annual project performance.
15. Kenya standards Project Work plan.
16. Principles and Procedures for the Development of East African Standards.
17. Project PAR report 1317-Burundi standards project.
18. Project PAR report Kenya standards project.
19. Project PAR report Rwanda standards project.
20. Project PAR report Uganda standards project.
21. Project risk report Rwanda Standards Project.
22. Propositions underpinning TMEA's strategy
23. Rwanda Standards Project Monitoring Plan.
24. Rwanda standards Project Work plan.
25. Standardization, Quality Assurance, Metrology and Testing (SQMT) Act 2006
26. Standards Harmonisation Project Progress
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28. Standards Harmonization Project Monitoring Plan.
29. Tanzania Standards Project Quarterly Report.
30. Tanzania Standards Project Work Plan.
31. TMEA (2015), Draft Standards Survey Baseline Study
32. TMEA Annual Project Performance Report Financial Year Progress Report Jul 2013 –June 2014.
33. TMEA, Cost Benefit Analysis SO3,
34. TMEA Project Appraisal Report (PAR).
35. TMEA Project Sheet.
36. Treaty for Establishing East African Community
37. Uganda Standards Project Monitoring Plan.
38. Uganda Standards Project Risk Report.
39. Uganda standards Project Work plan.
40. UN Comtrade Website

41. ITC Website
42. EAC Trade Reports 2010 to 2013
43. East African Standards Catalogue 2015
44. East African Community Gazette Legal Notice No.EAC/82/2013
45. East African Community Gazette Legal Notice No.EAC/83/2013
46. East African Community Gazette Legal Notice No.EAC/84/2013