Project number: 180212
Project title: Strengthening food security and quality to improve livelihoods in Gabon
Thematic area code: Trade Capacity Building (TCB), DD13
Starting date: March 2019
Duration: 12 months
Project site: Gabon
Counterparts: Ministry of Small and Medium Enterprises of Gabon, Ministry of Industry and AGANOR (Gabonese Standardization Agency)
Executing agency: UNIDO
Project Inputs:
- Support costs (13%): 48,282 USD
- Grand Total: 419,682 USD (incl. 13% psc)

Brief description:
The overall objective of the project is to strengthen food security and quality to improve livelihoods in Gabon. This short intervention aims to provide direct technical assistance to inspection and market surveillance institutions, small scale food producers to comply with international standards, to promote awareness of the importance of quality to consumers and to the private sector and to support national institutions in better integrating the regional quality initiatives.

The project consists in one outcome:

**Outcome 1:** Food quality and the culture of quality are promoted to consumers and SMEs (particularly to women) through the strengthening of quality infrastructure to meet the challenges related to food security.

**Output 1.1:** Consumer’s awareness and SMEs are strengthened on food security and food safety; market surveillance and inspection services are improved, and a regional quality award is introduced.

Approved:

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A. CONTEXT

Economic Overview

Gabon is a central African country rich in natural resources. Located on the Atlantic Ocean, it borders Cameroon, Equatorial Guinea, and the Republic of Congo. With a population of 2 million (2017), Gabon is a sparsely populated country with forests covering 85% of its territory.

Gabon, as several Central African countries is characterized by an abundance of natural resources in soil and subsoils. Overall the country’s economy is fairly vulnerable, as it highly depends on international price fluctuations. In regards to trade, the level of business exchanges with the rest of the world and within the sub-region remains low, a situation mostly due to non-tariff barriers. As the country is facing a decline in its oil reserves, the Gabonese government has based a new economic strategy on diversification.

The incipient quality of Gabon’s business climate is a major challenge for the diversification of its economy. The country also has a weakly developed private sector and the environment in which companies operate is marked by structural constraints, high cost and production factor of low quality. The National Quality Infrastructure, which plays a vital role in any socio-economic development, is still lagging behind other regions of the world. However, important improvements have been achieved with UNIDO projects.

Women play an important role in the country’s economy. They are responsible for the transformation of agricultural products since centuries and represent today 60% of the national food production. According to the Gabonese Government women are the main actor in the agricultural sector. They are strongly involved in the food and vegetables sub-sectors and represent 60% of the total workers in these fields. In Agribusiness, workers and managers are mainly women. However there is a certain tasks differentiation: women harvest, weed, and transform/process while men tear down and reclaim.

Women are under-represented when it comes to entrepreneurship in the food sector. In 2012, according to the Centre for Companies Development of Gabon, they represented only 21% of the business creators of the sector in the country. They face a certain number of issues, such as: lack of information, limited access to financing, technology and raw materials.

In general, women become entrepreneur and launch their own small business of food processing to increase the family revenue and not as a full-time professional activity. They often do it part-time while raising their children and taking care of their house. Therefore, they are often restrained in their business by the lack of time and access to information; training and technology that could help them develop their activity.

Normally, women in Gabon are not well informed about the governmental initiatives and existing supporting structures. They are often not available to look for information themselves and therefore the need for the information to go directly to them. The poor development of the entrepreneurship culture among women leads to several weaknesses in terms of models and trust into the feminine potential, leading to a low contribution of women to GDP.

The innovative solutions, training, institutional framework to support feminine entrepreneurship and partnership between the Gabonese state and women entrepreneurs in the food sector are not developed enough to support and fund effectively women’s projects and activities and to help them to fully master the technicity of their activities. When it comes to selling their products, women also have to face a lack of knowledge in terms of quality, and business management.

To overcome these difficulties, women are often part of collective groups, where the production factors (such as cold storage room, specific tools, etc.) are financed in common. Supporting these cooperatives has been identified by the Gabonese State as a priority for the next 10 years.

The “ten-year plan for the empowerment of women in Gabon (2015-2025)” focuses on different components to foster women’s development. Among the expected results, two focus on the economic activities of women and aim to increase “by 30% the economic power of women by 2025 in the country”.

1 World Bank
The Gabonese State has set in place institutional support, such as L'Agence Nationale de Promotion des Investissements du Gabon (ANPI-Gabon), created in September 2014, which aims to assist the government in the implementation of its policy on formalization and business development, investment and export promotion, support and promotion to entrepreneurship for young people and women and support the establishment of public-private partnerships.

B. REASONS FOR UNIDO ASSISTANCE

UNIDO is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. It has a longstanding track record in Gabon and direct experience with the development and strengthening of quality infrastructure in Gabon and the Central African region. UNIDO has also a strong comparative advantage based on their mandate, expertise and approach to interventions with maximum local ownership.

This project will build on the results of the Quality Infrastructure for Central Africa Programme (PIQAC) and will continue to strengthen the development of quality infrastructure in Gabon by promoting food quality and security and reinforcing the institutions.

Immediate assistance is imperative as to take advantage of the momentum and interest generated by PIQAC. Promoting food security is also listed as a national priority in Gabon’s National Strategic Plan “Gabon Emergent”.

Furthermore, by supporting the strengthening of Quality Infrastructure, the private sector and consumers in Gabon, UNIDO pursues to contribute to 5 Sustainable Development Goals (SDGs): SDG 1 End Poverty in all its forms, SDG 2 End hunger, achieve food security and improve nutrition and promote sustainable agriculture, SDG 5 Achieve gender equality and empower all women and girls and SDG 9 Build resilient infrastructure, promote inclusive and sustainable industrialization.

B.1 Quality Infrastructure for Central Africa Program (PIQAC)

Within the framework of the Program to Support Trade and Economic Integration (PACIE), the European Union and the Economic and Monetary Community of Central Africa CEMAC, directed UNIDO to implement the PIQAC, which covered seven Central African countries: Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Republic of Congo, Sao Tome and Principe and Gabon. The project had a duration of more than 4 years and a allocated budget of EUR 5.9 million.

The overall objective was to strengthen regional economic integration and trade through:

- The elaboration and adoption of national and regional Quality Infrastructure Policies,
- The establishment and the reinforcement of the Quality Infrastructure institutions providing efficient services to private sector and to consumers for high-priority products,
- The promotion of quality good practices to foster a quality culture among the private sector and among consumers in their production process and/or behaviors.

The PIQAC approach focused on the increase of the demand for quality infrastructure related services through: awareness, and partnerships and cooperation with the private sector. By stimulating the demands for this type of services, growing incomes for the national quality infrastructure institutions were generated. Thus, these organizations could strengthen their institutional and technical capacities and provide services which meet the market’s needs.

The project had three main components:

- **Component 1:** Creation of a favorable environment for business at the regional and international level by developing a regional quality policy which is to be adapted at the national level.
- **Component 2:** Creation and/or reinforce quality infrastructure institutions providing services to the private sector, by focusing on coordinating standardization and promoting quality activities at the regional level. Certification capacities on food safety were strengthened as well as the competencies of the testing and calibration laboratories working in the priority sectors.
- **Component 3:** Raising the private sector and consumers’ awareness regarding the importance of quality, by training quality infrastructure professionals and organizing
awareness workshops for beneficiaries in the sub-region. The final goal was to foster a culture of quality at a regional and national level, to influence the private sector and consumer's behaviors, with regards to products' safety and consumers' protection.

In Gabon, the workshops in partnership with the Ministry of Trade Promotion and SMEs, have created a network of women producers of processed and quality-trained products. Some of them were also invited to sell their products in a special corner of a chain of supermarkets that, having participated in PIQAC workshops, trusted the quality of the products of these producers, thanks to the guarantee from the program.

In the proposed intervention, such synergies and partnerships created under PIQAC could be widely developed between the private and commercial structures of the region and the small processors and producers belonging to the women networks formed by PIQAC.

B.2 Japan's commitment to promote Africa's development

Japan's commitment to promote Africa's development, peace and security is evident through its various programs as well as the Tokyo International Conference of African Development (TICAD). The support will reinforce the activities conducted and will contribute to the preparedness of Gabon to integrate regional quality policy. For example, at the TICAD-V, the Government of Japan had pledged $32 billion over 5 years with a focus on improving Africa's infrastructure and human resource development. The implementation of this project would fall under one of Japan’s development priorities: assistance for food security.

The project will increase the visibility of Japan's Development Assistance in Gabon and will highlight Japan’s efforts to promote peace and stability in Gabon and in the Central African sub-region through its ODA. A linkage with JICA’s work on quality infrastructure in Africa will be considered.

As part of this project, UNIDO will collaborate with the Japanese Embassy in Gabon. Depending on the expertise available within the embassy, UNIDO may make use of an embassy expert in the implementation of the project.

B.3. Sustainable Development Goals (SDGs)

SDG 1: This project also contributes to "end poverty in all its forms" by supporting the country to have an adequate quality infrastructure and capacities to comply with standards. At the most basic level, this project will enable small producers, processors of agricultural products to produce in accordance with good hygiene practices. Moreover, it will allow them to have spaces in the supermarkets for the sale of their products. The project will represent a guarantee of quality and safety. Potential buyers and consumers will therefore have more confidence in the products, which will lead to an increase in the income of the producers.

SDG 2: Conformity assessment plays a crucial role in national and international trade as it provides proof to consumers that a product complies with the defined specifications. It is therefore essential that conformity assessment services providers have the appropriate technical capacities and are internationally recognized through accreditation. This project will strengthen market surveillance and inspection institutions responsible for ensuring product compliance with standards and technical regulations.

SDG 5: This intervention directly contributes to “Achieve gender equality and empower all women and girls” by establishing partnerships with women organization in order to train women on consumer safety, especially in food quality and security. (Refer to I. Gender Mainstreaming)

SDG 9: UNIDO's mandate is based on SDG 9 “to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”, in this context standards and a proper quality infrastructure plays an important role in advancing economic competitiveness, safeguarding the environment and creating shared prosperity. Technology is diffused through standards among others, and productivity is increased by their use. On the other hand, rigid or burdensome regulations and conformity assessment procedures effectively limit competition or market entry, choices for consumers are diminished, and this can have a negative price effect, especially for the poor. This intervention will allow Gabon to have an effective quality infrastructure and will therefore be able to provide part of the fundamentals through which technology can be improved, productivity can be enhanced and economic growth is made possible.
C. THE PROJECT

C.1. Objective of the project

The overall objective of the project is to strengthen food security and quality to improve livelihoods in Gabon.

This short intervention aims to provide direct technical assistance to inspection and market surveillance institutions, small scale food producers to comply with international standards, to promote awareness of the importance of quality to consumers and to the private sector and to support national institutions (e.g. AGANOR) in better integrating the regional quality initiatives. By building the awareness of consumers on the importance of the quality of food, they will make better decisions in choosing better and healthier nutritional intake. SMEs will need to be supported in order to ensure the quality of their products meets the expectations set by educated consumers. The national system of quality will need to be upgraded (particularly market surveillance and inspection) to provide SMEs with the services required to ensure the quality of their processes and products.

C.2. The UNIDO approach

Plan-Do-Check-Act (PDCA) cycle approach

As a way for continuous improvement, UNIDO applies the PDCA approach to have efficient and productive interventions.

**Plan (Project Document):** Based on its previous experience in the country and on the results of the previous intervention PIQAC, UNIDO identifies and analyses the problem and opportunities that the Gabonese Quality Infrastructure has and develops an action plan through expected outcomes, outputs and activities. This step is crucial in order to understand the problems that the private sector, consumers and institutions are facing and serves as a guide in the formulation process by exploring information, defining issues and developing an implementation plan.

**Do:** During implementation phase UNIDO will conduct the proposed activities and as part of their constant Result-Based Monitoring will assess whether the developed activities are achieving the desired outcome. This will allow the gathering of data and information to show if the applied measures are working or not.

**Check:** After the Result-Based Monitoring, UNIDO analyses the effects against the expectations defined in the Project Document (Step 1) and assess is the proposed activities are contributing to the overall objective of the project or not and applies the necessary corrective measures.

**Act:** As a result of the constant monitoring UNIDO always looks at lessons learned and better ways to achieve the expected outcomes and only applies effective measures for further projects

C.3 RBM code and thematic area code

**RBM Codes:**
GC2 Advance Economic Competitiveness
GC21 Investment, Technology and SME Development
GC22 Competitive Trade Capacities and Corporate Responsibility

**Thematic area code:** TCB

C.4. Expected outcome and Output

**Outcome 1:** Food quality and the culture of quality are promoted to consumers and SMEs (particularly to women) through the strengthening of quality infrastructure to meet the challenges related to food security.

**Output 1.1:** Consumer’s awareness and SMEs are strengthened on food security and food safety; market surveillance and inspection services are improved and, a regional quality award is introduced.
The intervention will be at three levels:

1. **Support to consumer protection associations and general public awareness raising**
   
   a. **Support to consumer protection associations**

   In order to reach all layers of consumers, awareness campaigns will be organized with consumer associations. The topics to be covered during these campaigns will be defined after analyzing the behavior of consumers in the field.

   b. **Training courses for the general public**

   During the PIQAC program, food distribution networks were found to be a poorly controlled risk. Therefore, it is important to organize public training sessions to which food distributors, supermarkets and the authorities in charge of control and inspections will be invited. One of the training topics will be the handling and preservation of dairy products. These trainings will help to control the risks related to the handling, distribution and preservation of food products.

2. **Support for women processing agricultural products supervised by the Ministry of SMEs**

   a. **Pre-diagnosis**

   Before the training courses, a pre-diagnosis will be carried out in each small company to identify the problems specific to each one and to define an action plan for the development of its plan of control of the health risks. This pre-diagnosis will enrich the content of the various training sessions with case studies drawn from the experience of the different beneficiary companies.

   b. **Training program**

   A specific training program will be designed for women processors of agricultural products in Gabon. It will be a training cycle with 03 themes: (i) Quality awareness. (ii) The implementation of Good Hygiene Practices and (iii) The design and management of the health risk plan.

   The topics will be organized by level so that the participants will absolutely have to take part in level 1 to be able to access level 2 and so on. The overall objective of the training program is to provide these women with the knowledge, skills and attitudes necessary to produce quality and safe products for consumption.

3. **Enhance Quality Infrastructure**

   a. **Support strengthening of national market surveillance and inspection institutions**

   A workshop will be organized for the benefit of the institutions in charge of inspections and market surveillance. This workshop will discuss market watch issues, international practices and national challenges regarding market surveillance. Before this workshop, working sessions will be organized with the Gabonese Standardization Agency to identify the actors concerned by this issue and the problems in monitoring the Gabonese market.

   b. **Educate various Quality Infrastructure stakeholders including regulatory authorities –market surveillance- and economic operators on the Regional Quality Policy (RQP) documents**

   An awareness workshop will be organized for the benefit of the various actors of the quality infrastructure in Gabon. It will be a question of presenting to them the various documents relating to the regional quality policy which were elaborated during the PIQAC. This workshop will end with the discussion on the strategy of declining regional quality policy in national quality policy.

During the intervention, it is intended to fully involve the Prime Minister’s office to discuss about the Interministerial Committee or National Council of quality to be set up in Gabon to ensure the implementation of the national quality policy.
After the Constitution of the National Quality Council, a second workshop will train members on the missions of the Council.

c. Introduce Quality Infrastructure stakeholders to the Regional Quality Award and its implementation.

A workshop will be organized to sensitize the different actors of the quality infrastructure on the regional quality price. On the occasion of this workshop, all documents developed during the PIQAC and related to this prize will be presented to participants.

Support will be provided to the Gabonese standardization agency in preparing the launch of the national quality award.

C.5. Output and activities

<table>
<thead>
<tr>
<th>Outcome 1: Food quality and the culture of quality are promoted to consumers and SMEs (particularly to women) through the strengthening of quality infrastructure to meet the challenges related to food security.</th>
<th>Target</th>
<th>Involved actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1.1: Consumer's awareness and SMEs are strengthened on food security and food safety; market surveillance and inspection services are improved, and a regional quality award is introduced.</td>
<td>200 Participants trained (50% women)</td>
<td>UNIDO, UNIDO experts, Ministry of SMEs Gabon, Ministry of Industry, AGANOR, Japanese embassy expert</td>
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<tr>
<td>Activities:</td>
<td>2 consumer awareness campaign</td>
<td></td>
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<tr>
<td>Consumers:</td>
<td></td>
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<tr>
<td>• Conduct 2 awareness campaigns in partnership with the women’s association and training courses for the general public</td>
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<tr>
<td>Small scale food producers (Women processors):</td>
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<td>Under the aegis of the Ministry of SMEs of Gabon:</td>
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<td>• Conduct training courses to 20 small scale food producers, provide a pre-diagnosis and develop an action plan to implement the good industrial quality practices</td>
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<td>Quality Infrastructure (market surveillance and inspection services)</td>
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<tr>
<td>• Support strengthening of national market surveillance and inspection institutions;</td>
<td>5 awareness workshops on food quality conducted</td>
<td></td>
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<tr>
<td>• Educate various Quality Infrastructure stakeholders including regulatory authorities –market surveillance- and economic operators on the Regional Quality Policy (RQP) documents</td>
<td>2 market surveillance and inspection institutions supports with action plans</td>
<td></td>
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<tr>
<td>• Introduce Quality Infrastructure stakeholders to the Regional Quality Award and its implementation</td>
<td>National Quality committee in place</td>
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C.6. Timeline of the activities

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Implementation (months)</th>
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<tbody>
<tr>
<td><strong>Outcome 1: Food quality and the culture of quality are promoted to consumers and SMEs (particularly to women) through the strengthening of quality infrastructure to meet the challenges related to food security.</strong></td>
<td>1</td>
</tr>
<tr>
<td>Output 1.1: Consumer’s awareness and SMEs are strengthened on food security and food safety; market surveillance and inspection services are improved, and a regional quality award is introduced</td>
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<tr>
<td>1.1.1 Project management set up</td>
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<td>1.1.2 Conduct 2 awareness campaigns in partnership with the women’s association and training courses for the general public</td>
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<tr>
<td>1.1.3 Conduct training courses to 20 small scale food producers, provide a pre-diagnosis and develop an action plan to implement the good industrial quality practices</td>
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<tr>
<td>1.1.4 Support strengthening of national market surveillance and inspection institutions</td>
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<tr>
<td>1.1.5 Educate various Quality Infrastructure stakeholders including regulatory authorities – market surveillance- and economic</td>
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<tr>
<td>1.1.6 Introduce Quality Infrastructure stakeholders to the Regional Quality Award and its implementation.</td>
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<tr>
<td>1.1.7 Final Report</td>
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C.7. Risks

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<th>Risk /Assumption</th>
<th>Level</th>
<th>Mitigation Strategy</th>
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<tr>
<td>Ownership, capacity and commitment and/or interest to objectives and outputs by project owners and stakeholders (beneficiaries)</td>
<td>Medium-Low</td>
<td>The Project Coordinator will encourage beneficiaries’ participation. Sensitization on ownership, commitment and leadership as well as capacity building in view of expected outputs are imbedded in the program.</td>
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<tr>
<td>Lack of coordination and good communication channels among the stakeholders, technical capacities of project management staff.</td>
<td>Medium-Low</td>
<td>A National Project Coordinator with proven record on managing similar projects will be recruited. He/she will ensure communication and coordination with stakeholders. Regular result-based monitoring (RBM) will ensure timely identification of possible implementation challenges and provide support in addressing them.</td>
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<tr>
<td>Changes in governmental administration, policies and regulations affecting the NQI.</td>
<td>Low</td>
<td>Maintain strong coordination with the respective Government entities</td>
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<tr>
<td>Project activities will not achieve set targets</td>
<td>Medium-Low</td>
<td>Revise linkages between project activities and objectives. Adjust project activities as necessary during implementation. Detailed action plans with monitoring and evaluation systems in place.</td>
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<tr>
<td>Misuse of financial resources</td>
<td>Low</td>
<td>Transparent financial and administrative procedures. Financial book keeping based on UNIDO financial regulations and accountability practices.</td>
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<td>Limited Social impact</td>
<td>Medium-Low</td>
<td>Interventions will target women’s associations and SMEs where a poverty reduction impact is to be expected.</td>
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<tr>
<td>Project staff and management conduct</td>
<td>Low</td>
<td>Careful selection of technical and managerial staff considering integrity and ethics. Enabling working</td>
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against development ethics and principles environment will be provided.

D. INPUTS

UNIDO inputs

UNIDO will provide know-how, expertise, facilities and staff time, in general terms:
- A team of experts will be available for the identification and recruitment of staff and procurements required by the project at national and international level
- Identification, preparation of Job Description(s) of all the international and/or regional/national experts and consultants required for the project.
- Identification of suppliers (national/international), preparation of Terms of Reference(s) and Technical Specification(s), and procurement of services and equipment

E. BUDGET

Total Budget: US$ 419,682

The project follows the results-based management budget structure. In order to be able to respond to changing conditions and so as to ensure swift implementation, UNIDO may make budgetary adjustments, not foreseen in the project document, according to its rules and regulations: UNIDO will inform the donor about changes between budget components. In the case that shifts between outputs greater than 15 per cent become necessary, UNIDO will submit a revised budget for approval by the donor, showing and explaining the required changes. Changes between budgetary components are not to affect the total budget made available for the project.

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<tr>
<th>Per output, budget line</th>
<th>TOTALS</th>
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<tr>
<td><strong>Output 1.1:</strong> Consumer’s awareness and SMEs are strengthened on food security and food safety; market surveillance and inspection services are improved, and a regional quality award is introduced.</td>
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<tr>
<td>BL11. International Expert</td>
<td>$ 194,400.00</td>
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<tr>
<td>BL15. Local travel</td>
<td>$ 3,000.00</td>
</tr>
<tr>
<td>BL16. Staff travel</td>
<td>$ 14,000.00</td>
</tr>
<tr>
<td>BL17. National Experts and Admin Staff</td>
<td>$ 80,000.00</td>
</tr>
<tr>
<td>BL30. In-service training, conferences, workshops</td>
<td>$ 43,000.00</td>
</tr>
<tr>
<td>BL43. Premises</td>
<td>$ 25,000.00</td>
</tr>
<tr>
<td>BL45. Equipment</td>
<td>$ 5,000.00</td>
</tr>
<tr>
<td>BL51. Miscellaneous</td>
<td>$ 7,000.00</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>$ 371,400.00</strong></td>
</tr>
<tr>
<td>Program Support Cost (13%)</td>
<td><strong>$ 48,282.00</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>$ 419,682.00</strong></td>
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F. PROJECT MANAGEMENT/ORGANIZATION

UNIDO will be responsible for overall management, execution and coordination of the project through the Standards and Quality Infrastructure Division (SQI). The management of the technical project components will be ensured by the SQI Project Manager (PM-SQI) in UNIDO HQs.

A Project Coordinator (PC) will be in charge of operations and coordination, administration and monitoring and will be supported by a part time (homebased) International Technical Project Advisor on quality infrastructure, both under the supervision of the PM SQI.
Furthermore, UNIDO intends to recruit Japanese nationals to help manage the JSB portfolio. Japanese experts registered on the UNIDO consultant roster and staff working at the embassy of Japan in Gabon will also be particularly considered.

There will be a focal point in the Ministry of Small and Medium Enterprises and a focal point in the Japanese Embassy in Gabon. UNIDO, The Ministry and the Embassy will hold regulars meeting to inform and discuss the process of the project.

G. MONITORING, REPORTING AND EVALUATION

Monitoring

The purpose of monitoring, reporting and evaluation is to provide the main stakeholders in the project and the UNIDO management with early indications of progress towards the achievement of project outcomes, outputs and objectives, as well as any problem areas that need to be addressed.

Day to day monitoring will be done by the Project Coordinator. Based on the reports from the field HQ will monitor the project activities on a continuous basis in order to ensure that activities occur as planned and remedial steps are taken as deemed necessary. For this reason, feedback from the field is of fundamental importance for the review of the status of implementation.

Auditing

The trust fund will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules and administrative instructions or directives of UNIDO. Whether or not an audit of a specific project will be performed is usually subject to risk assessment by either the External Auditor or UNIDO’s Internal Oversight Division.

Reporting

UNIDO will keep the donor informed about the progress of the project and will submit an interim report after 6 six months of implementation. Furthermore, UNIDO will provide a final narrative report as well as a final financial statement within six months after the completion of the project. An annual work plan, budget planning, operational work plans, previous monitoring reports and back to back office mission reports support the monitoring activities at the project level.

Evaluation

A final self-evaluation will be conducted according to UNIDO practice. The evaluation will attempt to determine, as systematically and as objectively as possible, the relevance, efficiency, effectiveness, impact and sustainability of the project.

H. REMAINING FUNDS

Upon submission of the final financial statement, any surplus remaining in the trust fund will either be returned to the donor or dispose of as requested by the donor.

I. GENDER MAINSTREAMING

UNIDO recognize that gender equality and the empowerment of women has a significant positive impact on sustained economic growth and sustainable industrial development, which are drivers of poverty reduction and social integration. The role and importance of women in Trade and Quality Infrastructure is stated in the UNIDO Guide on Gender Mainstreaming, Trade Capacity-Building Projects.

The gender mainstreaming strategy and gender equality and empowerment of women objectives is based on three dimensions (Resources, Rights and Voice):

- The Resources objective of promoting equal access to resources and training opportunities will be achieved by the ensuring that women are given opportunities for skills development. All training material will be gender balanced and relevant to the challenges faced by women.
- The Rights objective is one of ensuring that quality infrastructure-related (QI) policy and legislative environments are not conducive to discrimination against women. Where the
The project works on the legislative environment, a systematic reviewing and mitigation of the impact of the QI-related policy and technical regulations will be done. In addition, the safe and non-discriminatory delivery of national quality infrastructure-related (NQI) services favorable to trade will be promoted.

- The Voice objective of enhancing the leverage of women in gaining power and control over their own lives will be achieved through the promotion of gender-balance within the work environment.
- The project benefits support institutions in which both men and women staff will gain through improving their skills and knowledge of modern technologies and industrial information. All required efforts will be made by the project to enroll as much as possible women in its planned training activities, both at management and technical levels, and encourage them to participate in all relevant project and decision-making activities.

By giving equal opportunities for skill development and access to employment, promoting a non-discriminatory delivery of national quality infrastructure-related services to foster trade development, and encouraging gender balance within institutions and an equal representation at all levels of project management, the project will contribute to the mandate of UNIDO to promote and accelerate Inclusive and Sustainable Industrial Development in developing countries and economies in transition.

All trainings and workshops will be design and planned taking into consideration the obstacles that women face to participate (e.g. transport, time, conflicts due to household chores, childcare, security, etc.). The workshops envisage a female participation of at least 50%.

Furthermore, UNIDO will directly work in partnerships with Women’s Associations to raise awareness on food safety and food security and will strengthen women’s SMEs capacities. These awareness campaigns will pay attention to gender-sensitive language and visual representation.

The project is directly targeting women for these awareness sessions on food safety and food security. Good nutrition in a household depends on the quality, quantity and health. Contamination of food with bacteria or chemicals can make it inedible, dangerous or deadly. By training women, children/girls in extension will be benefit. Women play a key role in ensuring the quality and safety of what the family eats as they do most of the cooking in their homes.

In line with UNIDO’s gender mainstreaming guidelines, all project staff will be sensitized on gender equality issues and will take the basic online course; “I Know Gender” on UN Women’s eLearning Campus https://trainingcentre.unwomen.org to participate in gender training and promotion of gender.

J. SUSTAINABILITY AND EXIT STRATEGY

The proposed intervention is timely as it happens to build on the results and lessons learned of the Quality Infrastructure for Central Africa Program (PIQAC). The project aims to ensure financial and technical sustainability at the end of the project through a number of approaches. The project is designed from the outset to transfer knowhow and technical expertise to local institutions and the private sector as well as trainings for consumer empowerment. The project will aim to develop local expertise with the adequate knowledge and experience to provide technical assistance during and after the project has ended. As far as possible and in order to improve long term sustainability, the project activities will apply a train-the-trainer approach.

When working with the private sector directly, the project aims to promote and implement good industrial quality practices and respective support institutions to improve financial and operational performance, including resource efficiency and cleaner production. Through knowhow transfer and access to new markets, the project aims to economically empower the beneficiaries (especially women).

K. PRIOR OBLIGATIONS AND PREREQUISITES

Government and main counterparts commits to the availability of technical staff and needed staff time to ensure full counterpart capacity for the project to transfer knowhow and technical expertise to the local institutions and private sector by supporting the national quality infrastructure system and by supporting SMEs to implement good industrial quality practices. In order to guarantee sustainable demand for conformity assessment services they need to be more accessible. This is why the project aims to strengthen the national quality infrastructure.
L. LEGAL CONTEXT

“The present project is governed by the provisions of the Standard Basic Cooperation Agreement between the Government of the Gabonese Republic and UNIDO, signed and entered into force on 30 March 1993.”
## ANNEX: Logical Framework

<table>
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<th>Outcomes/Outputs</th>
<th>Indicators</th>
<th>Means of verification</th>
<th>External factors (assumptions/risks)</th>
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<td><strong>Impact</strong></td>
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</table>
| Improved framework conditions for SMEs, increased food security and access to safe products by consumers | • Quantity (tonnage) reduction in products rejected by External market  
No. of SMEs accessing new markets (national, regional, international)  
No. of products accessing new markets (national, regional, international) | Information from national statistics offices  
• Competitiveness ranking reports | External economic and political factors can hinder the expected results. |
| **Outcome 1: Food quality and the culture of quality are promoted to consumers and SMEs (particularly to women) through the strengthening of quality infrastructure to meet the challenges related to food security.** | • # consumers reached  
• # of inspections conducted  
• # of food distribution networks implementing quality management.  
• % women processors implementing industrial good practices  
• % increase of quality services demand | • Records of different trainings  
• Training material  
• List of participants and certificates awarded  
• Expert reports  
• Project reports | Government is committed to enhancing quality and providing necessary resources (human and financial) for achieving objectives and sustainability of the beneficiary institutions;  
Effective participation by the targeted beneficiaries in the planned project activities and in accordance to the set timeline.  
Participating beneficiaries keeping good business record and willing to make them available to the project team.  
Cooperation with other actor of international cooperation, NGOs to work together on project outputs. |
| **Output 1.1: Consumer's awareness and SMEs are strengthened on food security and food safety; market surveillance and inspection services are improved, and a regional quality award is introduced.** | • 200 Participants trained (50% women)  
• 2 consumer awareness campaign  
• 2 Training courses for women small scale processor  
• 20 Diagnostics and action plans completed and provided to SMEs  
• 5 awareness workshops on food quality conducted  
• 2 market surveillance and inspection institutions supported with action plans  
• National Quality committee in place | • Records of different trainings  
• Training material  
• List of participants and certificates awarded  
• Expert reports  
• Project reports  
• Supported institutions records  
• Minutes of National Quality meetings | SMEs are keen to comply with standards and to implement processes/management systems to comply with them, so enhancing quality.  
SMEs commit to maintain and to improve the implemented systems  
Local institutions are committed to enhance quality and support the project activities |