SOUTHER AFRICAN DEVELOPMENT COMMUNITY COOPERATION IN ACCREDITATION (SADCA)
5 YEAR STRATEGIC PLAN : 2017-2021
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CHAIRPERSON’S OVERVIEW

The Southern African Development Community Accreditation Cooperation (SADCA) has made substantial progress over the past years including the establishment of SADCAS a multi-economy accreditation body servicing the accreditation needs of 13 SADC Member States without national accreditation bodies namely: Angola, Botswana, DRC, Lesotho, Madagascar, Malawi, Mozambique; Namibia, Seychelles, Swaziland, Tanzania, Zambia and Zimbabwe.

National Accreditation Focal Points (NAFPs) have also been established in all the Member States serviced by SADCAS. SADCAS achieved signatory status in the African Accreditation Cooperation (AFRAC) and International Laboratory Cooperation for testing and calibration (ISO/IEC 17025) Mutual Recognition Arrangements (MRAs) in October and November 2015 respectively. SADCAS is also an accreditation body member of the International Accreditation Forum (IAF) and is now working towards international recognition of its other accreditation programmes and is due to undergo peer evaluation for the Testing (ISO 15189) and inspection (ISO/IEC 17020).

MAURITAS was Pre-Peer Evaluated by a joint AFRAC/ILAC/IAF/SADCA team in March 2016 and is due to undergo peer evaluation upon successful conclusion of the pre-peer evaluation.

SANAS is signatory to the AFRAC/ILAC/IAF arrangements for testing (ISO/IEC 17025) and (ISO 15189), Calibration (ISO/IEC 17025), inspection (ISO/IEC 17020), Certification (ISO/IEC 17021) for the sub scopes Quality and Environmental Management Systems and ISO/IEC 17065 for product certification bodies. SANAS signatory evaluation in AFRAC/ILAC/IAF arrangements was reconfirmed by AFRAC in September and by ILAC and IAF in November 2015.

Links to the current databases of accredited CABs is available through the SADCA website.

SADCA is recognised as a cooperation and participates in the work of ILAC, IAF and AFRAC. SADCA has established and operationalised its MRA Committee and its Technical Committee (TC). SADCA has qualified a pool of peer evaluators.

Lastly, SADCA developed and rolled out a “SADCA toolkit for new conformity assessment bodies”. The toolkit is designed to serve as a general source of information on accreditation thus assist applicant CABs.
ABOUT SADCA

The Southern African Development Community Cooperation in Accreditation (SADCA) is a Cooperation of accreditation bodies in the Southern African Development Community (SADC) region. SADCA shall coordinate accreditation activities in the region and facilitate the national, regional and international recognition and acceptance of SADC accreditation infrastructure providing Member States with accreditation as a tool for facilitating trade and the protection of health and safety of the public and the environment in both the voluntary and regulatory areas.

SADCA is a Technical Barriers to Trade (TBT) Cooperation Structure established under the TBT Annex to the SADC Protocol on Trade (see Article 15 A).

The following countries are currently SADC Member States, and have Country Representatives that participate in SADCA’s activities:

Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Republic of South Africa, Republic of Seychelles, Swaziland, Republic of Tanzania, Zambia and Zimbabwe.

OUR MISSION

- Develop and maintain mutual confidence amongst Accreditation Bodies in the SADC region and internationally;
- Achieve and maintain uniformity of accreditation activities in the SADC region and internationally;
- Promote and facilitate the use of accreditation as a tool for national governments in the removal of technical barriers to trade and protection of health, safety and the environment in both the voluntary and regulatory areas;
- Promote consistent application of accreditation standards and facilitate their implementation;
- Ensure the provision of regional accreditation cooperation services which are independent, impartial, transparent, non-discriminatory and achieve and maintain a high level of integrity and confidentiality whilst ensuring ethical operations;
- Facilitate access to current databases of recognised Accreditation Bodies within the region and internationally.

CORE FUNCTIONS

- Facilitate the implementation of effective collaboration amongst accreditation bodies and any other institutions dealing with accreditation in the region;
- Coordinate SADC projects on accreditation;
- Represent SADC, participate and liaise with the African Accreditation Cooperation (AFRAC);
- Facilitate capacity development in the region in the area of accreditation;
- Coordinate inputs to and liaise with regional and international organisations concerned with accreditation, such as the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF); and
- Establish, manage and maintain a Mutual Recognition Arrangement (MRA) between Accreditation Bodies in the region within the framework of and consistent with global MRAs.

SADCA MEMBERSHIP

SADCA has four categories of Membership namely: Arrangement Members, Ordinary Members, Associate Members and Stakeholder Members:

Arrangement Members

Arrangement Membership shall be open to: a Member Accreditation Body who has successfully met the SADCA requirements to be a signatory to the SADCA MRA.

Ordinary Members

Ordinary Membership of SADCA shall be open to: the government recognised Accreditation Bodies of SADC Member States, and National Accreditation Focal points (NAFPs) nominated by a Member State’s government where National Accreditation Bodies do not exist.

Associate Members

Associate Membership shall be open to Accreditation Bodies of non-SADC states with objectives similar to those of SADCA, subject to the prior approval of the SADCA General Assembly.

Stakeholder Members

Stakeholder Membership shall be open to: Industry associations, government representatives, conformity assessment body associations, other regional and international cooperations in accreditation, representatives from other SADC Technical barriers to Trade (TBT) Cooperation Structures such as SADC Cooperation in Legal Metrology (SADCMEL), SADC Coopertaion in Measurement Traceability (SADCMET), SADC Cooperation in Standardisation (SADCSTAN), SADC Technical Regulatory Liaison Committee (SADCTRLC) and any other SADC Committee with an interest in accreditation e.g. the
SADC Sanitary Phyto-sanitary (SPS) Coordinating Committee and SADC sector specific committees.

SADCA ORGANISATIONAL STRUCTURE

General Assembly

The General Assembly (GA) is the policy making organ of the SADCA comprising of all Members of the Cooperation.

Executive Committee

The Executive Committee (EXCO) is the body responsible for implementation of SADCA policy as defined by the GA

Mutual Recognition Arrangement Council

The SADCA Mutual Recognition Arrangement (MRA) Council is the body that is responsible to make decisions on the acceptance of applications to the SADCA MRA, the granting, maintenance, suspension and withdrawal of Memberships from the MRA. The MRA Council also reviews peer evaluation report findings.

Mutual Recognition Arrangement Committee

The SADCA MRA Committee is the body that is responsible to plan and manage the implementation and maintenance of SADCA’s MRAs. The MRA Committee is also responsible to establish the criteria to qualify peer evaluators and lead evaluators, as well as plan and monitor the peer evaluation process.

Technical Committee

The Technical Committee (TC) and its’ sub-Committees is the body that implements SADCA’s technical mandate in the following accreditation areas: laboratories (testing and calibration), inspection and certification.

Administrative Committees

The Administrative Committees are responsible for the Cooperation’s various administrative activities, namely Marketing and Communication Committee and Finances.
Secretariat and Regional Coordinator

The day-to-day running of SADCA is undertaken by the Secretariat, which is headed by a Regional Coordinator. The Secretariat and Regional Coordinator function is provided by a SADC Member State institution elected to and that in turn appoints the Regional Coordinator function.

SITUATION ANALYSIS

Globally, growth in the demand for accreditation is the highest in the regulatory sectors in developing and emerging economies. National demand largely arises from the role that accreditation plays in advancing economic growth, as well as health and safety and environmental protection. SADC and African demands arise from the role that accreditation plays in facilitating intra and extra regional trade and high quality manufacturing.

Industrial development and export as detailed in the SADC Industrial Development Policy is key to SADC economic development. The competitiveness of SADC’s goods and services hinges on the quality of these products and services, which is confirmed by laboratories, and certification and inspection bodies collectively referred to as conformity assessment bodies (CABs). Non-acceptance of conformity assessment results normally leads to the rejection or costly re-testing, inspection or re-certification of such exported goods and services, making such goods uncompetitive in the global market. Non-acceptance of conformity assessment results is mainly due to a lack of confidence in the competence of the CABs producing results. Accreditation provides confidence in the competence and integrity of conformity assessment activities and goes a long way towards reducing technical barriers to trade both locally and internationally, and in affording companies the opportunity of proofing their competitive edge.
Pressure is on the accreditation bodies in SADC i.e. Mauritius Accreditation Service (MAURITAS), SADC Accreditation Service (SADCAS) and the South African National Accreditation System (SANAS) to ensure that accreditation programmes meet the requirements of the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF). Pressure is also on the National Accreditation Focal Points (NAFPs) to promote accreditation and raise awareness amongst government, regulators, conformity assessment bodies industry and the general public. It also requires the mutual recognition amongst SADCAS, SANAS and MAURITAS so as to facilitate mutual recognition of conformity assessment results in the region. This will make it possible for SADC CABs to demonstrate their competencies and facilitate the acceptance of their calibration, testing, inspection or certification results.

SADC’s infrastructural development plans and the further roll-out of the SADC Industrial Development Policy Framework, the African Union (AU)/New Partnership for Africa’s Development (NEPAD) Comprehensive Africa Agriculture Development Programme (CAADP); Accelerated Industrial Development of Africa (AIDA) Strategy, the Industrial Upgrading and Modernisation Programme (IUMP), the SADC Pharmaceutical Business Plan, the SADC Regional Agricultural Policy (RAP) and the United Nations Social Development Goals (SDGs) will continue to be the main drivers for the demand for accredited conformity assessment services in the immediate to medium term.

In order to align the SADC efforts with the above mentioned frameworks, the SADC Quality Infrastructure including SADCA’s response must therefore be aligned to the prioritized developmental sectors identified in the Industrial Policy Development Framework, which are agro-food processing, pharmaceuticals, mineral beneficiation, forestry, fisheries, leather and leather products, chemicals and services, textiles and garments as well as machinery and equipment.

There is an increasing focus on industrial development in SADC’s economic development. The competitiveness of SADC’s goods and services hinges on the quality of these products and services and will require an increased pool of accredited CABs such as laboratories, certification and inspection bodies to prevent non-acceptance of conformity assessment results which normally leads to the rejection or costly re-testing, inspection or re-certification of such exported goods and services. There is a need to continue to promote to government, regulators and industry the use of accreditation as well as the promotion of the ILAC, IAF and SADCA MRAs. This unbroken chain of trust of which SADCA is a part of provides confidence in the competence and integrity of conformity assessment activities.

As the SADC, COMESA and the EAC progress with the implementation of the tripartite FTA, accreditation will go a long way to support the reduction of technical barriers to trade amongst the regions and in affording companies the opportunity of having a competitive edge, creating economic and social wellbeing for SADC citizens and protecting the public and the environment. Another development is the Continental Free Trade Area (CFTA) which will also require accreditation support.
SADCA through its member ABs and NAFPs will need to play a key role as a centre of accreditation excellence that can provide accreditation input to the other SADC TBT structures, the SADC industrial development plans and roll out of the plans, the tripartite TBT FTA implementation and the CFTA.

2017 TO 2021- STRATEGIC DIRECTION OF SADCA

- SADCA will be the accreditation centre of excellence for SADC Member States and will promote the unbroken chain of trust established by the SADC quality infrastructure of which SADCA is a part of and provides confidence in the competence and integrity of conformity assessment activities;
- SADCA will launch, expand and maintain the SADCA MRA and the MRA scopes and promote the mutual recognition of the accredited SADC CAB conformity assessment results in the private sector and by SADC regulators
- The SADCA MRA will be evaluated by ILAC and IAF for international recognition.
- SADCA will continue to assist in the implementation of effective collaboration amongst Member States that have established national accreditation bodies and those that do not have such bodies;
- SADCA will work with the other SADC TBT structures and relevant national and SADC stakeholders to implement the SADC TBT Annex as well as the various SADC sector specific initiatives namely the agro-food processing, pharmaceuticals, mineral beneficiation, forestry, fisheries, leather and leather products, chemicals and services, textiles and garments and machinery and equipment through relevant accreditation cooperation
- SADCA will continue to promote to Member States, governments, regulators and industry the use of accreditation and the recognition of accredited conformity assessment results in order to facilitate trade in the regional integration and mutual trust amongst regulators.
- SADCA will play a key role as a centre of accreditation excellence that can provide accreditation input to the other SADC TBT structures, the SADC industrial development plans and roll out of the plans, the tripartite TBT FTA implementation, the CFTA to support the reduction of technical barriers to trade for SADC manufacturers and in affording companies the opportunity of having a competitive edge, creating economic and social wellbeing for SADC citizens and protecting the public and the environment.
- The SADCA will continue to play a key role in the work of AFRAC.
- The SADC ABs will continue to expand and maintain their ILAC, IAF and AFRAC MRA signatory status in order to facilitate the mutual recognition of conformity assessment results to support SADC’s industrial development efforts and protect through accreditation support the health and safety of the SADC citizens and the environment
- SADCA will continue to contribute to the SADCA/AFRAC/ARAC peer evaluator’s pool.
- The SADCA ABs will ensure their input into the accreditation requirement developed by ILAC and IAF to promote the acceptance of the SADC AB’s accredited CAB results amongst trade partners to advance SADC trade and economic development
STRATEGIC ROADMAP

GOAL

SADC Accreditation Cooperation as an Centre of Accreditation Excellence

National, Regional & Global acceptance of SADCA Accreditation Cooperation

Service Excellence

Sustainable

Key Programmes & Results

- Signatory status to ILAC and IAF MLA/MRA
- Mutual recognition of conformity assessment data in Southern Africa
- Service delivery and support
- Self-sustainability

OBJECTIVES

- ILAC/IAF signatory status by 2021
- Expand the pool of peer evaluators to 5 by 2021
- Develop and implement a strategy to ensure technical cooperation and harmonisation between Regions (Regional Cooperation’s) by 2021
- Develop and implement a project plan to protect the SADCA MRA Mark;
- Support the development of accreditation infrastructure in Africa;
- Expand the SADCA MRA scope to cater for the SADC needs to … new scopes by 2021;
- Develop and implement a marketing and communication strategy for extended stakeholder engagement
- Develop and implement a strategy to increase membership;
- Develop and implement a strategy to ensure the credibility of the Cooperation;
- Implement a service delivery charter by 2021;
- Implement professional secretariat structure (Member’s funded)
- Implement an SADCA fees formula by 2021;
  - Obtain donor support for SADCA projects e.g., Document Control and Events Management systems, Peer evaluations;
  - Obtain SADC funding support of SADCA operations

ALIGNMENT WITH SADC PRIORITIES

- Support SADC’s industrial development efforts
- Advance SADC trade
- Expansion of AB’s in SADC

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### SADCA’S PERFORMANCE MATRIX 2017 - 2021

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>RESPONSIBLE STRUCTURE</th>
<th>PERFORMANCE INDICATORS/ MEASURES</th>
<th>ANNUAL PERFORMANCE TARGETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline</strong></td>
<td><strong>TARGET</strong></td>
<td><strong>2017</strong></td>
<td><strong>2018</strong></td>
<td><strong>2019</strong></td>
</tr>
<tr>
<td><strong>Strategic objective 1:</strong> Signatory status to ILAC and IAF Mutual Recognition Arrangement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SADCA a ILAC and IAF recognised region</td>
<td>EXCO &amp; SEC.</td>
<td>ABs peer evaluated by SADCA included in the list of ILAC and IAF MRA/MLA signatories</td>
<td>SADCA Peer evaluation application submitted</td>
<td>Signing of ILAC and IAF recognised region’s certificate by Nov. 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participate in the work of ILAC and IAF</td>
<td>Influence the international rules of ILAC and IAF</td>
<td>Attend Midterm and GA meetings</td>
</tr>
<tr>
<td>Technical cooperation enhance between SADCA and other regions</td>
<td>EXCO &amp; TC</td>
<td>Number of joint initiatives undertaken or agreed on</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Peer evaluators training &amp; new scopes development)</td>
<td>(Peer evaluators training &amp; new scopes development)</td>
<td></td>
</tr>
<tr>
<td><strong>STRATEGIC OBJECTIVE 2:</strong> Mutual recognition/acceptance of conformity assessment data by SADC regulators</td>
<td></td>
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<tr>
<td>OUTCOMES</td>
<td>RESPONSIBLE STRUCTURE</td>
<td>PERFORMANCE INDICATORS/MEASURES</td>
<td>ANNUAL PERFORMANCE TARGETS</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Baseline</td>
<td>TARGET</td>
</tr>
<tr>
<td>Protect the SADCA mark</td>
<td>SEC.</td>
<td>SADCA mark r2gistered on continent</td>
<td>None</td>
<td>Mark registered in all SADCA member states</td>
</tr>
<tr>
<td>Support initiative driving acceptance of CA data</td>
<td>EXCO</td>
<td>Influenced WTO, ILAC, IAF and other role players positions</td>
<td>Discussion ongoing</td>
<td>Global bodies publications accepting SADCs position</td>
</tr>
</tbody>
</table>

**STRATEGIC OBJECTIVE 3: Delivering service excellence and support**

<table>
<thead>
<tr>
<th>Implement SADCA Membership strategy</th>
<th>EXCO, MRA COM &amp; M&amp;C COM</th>
<th>Number of new members</th>
<th>Stakeholder 7 Ordinary 11 Arrangement 0</th>
<th>Ordinary 4 Stakeholder 5 Arrangement 3</th>
<th>Develop a membership strategy</th>
<th>Approve strategy</th>
<th>Implement</th>
<th>Implement</th>
<th>Evaluate strategy achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td></td>
<td>Customer satisfaction survey results</td>
<td>0</td>
<td>85% satisfaction by 2021</td>
<td>65%</td>
<td>70%</td>
<td>75%</td>
<td>80%</td>
<td>85%</td>
</tr>
</tbody>
</table>

**STRATEGIC OBJECTIVE 4: SADCA financially self-sustainable for its operational expenses**

<table>
<thead>
<tr>
<th>Collect membership fees</th>
<th>Treasurer</th>
<th>Percentage cost covered by Membership fees</th>
<th>0</th>
<th>33.3%</th>
<th>Develop a fees formula</th>
<th>GA Approve SADCA fees formula</th>
<th>Fees covers 33.3% of SADCA's</th>
</tr>
</thead>
</table>
## OUTCOMES

<table>
<thead>
<tr>
<th>RESPONSIBLE STRUCTURE</th>
<th>PERFORMANCE INDICATORS/MEASURES</th>
<th>ANNUAL PERFORMANCE TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Baseline</td>
</tr>
<tr>
<td>Secure development funding for SADCA projects</td>
<td>EXCO/ Treasurer</td>
<td>Number of projects fully funded by Donors</td>
</tr>
<tr>
<td>Advocate and secure funding for SADCA’s operational budget deficit</td>
<td>EXCO</td>
<td>Donor funding secured to cover shortfall</td>
</tr>
</tbody>
</table>

## RISK REGISTER

<table>
<thead>
<tr>
<th>No.</th>
<th>Strategic objective</th>
<th>Risk name/description</th>
<th>Actions to mitigate/ management the risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>SADCA an ILAC and IAF Recognised region</td>
<td>Failure to obtain ILAC/IAF signatory status</td>
<td>Conduct independent Internal Audit prior to ILAC and IAF evaluation and address all findings;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Failure to qualify sufficient evaluators to deliver services</td>
<td>Grow the Evaluators pool to allow more flexibility</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Time for development of new scopes does not meet the customer’s expectations</td>
<td>Develop the new scopes on time through dedicated working groups of the SADCA TC</td>
</tr>
<tr>
<td>2.</td>
<td>Mutual recognition/acceptance of conformity assessment data by SADC regulators</td>
<td>Failure to get SADCA acceptance of conformity assessment results</td>
<td>Close cooperation with the SADC TBT structures and SADC Secretariat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Failure to influence the ILAC/IAF and WTO TBT Committee</td>
<td>Active participation in the work of the ILAC and IAF</td>
</tr>
<tr>
<td>3.</td>
<td>Delivering service excellence and support</td>
<td>Failure to professionalise the SADCA secretariat</td>
<td>Development and roll out of a professionalization strategy</td>
</tr>
<tr>
<td>4. SADCA and financially self-sustainable for its operational expenses</td>
<td>Failure to increase the members of SADCA</td>
<td>• Support the establishment of ABs and expand NAFPs</td>
<td></td>
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<tr>
<td>---------------------------------------------------------------</td>
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<tr>
<td></td>
<td>Increased reliance on SANAS’ and SANAS’ resources to the detriment to SANAS services</td>
<td>• Introducing an SADCA fee structure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Insufficient funds to maintain SADCA projects</td>
<td>• Acquire donor funding</td>
<td></td>
</tr>
</tbody>
</table>
This Strategic Plan was compiled by the SADCA Regional Coordinator.

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