NiNAS
Nigeria National Accreditation Service

Strategic Plan
2017 - 2021

INTRODUCTION

International trading relationships are built on trust. Today trust is often built via a structure of standards, agreements, codes and regulations designed to ensure that products depicts what they represent. To achieve this, bodies are established to conduct certification and inspection audits according to rules. Accreditation - ensures that those who carry out testing, certification and inspection are competent to do so. Accreditation is a key component of the National Quality Infrastructure Project (NQIP) for Nigeria. The goal of NQIP is to ensure safety, integrity and marketability of goods and services, and the removal of technical barriers to international trade.

NiNAS transited from being a project to an institution through a partnership between the European Union, the Federal Ministry of Industry, Trade and Investment and, the United Nations Industrial Development Organization (UNIDO). NiNAS was set up to ensure that Nigerian goods and services are produced using appropriate standards, in order to create better, safer and more sustainable products. This will lead to better innovation, new product development, enhanced commercial activity and enhanced consumer protection. NiNAS core functions and other services are expected to come from Nigeria; its prospective market share will cover the entire Economic Community of West African (ECOWAS) region.

There are two reasons that make NiNAS the accreditation body of choice for conformity assessment bodies in Nigeria and in the West African region:

- NiNAS is Nigeria's National Accreditation Body (NAB) that provides credible and cost-effective accreditation services with international recognition.

- NiNAS will increase the marketability of Nigerian and West African goods and services.

VISION

To be a national and regional leader in the delivery of accreditation services to a global standard.

MISSION

To attest to the competence and impartiality of conformity assessment bodies according to international standards, in order to monitor and improve the quality and reliability of their outputs, thus promoting competitiveness, trade, health, safety and protection of the environment.

GOALS MATRIX- Goals, Objectives and Activities.

SN	GOALS	OBJECTIVES	ACTIVITIES	EXPECTED OUTPUT	TIMELINE
1	A FUNCTIONAL ORGANIZATION	Governance structure completed	- Complete appointments	- Functional Boards	2017-12-31
			- Hold BOD / AAC	- Committees are trained	2018-01-31
			- Tax clearance	- Legal compliance	2018-01-31
		Ensure continual compliance to ISO/IEC 17011 Clause 4.1	- Secure paperwork from CAC	- Original copies of CAC documents	2018-03-31
			- Amend mandate and members	- Tax clearance cert for organization	2018-01-31
			- FIRS Tax returns CAC Annual return EFCC (SCUML)	- Annual return clearance cert	2018-03-31
			- File property with CAC	- SCUML Cert	2018-03-31
		Fully furnished and equipped office	- House	- Signed lease agreement and occupancy ready	2017-12-31
			- Furniture	- Needed furniture ordered & delivered.	2017-12-31
			- ICT	- Hardware delivered and installed.	2018-01-31
			- Software	- Software ordered & installed.	2018-01-31
				- Accreditation software program developed.	2018-04-30

SN	GOALS	OBJECTIVES	ACTIVITIES	EXPECTED OUTPUT	TIMELINE
			- Security equip etc	- Ancillary equipment ordered & installed.	2017-12-31
		A conforming Management system in place	- Review all QMS docs for alignment with 17011:2017	- Conforming Docs	2018-03-31
			- Full implementation QMS	- Accreditation process , Trained assessors, Appeal / complaint process	2018-06-30
			- Contract templates for foreign assessors and accreditation agreements	- Useable contract forms	2017-12-15
			- Internal Audit - Management Review	- Completed and CARS addressed	2018-09-30
		Appropriate workforce	- New hire orientation	- Orientation completed	Ongoing
			- Engage ICT & QM	- Hired	2018-01-31
			- Training Plan including monitoring procedures etc.	- Complete documents	2018-03-31
			- Performance Appraisal	- Appraisal reports	2018-09-30
			- HR Manual	- Completed document	2018-01-31

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2	**SUSTAINABLE ORGANIZATION**	To have adequate income	- Budget and cash flow	- Proposed budget, cash flow statements for 12 months	2017-12-31
			- Comprehensive fund-raising plan	- Plan developed	2018-03-31
			- Fund raising tool kit	- E.g. Proposals and PPT, Brochures etc.	2018-03-31
			- Identify sources	- List of donors orgs, list of projects to be funded	2017-12-31
			- Approach sources with proposal	- Presentations are made	2018-03-31
			- Identify who will approach which org	- List of funders and names	2017-12-31
			- Training on standards	- Training program developed	2018-06-30
			- Develop training program - In house capacity	- Trainers available	201-09-30
			- Cross frontier services plan - Internal X frontier policy; fee structures etc.;	- Marketing strategy in place;	2018-06-30
			- engage assessors with appropriate competencies.	- Competencies (e.g language) in place	2018-06-30
		To have a risk management	- Identify risks	- Complete set of risks identified e.g. political, technical	2018-02-28

SN	GOALS	OBJECTIVES	ACTIVITIES	EXPECTED OUTPUT	TIMELINE
		Strategy in place (9.6)	- Conduct risk analysis	- Analysis completed	2018-02-28
			- Develop mitigation plan		2018-03-31
			- Implement mitigation plan	- Mitigation Plan	Ongoing
			- Evaluate mitigation plan	- Implement on - Evaluation	2018-12-31
		Maintain adequate Assessor pool	- Identify Assessor needs	- Appropriate assessor pool either within NiNAS or outside	On-going
			- Develop competence matrix to align with needs	- Competence Matrix document	On-going
			- Training of assessors	- Trained assessors	On-going
			- Live assessor data base - Ongoing update	- Accessible complete dbase	2018-01-31
			- M&E Program	- Evaluation reports	2018-03-31
			- Ensure assessors to meet 17024 - Ensure assessors to meet 15189 -	- Trained assessors either within NiNAS or outside	On-going
		Stable and motivated team	- Quality Human Resources in place	- Weekly management meeting	On-going

SN	GOALS	OBJECTIVES	ACTIVITIES	EXPECTED OUTPUT	TIMELINE
				- Monthly staff meeting	On-going
				- Annual retreat - Cross training etc program in HR Manual	2018-08-31
		Gain the trust and confidence of stakeholders	-Operations are transparent	- Information publicly available - Stakeholder engagement - Feedback mechanism - Professionalism and adherence to the Code of Conduct	Ongoing
			Demonstrate core Values of NiNAS – Accountability, Integrity, Quality Service Delivery	- Meeting of service standards; service charter	2018-10-31
		Meet high service standards	- Service charter	- Meet the service charter	2018-03-31
3	ACHIEVE INTERNATIONAL RECOGNITION	Affiliate Membership of ILAC	- Complete form - Pay fee - Submit supporting Docs	- Affiliate membership with ILAC	2017-12-31
		Associate membership of ILAC	- Three accreditations issued under NiNAS system Complete form Pay fee Submit supporting doc	- Associate membership of ILAC - submit application prior to ILAC midterm 2018	2018-04-30

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		MOU Member of IAF	- Complete form - Pay fee - Submit supporting doc	- MOU Member of IAF	2018-04-30
		Full membership of IHAF	- Apply for peer evaluation - Undergo peer evaluation - Complete response	- Recognized Member	2018-04-30
		Full Membership of IAF	- Apply for peer evaluation - Undergo peer evaluation - Complete response	- Full Member	2019-01-31
		Full Membership of ILAC	- Apply for peer evaluation - Undergo peer evaluation - Complete response	- Full Member	2019-01-31
		Full Member AFRAC	- Apply for peer evaluation - Undergo peer evaluation - Complete response	- Full Member	2019-01-31
4	EXTEND THE BUY-IN- OF STAKEHOLDERS	Implement brand and marketing plan	- Review existing plans - Update as needed - Add timeline - Implement	- Implemented brand, and marketing plans	On-going
		Implement advocacy strategy for stakeholders	Review and update as necessary and add timelines. Develop an advocacy package	- Advocacy Strategy ready for implementation	2017-12-31

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			- Establish a Ministerial permanent secretary Forum for key stakeholder Ministries - Identify key individuals - Develop message and agenda -		2017-12-15
			- Plan assembly Influencing: - Policy makers - Industry - CABS - Regulators - Consumers / NGOs - Competitors -	- A uniform document that is standardized and explains the benefits of accreditation.	2017-01-31
			- Develop communication plan based on Advocacy Strategy	- Report of meetings where knowledge of accreditation is improved and evidence of accreditation is built into Ministry policy	2018-03-31
			- Update website - Personnel - Logos - Activities - Members	- Website that reflects NiNAS today	2017-12-31
5	ESTABLISH SCHEMES FOR TESTING , CERTIFICATION	Accredit 17025 Testing labs	- Operationalize lab accreditation program	Documents are ready and assessors are ready to be assigned to applicants	2017-12-31

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			- Identify those specific documents that we need for assessing and complete them	- Final forms to carry out the whole assessing process from application to agreement	2017-12-31
			- Compute budgetary costs and revenues for accreditation activities	- Average cost and revenue figures per CAB	2017-12-31
			- Determine number of labs that we need to accredit in each of the next three years	Confirm the following numbers: Y1 – 20 CABS Y2 – 40 Y3 – 60 Y4 – 80 Y5 – 100	2017-12-31
			- Ensure we have the resources in place to reach these numeric goals	Resources Review	2017-12-31
			- Ensure our standard library is complete.	Send list to funder for purchase e.g. 17011:2017 17025; 2017	2017-12-31
		Link labs to accredited metrology services	Identify the equipment being used for accredited testing and identify the best available source for traceability	A list of sources for traceability for accredited and applicant labs, by test equipment type	2018-02-15

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		Link labs to available PT program	- Given the test on the application, identify the sources of PT that are available, connect with ENAO, KENAS , other Abs and the ECOWAS regional accreditation system - Where PT is not available, look at the possibilities of ILCs. - Identify strong and competent area labs in different technical areas which can lead ILCs, e.g. NAFDAC accredited labs may be able to lead ILCs for food.	- A list of available PT and ILC sources for accredited and applicant labs by test method (or ILCs or other acceptable means, as per PT policy)	2018-02-15
		Develop QMS for: 17024, 17021, 15189	- Expand QMS to address certification program	- Appropriate documents in place - Systems in place	2018-10-31
			- Expand QMS to address 15189	- Appropriate documents in place - System implemented	2018-10-31