

AFRAC STRATEGIC PLAN 2017 – 2021



AFRAC
AFRICAN ACCREDITATION COOPERATION

ACKNOWLEDGEMENTS

This document sets the background to the establishment of AFRAC, the strategic context of accreditation that impacts on the role of AFRAC and its objectives, as well as the business plan for the period 2012/13 to 2016/17 including the annual implementation targets and estimated budget costs.

AFRAC wishes to acknowledge the invaluable assistance provided by the individuals, institutions and AFRAC member countries that have given input to the preparation of this **AFRAC Strategic Plan for the period 2017 to 2021**.

Appreciation is reserved for the AFRAC Secretariat staff, Mr Ron Josias and Dr Elsabe Steyn of SANAS, for the invaluable inputs and guidance provided during the development of the plan.

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CHAIRPERSON'S FOREWORD

Over the past 5 years AFRAC has made substantial progress towards becoming an ILAC/IAF recognised region through the implementation of its 2012/13 to 2016/17 strategic plan. The focus of the strategic plan is the operationalisation of AFRAC through the development of a sound organisational management system and an operational Mutual Recognition arrangement (MRA). As this plan signals the end of the first 5 year strategic plan, we can proudly look back at our achievements. AFRAC is now a fully operational regional cooperation that was signed by 4 accreditation bodies namely EGAC, TUNAC, SANAS and SADCAS. AFRAC also has three Full members, KENAS, MAURITAS and ENAO. The AFRAC peer evaluation by ILAC and IAF is scheduled to start in the third quarter of 2016, AFRAC will thereafter become a recognised peer evaluated regional accreditation cooperation body upon successful evaluation. All the above achievements place AFRAC in a good position towards providing confidence in Africa's conformity assessment and accreditation systems. For Africa, where only a few accreditation bodies have been established, AFRAC is now the voice of the region in international accreditation fora, and will facilitate accreditation capacity development on the continent.

The AFRAC MRA and cooperation lays the accreditation basis that can support Africa's economic growth through effective participation in global trade by ensuring the acceptance of Africa's goods and services in the global market. International recognition of Africa's Quality Infrastructure is essential.

For the purposes of trade, assurance of product quality and safety is derived from the products' compliance to standards and/or technical regulations. Such compliance is determined through conformity assessment: i.e. testing, calibration, certification and inspection. For the global acceptance of test and calibration certificates; certification and inspection reports, the competence of those providing conformity assessment services should never be in doubt. This competence is authoritatively attested through accreditation.

Accreditation contributes to the development of a solid basis for effective participation in the global market and for regional integration in Africa through facilitating acceptance of test, calibration, inspection and certification results issued by bodies such as:

- › Testing, calibration, medical and food laboratories;
- › Inspection bodies;
- › Certification bodies, and
- › Organisations performing personnel certification.

Strong African cooperation in accreditation would enhance intra-Africa trade and also help ensure the acceptance of Africa's goods and services in export countries through recognition of Africa's conformity assessment infrastructure as equivalent to those in other countries. An African cooperation would also assist and support the regulatory sector with accreditation services for public health, safety and protection of the environment.

Against this background, AFRAC agreed on a strategy for the next five years that will focus on:

- I. Obtaining international recognition by 2019;
- II. Recognition of AFRAC as the accreditation cooperation for the African Free Trade Area;
- III. Roll out and expanding the AFRAC e-learning platform;
- IV. Securing of additional donor support for projects;
- V. Finalising and implementing of the AFRAC Fee structure;
- VI. Developing AFRAC stakeholder and liaison plan;
- VII. Exploring and developing new MRA scopes noting the alignment with the AUC programmes;
- VIII. Providing technical support to developing Accreditation Bodies on the continent;
- IX. Professionalising the AFRAC Secretariat.

The first part of this document provides a strategic overview of AFRAC's vision, mission, objectives and main activities as well as its organizational structure.

The second and third part of the document provides an updated situational analysis as well as the AFRAC Strategic Objectives for the next 5 years. Finally, some of the key programmes to be implemented in the next phase of AFRAC are highlighted, and estimates of the costs involved provided.

Within this context the AFRAC General Assembly supports the pursuance of the identified objectives as set out in the AFRAC 5 year strategy and business plan for the period 2017 to 2021.

Ron Josias

Chairperson of the African Accreditation Cooperation (AFRAC)

ABBREVIATIONS

AIDA	Accelerated Industrial Development of Africa
AB	Accreditation Body
AFRAC	African Accreditation Cooperation
AFRIMETS	Intra-Africa Metrology System
AFSEC	African Electro-technical Standardization Commission
APLAC	Asia Pacific Laboratory Accreditation Cooperation
ARSO	African Organization for Standardization
CAADP	Comprehensive Africa Agriculture Development Programme
CAB	Conformity Assessment Body
COMESA	Common Market for East and Southern Africa
CES T-FTA	COMESA, EAC, SADC Tripartite Free Trade Agreement
CFTA	Continental Free Trade Area
EA	European Accreditation
EAC	Eastern African Community
EC	Executive Committee
EGAC	Egyptian Accreditation Council
ENAO	Ethiopian National Accreditation Office
FTA	Free Trade Area
GA	General Assembly
IAAC	Inter-American Accreditation Cooperation
IAF	International Accreditation Forum
IEC	International Electro-technical Commission
ILAC	International Laboratory Accreditation Cooperation
ISO	International Organization for Standardization
KENAS	Kenya Accreditation Service
MAURITAS	Mauritius Accreditation Service
MDG	Millenium Development Goals
MLA	Multilateral Recognition Arrangement
MRA	Mutual Recognition Agreement
NTB	Non-Tariff Barrier
PAQI	Pan African Quality Infrastructure
PIDA	Programme for Infrastructure Development in Africa
PT	Proficiency Testing Scheme
PTB	Physikalisch Technische Bundesanstalt
RMP	Reference Materials Producers
SADC	Southern African Development Community
SADCA	Southern African Development Community Cooperation in Accreditation
SADCAS	Southern African Development Community Accreditation Service
SANAS	South African National Accreditation System
SPS	Sanitary and Phytosanitary
SQAM	Standardization, Quality Assurance, Accreditation and Metrology
TBT	Technical Barriers to Trade
TC	Technical Committee
TFTA	Tripartite Free Trade Area
TUNAC	Tunisia Accreditation Council
WTO	World Trade Organisation
3ADI	African Agribusiness and Agro-industries Development Initiative

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PART ONE: Strategic Overview

1.1 Vision and Mission

AFRAC's vision and mission statements are:

Vision:

To be the African Accreditation Cooperation recognised by the African Union and internationally, and accepted by African Union Member States for serving the African economy and society.

Mission:

To facilitate the use of accreditation as a tool to support trade and industrial development, improve competitiveness of African products and enhance the protection of the health and safety of the public and the environment.

1.1.1 Objectives

The objectives of AFRAC as a regional accreditation cooperation body are:

- a) To promote cooperation amongst African accreditation bodies and other stakeholders;
- b) To contribute towards building accreditation capacity in Africa with the goal of sustaining an internationally acceptable mutual recognition arrangement;
- c) To develop an efficient, effective and reliable regional accreditation infrastructure for Africa;
- d) To facilitate the recognition of conformity assessment certificates and reports produced by accredited African conformity assessment bodies;
- e) To support intra-Africa trade and enhance global market access of African products by contributing towards removal of technical barriers to trade;

- f) To improve the competitiveness of African goods and services; and
- g) To facilitate health and safety of the public and protection of the environment.

1.2 Functions

The following are the main functions that AFRAC will undertake to achieve its objectives:

- a) Fostering collaboration among accreditation bodies in Africa and facilitating collaboration between Member States having accreditation bodies and those without;
- b) Assisting and supporting the establishment of national or multi-economy accreditation bodies in Africa;
- c) Creation and maintenance of a system for the recognition of accreditation bodies in Africa within the framework of and consistent with global MRA/MLA international requirements;
- d) Coordination and facilitation of liaison with other regional and international organizations concerned with accreditation such as ILAC, IAF, IAAC, APLAC, PAC and EA;
- e) Representation of Africa in international accreditation and other quality infrastructure fora;
- f) Promotion and expansion of the recognition and acceptance of the mutual recognition arrangement in Africa internationally in both the voluntary and regulatory areas;
- g) Development of and managing training and technical assistance programs for transferring expertise and technical information, sharing of information and activities identified to assist new or developing accreditation programs, among present and potential members;

- h) Harmonisation of accreditation practices within Africa in compliance with international requirements;
- i) Establishment of an information system such as a database on accreditation bodies, proficiency testing (PT) schemes and qualified technical assessors, etc.;
- j) Finding ways to reduce costs incurred by African accreditation bodies associated with obtaining and maintaining full membership to ILAC/IAF, in particular pre-peer and peer evaluation processes.

AFRAC represents Africa in international fora where accreditation matters are being discussed, and spearheads capacity building in the area of accreditation which forms a vital hub in the African Quality Infrastructure (PAQI). Supporting the development of accreditation bodies on the continent and enabling access to accreditation services for stakeholders in countries with no accreditation bodies will continue to be one of the main objectives of AFRAC.

1.3 Institutional Structures

AFRAC's organizational structure is made up of a General Assembly, an Executive Committee, a Secretariat, a MRA Council, a MRA Committee and a Technical Committee supported by sub-committees and the Administrative Committee with the Marketing and Communication committee as a sub-committee.

1.3.1 General Assembly

The General Assembly (GA) is the highest decision making structure of AFRAC and is responsible for policy making. The GA comprises of all members of the cooperation with voting rights and are limited to the full and MRA membership categories. The GA elects a Chair at intervals agreed to as outlined in the AFRAC Bylaws. The GA Chair is also the Chair of the Executive Committee (described below).

The Chair is assisted by a Vice-Chair also elected at a GA meeting with a deliberate stagger in their terms of office to give the possibility of the Vice-Chair succeeding the Chair at the end of the former's term of office. While desirable, such succession is however not automatic but subject to a popular vote.

1.3.2 Executive Committee

The Executive Committee (EC) is the body responsible for implementation of AFRAC policy as defined by the GA. The Chair of the GA is also the EC Chairperson. The members of the EC are elected in terms of an agreed management procedure.

1.3.3 MRA Council

The AFRAC MRA Council is the body that is responsible for making decisions on granting, maintenance, suspension and withdrawal of membership from the MRA.

1.3.4 MRA Committee

The MRA Committee performs the MRA administrative function on behalf of the MRA Council. The MRA Committee responsibilities include the establishment of the criteria to qualify peer evaluators and lead evaluators; plan and monitor the peer evaluation process; and making recommendations to the MRA Council. This Committee will also oversee AFRAC's efforts to become a signatory to the ILAC and IAF Multi-lateral arrangements (MRA).

1.3.5 Technical Committee(s)

In order to implement its technical mandate in bringing into effect the vision of AFRAC, the cooperation established a Technical Committee (TC) that is assisted by sub-committees in specific specialist areas. Initially these sub-committees will be in three areas namely: laboratories (testing and calibration), inspection and certification. Other sub-committees may be established in future as the need arises.

The AFRAC TC will provide guidance to members and other organisations on specific technical issues related to accreditation. The TC is also task with facilitating the development of informative or guidance documents in this regard (See Table 4).

1.3.6 Marketing and Communication Committee

The Marketing and Communication committee resides under the Administrative Committee and is task with all marketing and communication responsibilities and needs of AFRAC.

1.3.7 Secretariat

The Secretariat is the administrative centre for AFRAC. A transitional arrangements costing of a two phase approach was adopted. The first phase is for member institution volunteers to host the Secretariat and avails the necessary human and financial resources. The second phase is to establish a professional Secretariat that would be manned by permanently employed staff.

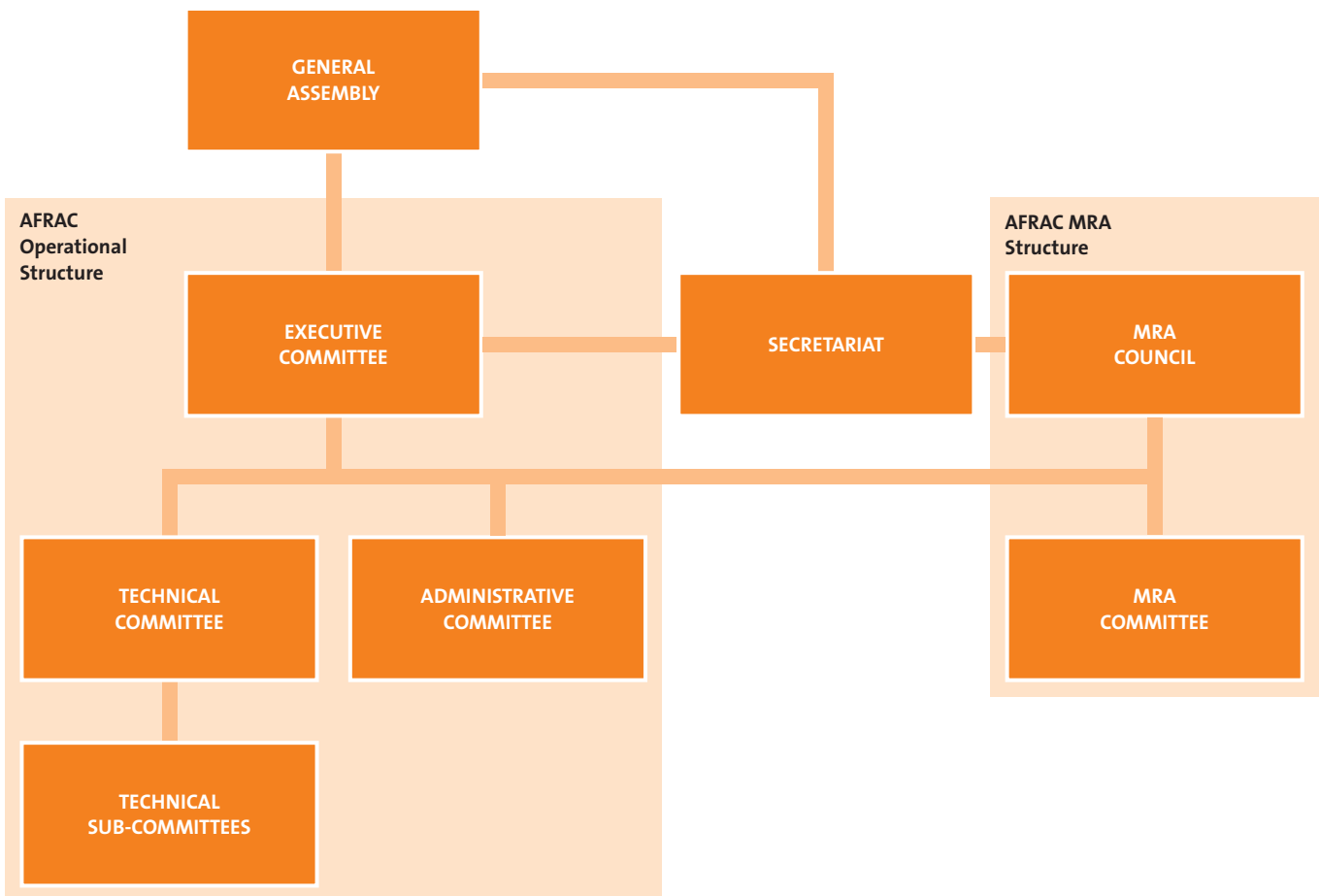


FIGURE 1: AFRAC Organisational Structure

1.4 Membership

AFRAC has four membership categories namely: Arrangement Members, Full Members, Associate Members and Stakeholder Members.

1.4.1 Arrangement Members

Arrangement Members include Full Members who have been peer evaluated under applicable AFRAC procedures and found to comply with the requirements for admission as a signatory to the AFRAC MRA by the MRA Committee.

1.4.2 Full Members

Full Members include accreditation bodies accrediting third party conformity assessment bodies and that meet the following criteria:

- › Legally established and operating in the African region;
- › Appointed or recognised by Member States governments or sub-regional block of countries;
- › Operating in accordance with the requirements of ISO/IEC guides and standards, other relevant international documents and the requirements of AFRAC.

1.4.3 Associate Members

Associate Members include:

- › Accreditation bodies established in the Member States or blocs of Member States of the African Region, appointed or recognised by the Member State government or sub-regional block and legally established and operating in the African region, that does not yet operate according to the requirements of ISO/IEC guides and standards, other relevant international documents and AFRAC requirements for Full Members;
- › Member States or blocks of Member States of Africa that do not have an established accreditation body;

1.4.4 Stakeholder Members

Stakeholder members shall be:

- › Sub-Regional Accreditation Cooperation Bodies formally established by blocks or regional economic communities in Africa.
- › Continental or sub-regional professional associations in the area of certification, inspection, testing and calibration.
- › Individual certification / registration bodies, inspection bodies, and/or testing and calibration laboratories that are accredited or in the process of being accredited by AFRAC's full members,
- › Business entities, regulatory authorities or other users of conformity assessment services in the region.

1.5 Monitoring and Evaluation

The implementation of the AFRAC Strategic Plan shall be monitored by the Executive Committee in accordance with their terms of reference.

PART TWO: SITUATIONAL ANALYSIS

2.1 Globalization

In response to the forces and momentum of globalization, many countries have reformed their economic systems in an endeavour to move from systems based on trade preferences to those based on global competitiveness. In Africa and elsewhere, countries have integrated and formed regional economic communities and signed free trade agreements, thus increasing market sizes and collaboration across borders of which the most recent is the EAC, SADC and COMESA Tripartite Free Trade Agreement (CES T-FTA). The next step for Africa is the finalisation of a Continental Free Trade Area (CFTA).

The success of goods and services traded on the global market and between African countries often depends on the confidence that the market has in respect of the product's quality, its health and safety risks as well as potential impact on the environment. Consequently, one of the effects of this increasing trend towards regional integration has been that confidence in the results produced by conformity assessment bodies in areas such as testing, calibration, inspection and certification. Such confidence is now required not only to facilitate national and international trade and industrial development, but also to safeguard the health and safety of the public, and for the protection of the environment. Products that are affected include almost all manufactured goods, agricultural commodities and raw materials.

The Tripartite FTA negotiations between COMESA, EAC and SADC in which, among other things, the 3 RECs have agreed to cooperate in the area of standardization, metrology, accreditation, conformity assessment and technical regulations has just been concluded. The TFTA include a chapter of TBTs and an Annex that provide for cooperation in the areas of Standards, Metrology and Accreditation through the PAQI pillars.

For the successful movement of goods and services, unnecessary barriers to trade must be reduced or eliminated. Barriers

to trade are divided into two categories: namely tariff barriers and non-tariff barriers (NTBs) amongst which are technical barriers to trade (TBTs). Over the past 10 years tariff barriers such as customs duties have been reduced to significantly lower levels than before under agreements concluded by the World Trade Organization (WTO). However, as tariff barriers were reduced, NTBs in general and TBTs in particular, increased. TBT's are largely caused by differing standards, technical regulations and conformity assessment systems. To achieve reduction of TBTs globally, members of the WTO concluded the Agreement on Technical Barriers to Trade (the WTO TBT Agreement) which aims at worldwide harmonization of standards, metrology, accreditation and conformity assessment procedures for purposes of facilitating trade.

It is therefore very important for Africa to maintain and expand infrastructure such as accreditation co-operation to assist African enterprises to prove compliance with different standards, technical regulations and conformity assessment requirements and to assist regulators that can use accreditation to support their regulatory efforts in terms of health, safety and the environment.

2.2 African Socio-Economic Plans

There are several reasons for the weak regional trade performance in Africa, one of which is that the approach to regional integration on the continent has so far focused more on the elimination of trade barriers and less on the development of the productive capacities necessary for trade. While the elimination of trade barriers is certainly important, it will not have the desired effect if it is not complemented with policy measures to boost supply capacities.

Poor infrastructure literally limits the markets to which producers can profitably take their produce by increasing the cost of transportation, and hence also acts as a barrier to market penetration. The quality aspect of the standards, measurement traceability and accredited conformity assessment services is of major concern and gets stricter where the products

are produced for export and have to comply with SPS and TBT measure. All these issues limit African products to access international market. A lack of technical regulations and market surveillance also means sub-standards products are dumped on high quality goods cannot compete.

The Integrated Pan African Quality Infrastructure (PAQI) of which AFRAC as a key institution was officially launched in August 2013 by the Director of Trade and Industry (DTI), African Union Commission (AUC) and is recognized as the continental platform for all matters related to standardization, metrology, and accreditation in order to strengthen the competitiveness of Africa's goods and services and contribute towards the industrialization of the continent and its sustainability.

AFRAC in cooperation with AFSEC, AFRIMETS and ARSO as PAQI have the following benefits to Africa as envisaged in objective 6 of the 2012-2015 AU/NEPAD African Action plan and chapter XI, article 67 of the Abuja Treaty:

- › Enhancement of consumer protection and improvement of living standards of the citizens of Africa in line with Millennium Development Goals (MDGs);
- › Support of the African technical regulatory framework with a view to removing unnecessary technical barriers to trade relate to standards, measurement, conformity assessment and accreditation issues;
- › Cost effective standards, measurement, conformity assessment and accreditation services in Africa will be realized;
- › It will provide a platform for the participation of African countries in quality Infrastructure activities and exchange to knowledge in the fields of interest to boost intra-African industrialization and trade;
- › Support AUC key programmes such as PIDA, CAADP, AIDA and 3ADI in with Quality Infrastructure elements in order to ensure quality and safety of regional products.

AFRAC and the other PAQI institutions will align their work over the next five years to support the:

- › Agro food and Agriculture programs which are CAADP and 3ADI, programmes
- › Infrastructure, Transport and Energy sectors and
- › Trade and Industry sector

The focus for AFRAC will be the establishment of an internationally recognized Mutual Recognition Agreement (MRA's) accreditation mechanism for the international acceptance of Test, Calibration, Inspection and Certification results, thereby facilitating ease of regional and international market access for African manufacturing industry, the agro food and agriculture programme and the Infrastructure, Transport and Energy sectors.

2.3 Cooperation in Accreditation

It is noted that accreditation cooperation has existed in other parts of the world before the subject was considered in Africa. Accreditation cooperation has existed in Europe through the European Cooperation for Accreditation (EA) since November 1997. In Asia, the Asia Pacific Laboratory Accreditation Cooperation (APLAC) in operation since 1992. The Southern African Accreditation Cooperation (SADCA) was established in 1999 and the most recent accreditation cooperation, the Inter American Accreditation Cooperation (IAAC), was established in 2000.

The African Accreditation Cooperation (AFRAC) was launched on 29 September 2010 in Cairo, Egypt. The launch was followed by the inaugural General Assembly meeting held from 29 to 30 September 2010 in Cairo. Since the launch 6 AFRAC General Assembly meetings were held and AFRAC is now operational. With a strong united voice in the area of accreditation, AFRAC is now able to engage international accreditation bodies such as the International Laboratory Accreditation Cooperation (ILAC), and the International

PART TWO: SITUATIONAL ANALYSIS

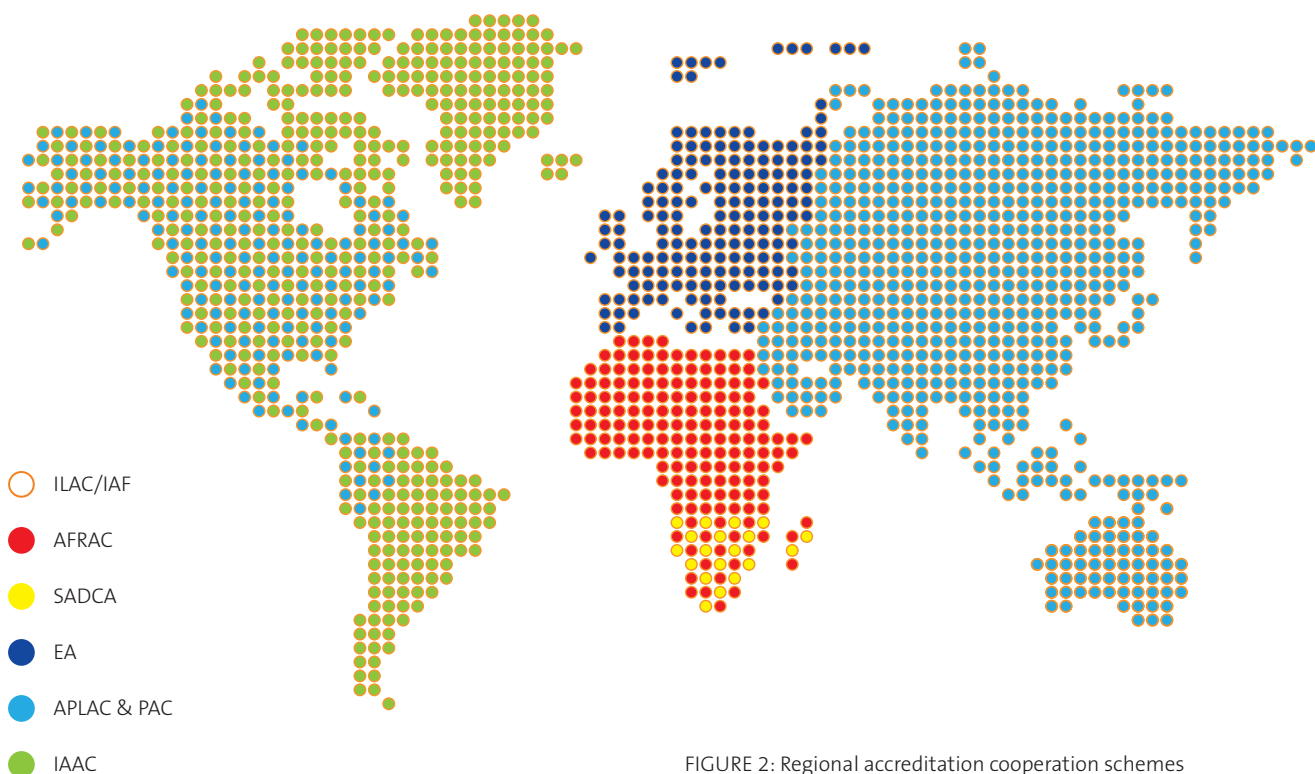


FIGURE 2: Regional accreditation cooperation schemes

Accreditation Forum (IAF), more meaningfully on behalf of stakeholders of the African continent who would be too small on their own to make any significant impact.

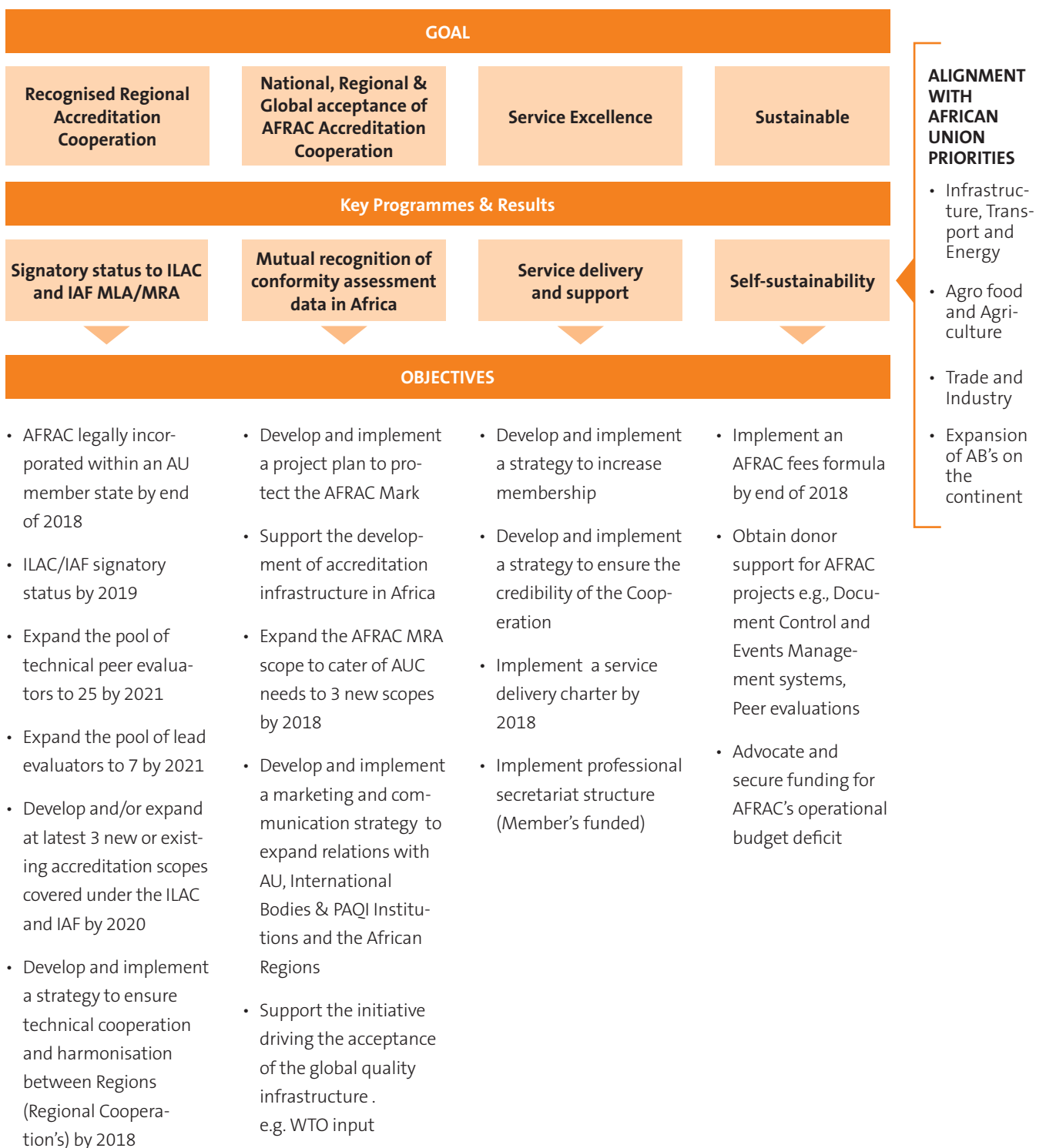
Mutual recognition is when two or more countries agree to accept the results of conformity assessment carried out in the partner country based on the criteria of the country and vice versa, even though the conformity assessment procedures in each country may in fact be different. In most developed and developing countries, outside the African region, harmonization of accreditation and conformity assessment schemes through establishing mutual recognition among trading partners is well underway. To enhance the efficiency and cost effectiveness of mutual recognition, a Multi-lateral Recognition network has been established and is managed by ILAC and IAF. Membership to these bodies is through regional accreditation cooperation schemes (Figure 2) such as the European Cooperation for Accreditation (EA) in Europe, the Asia Pacific Laboratory Accreditation Cooperation (APLAC) in the Asia Pacific region, and the Inter-American Accreditation Cooperation (IAAC) in the Americas. In Africa, both AFRAC and the Southern African Development Community Cooperation in Accreditation (SADCA) are Members of the IAF and ILAC. Members of regional accreditation cooperation bodies are normally the accreditation bodies of the countries in that region.

The objectives of forming MRA networks are, amongst others:

- › Development of an efficient and reliable regional accreditation infrastructure;
- › Harmonisation of accreditation practices within the region with those of other regions;
- › Facilitation of mutual recognition of conformity assessment results;
- › Establishment of mutual recognition arrangements among accreditation bodies in the region. This ensures world-wide recognition of all members of the cooperation; and
- › Facilitation of trade among economies in the region.

Four accreditation bodies in AFRAC namely SANAS, SADCAS, EGAC and TUNAC became the first AFRAC MRA signatory in 2014 and 2015. The next step for AFRAC is to become a signatory to the ILAC and IAF Multi-Lateral Arrangements (MLA). ENOA was peer reviewed by AFRAC, ILAC and IAF, KENAS was pre peer reviewed and will be peer reviewed in December 2016 and MAURITAS was pre peer reviewed thus working towards becoming signatories of the AFRAC MRA. In addition countries such as Ghana and Nigeria has decided to establish national accreditation bodies.

PART THREE: AFRAC'S STRATEGIC ROADMAP



PART FOUR: AFRAC'S PERFORMANCE MATRIX 2017- 2021

OUTCOMES	RESPONSIBLE STRUCTURE	PERFORMANCE INDICATORS/ MEASURES	ANNUAL PERFORMANCE TARGETS						
			BASELINE	TARGET	2017	2018	2019	2020	2021
STRATEGIC OBJECTIVE 1		Signatory status to ILAC and IAF Mutual Recognition Arrangement							
PURPOSE		The purpose of this programme is to ensure the recognition of AFRAC as a regional cooperation by ILAC and IAF							
OBJECTIVE STATEMENT		Support regional integration, advance trade and industrial development as well as the health and safety of the public and the environment in the region							
BASELINE		Rudimentary							
JUSTIFICATION		Facilitate mutual recognition of conformity assessment results to minimise technical barrier to trade							
LEADING STRUCTURE		EXCO							
BUDGET					\$5 000	\$7 000	\$9 000	\$15 000	\$17 000
Sufficient lead evaluators to serve AFRAC MRA scopes	MRA COM	Number of lead evaluators registered with AFRAC (Cumulative)	2	Register 7 technical peer evaluators by 2021	3	4	5	6	7
BUDGET					\$10000	\$10000	\$10000	\$10000	\$10000
AFRAC MRA Scope expanded in support of member's needs	MRA COM & TC	Number of MRA scopes approved and rolled out (accumulated)	6	10	7 (Certification FSMS)	8 (PT)	9 (RMP)	10 (Regional needs)	- (Regional needs)
BUDGET					\$10000	\$10000	\$10000	\$10000	10000
Technical cooperation enhance between AFRAC and other regions	EXCO & TC	Number of joint initiatives undertaken or agreed on	5	2 (Peer evaluators training & new scopes development)	2 (Peer evaluators training & new scopes development)	2 (Peer evaluators training & new scopes development)	2 (Peer evaluators training & new scopes development)	2 (Peer evaluators training & new scopes development)	2 (Peer evaluators training & new scopes development)
BUDGET					\$2 000	\$2 500	\$3 000	\$3 500	\$4 000
STRATEGIC OBJECTIVE 2		Mutual recognition/acceptance of conformity assessment data by African regulators							
PURPOSE		The purpose of this programme is to ensure the acceptance of the AFRAC arrangement at national, regional and global level by trading blocks and regulators							

PART FOUR: AFRAC'S PERFORMANCE MATRIX 2017- 2021

OUTCOMES	RESPONSIBLE STRUCTURE	PERFORMANCE INDICATORS/ MEASURES	ANNUAL PERFORMANCE TARGETS						
			BASELINE	TARGET	2017	2018	2019	2020	2021
OBJECTIVE STATEMENT	Facilitate the acceptance of conformity assessment data by regulators in support of administering their health, safety and environment protection responsibilities as well as lowering the economic regulatory barriers								
BASELINE	Rudimentary								
JUSTIFICATION	Minimise technical barrier to trade that can be created by implementing costly re-testing, recertification or inspection requirements, and leading to unnecessary trade disputes.								
LEADING STRUCTURE	EXCO								
Protect the AFRAC mark	SEC.	AFRAC mark registered on continent	None	Mark registered in all 52 AU member states	Investigate and collate requirements for registration	Registered in 25 countries	Registered in 52 countries		
BUDGET					\$10 000	\$10 000	\$10 000	\$10 000	\$10 000
Expand the AFRAC MRA scope to cater of AUC priority needs	MRA COM	to 3 new scopes by 2018	0	3	1 (Green economy)	2 (Agro processing)	1 (Mineral beneficiation)	TBD	TBD
BUDGET					\$3 000	\$3 000	\$3 000	\$3 000	\$3 000
Increase awareness of AFRAC	M&C COM	100% of strategic plan activities implemented and AFRAC incorporated in CFTA and regional initiatives	Draft in development	Reference to AFRAC and/or incorporation of AFRAC in AU, regions and national regulations/communications	Approve M&C 5 year strategy	Implement 25% of approved M&C activities	Implement 50% of approved M&C activities	Implement 75% of approved M&C activities	Implement 100% of approved M&C activities
BUDGET					\$3 000	\$4 000	\$5 000	\$6 000	\$7 000
Support initiative driving acceptance of CA data	EXCO	Influenced WTO, ILAC, IAF and other role players positions	Discussion ongoing	Global bodies publications accepting Africa's position	Provide input to trade negotiator in WTO and regional groupings and support an African position in the global forums	Provide input to trade negotiator in WTO and regional groupings and support an African position in the global forums	Provide input to trade negotiator in WTO and regional groupings and support an African position in the global forums	Provide input to trade negotiator in WTO and regional groupings and support an African position in the global forums	Provide input to trade negotiator in WTO and regional groupings and support an African position in the global forums
BUDGET					\$2 000	\$2 000	\$2 000	\$2 000	\$2 000

PART FOUR: AFRAC'S PERFORMANCE MATRIX 2017- 2021

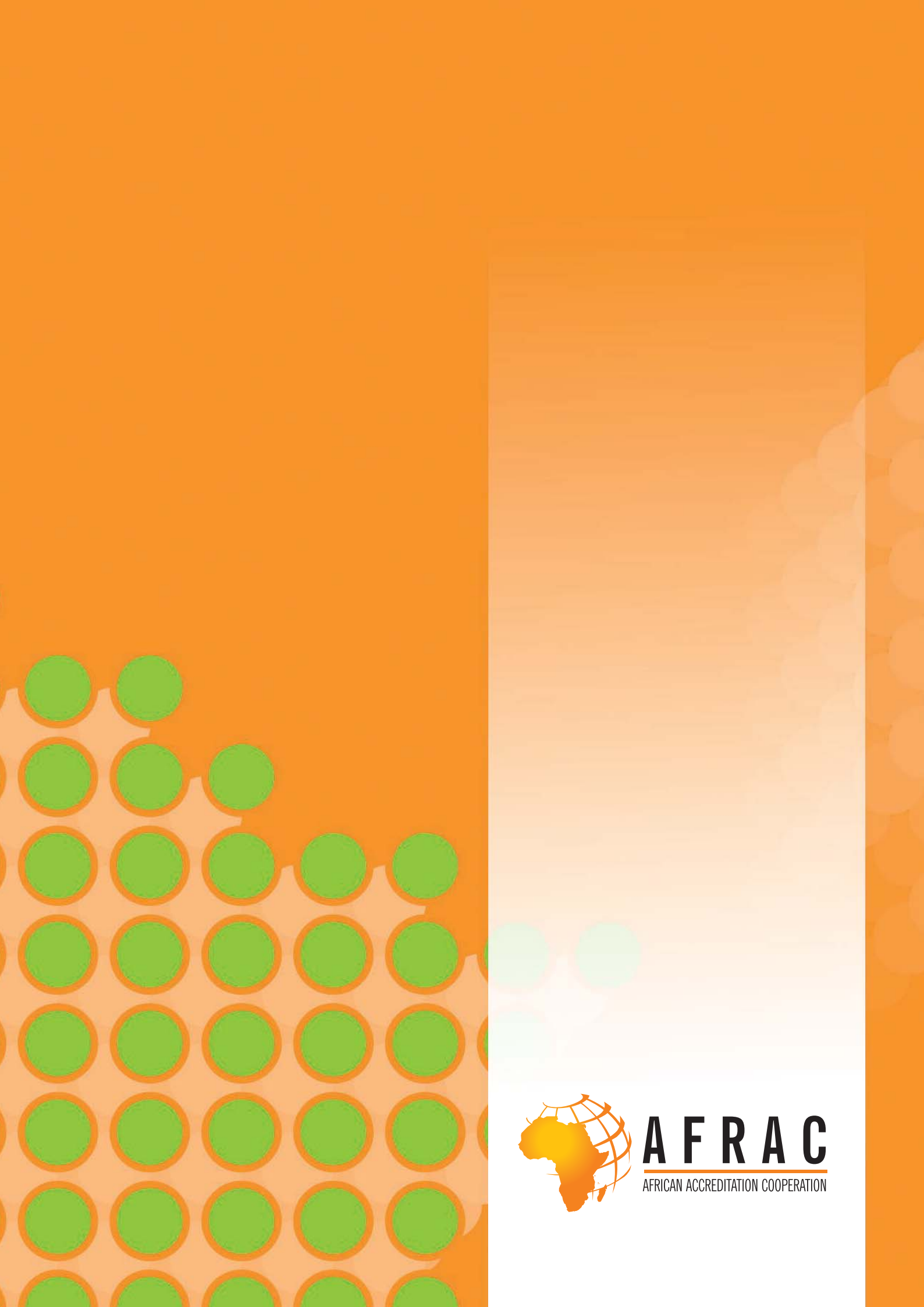
OUTCOMES	RESPONSIBLE STRUCTURE	PERFORMANCE INDICATORS/ MEASURES	ANNUAL PERFORMANCE TARGETS						
			BASELINE	TARGET	2017	2018	2019	2020	2021
STRATEGIC OBJECTIVE 3		Delivering service excellence and support							
PURPOSE		The purpose of this programme is to improve service delivery and support through services excellence to all membership categories							
OBJECTIVE STATEMENT		Support the development of accreditation bodies on the continent and provide service on par with that of peers.							
BASELINE		Functional							
JUSTIFICATION		Current knowledge in development of AB's resides within the membership of AFRAC. More AB's are needed to meet Africa's demand for Conformity assessment.							
LEADING STRUCTURE		EXCO & Members							
Implement AFRAC Membership strategy	EXCO, MRA COM & M&C COM	Number of new members	14	26 (Include all categories)	EXCO approve strategy	4 (focus regional groups stakeholders and new AB's)	4 (NAFP's)	2 (NAFP's)	2 (NAFP's)
BUDGET					\$1 000	\$1 000	\$1 000	\$1 000	\$1 000
Service delivery charter implemented	Secretariat	Customer satisfaction survey results	N/A	85% satisfaction by 2021	65%	70%	75%	80%	85%
BUDGET					\$1000	\$1000	\$1000	\$1000	\$1000
Secretariat professionalised	EXCO & GA	Secretariat staff fully functional	Ad hoc	GA Approve professionalization strategy	Funding secured to roll out the new strategy	Roll out the Strategy	Roll out the Strategy	Roll out the Strategy	Roll out the Strategy
BUDGET					\$85 000	\$90 000	\$95 000	\$100 000	\$105 000

PART FOUR: AFRAC'S PERFORMANCE MATRIX 2017- 2021

OUTCOMES	RESPONSIBLE STRUCTURE	PERFORMANCE INDICATORS/ MEASURES	ANNUAL PERFORMANCE TARGETS						
			BASELINE	TARGET	2017	2018	2019	2020	2021
STRATEGIC OBJECTIVE 4		AFRAC financially self-sustainable for its operational expenses							
PURPOSE		The purpose of this programme is to for AFRAC become self-sustainable through innovation and research and development categories							
OBJECTIVE STATEMENT		Through innovation, improved efficiencies and cost recovery, AFRAC needs to be self-sustainable to ensure its future viability							
BASELINE		Largely Donor funded							
JUSTIFICATION		Ensure viability							
Collect membership fees	Treasurer	Percentage cost covered by Membership fees	0	Fees covers 50% of AFRAC's expenses by 2021	GA Ap-prove AFRAC fees formula	Fees covers XX% of AFRAC's expenses	Fees covers XX% of AFRAC's expenses	Fees covers XX% of AFRAC's expenses	Fees covers XX% of AFRAC's
BUDGET					?	?	?	?	?
Secure development funding for AFRAC projects	EXCO/ Treasurer	Number of projects fully funded by Donors	2	5	AFRAC's international recognition (peer evaluations)	1 new project funded (Document control,	2 new projects funded (Event management, peer evaluation control system)	1 new project funded (To be identified)	1 new project funded (To be identified)
BUDGET					\$1000	\$1000	\$1000	\$1000	\$1000
Advocate and secure funding for AFRAC's operational budget deficit	EXCO	Donor funding secured to cover shortfall	Variable	50% of shortfall	100% of shortfall (100%)	100% of shortfall (100%)	100% of shortfall (70%)	100% of shortfall (60%)	100% of shortfall (50%)
BUDGET					\$1000	\$1000	\$1000	\$1000	\$1000

RISK REGISTER

NO.	STRATEGIC OBJECTIVE	RISK NAME/DESCRIPTION	ACTIONS TO MITIGATE/MANAGEMENT THE RISK
1.	AFRAC a ILAC and IAF Recognised region	Failure to obtain ILAC/IAF signatory status	Conduct independent Internal Audit prior to ILAC and IAF evaluation and address all findings; Grow the Evaluators pool
		Failure to qualify sufficient evaluators to deliver AFRAC' services	Grow the Evaluators pool to allow more flexibility
		Time for development of new scopes does not meet the customer's expectations	Develop the new scopes on time through dedicated working groups of the AFRAC TC
2.	Mutual recognition/acceptance of conformity assessment data by African regulators	Failure to get AFRAC referenced in the CFTA	Close cooperation with the PAQI and the AUC
		Failure to influence the ILAC/IAF and WTO TBT Committee	Active participation in the work of the ILAC and IAF
3.	Delivering service excellence and support	Failure to professionalised the AFRAC secretariat	Development and roll out of a professionalization strategy
		Failure to increase the members of AFRAC	Focus on regional groups and support the establishment of NAFPs
4.	AFRAC financially self-sustainable for its operational expenses	Increased reliance on SANAS' and SANAS' resources to the detriment to SANAS services	Introducing an AFRAC fee structure
		Insufficient funds to maintain regional projects	Acquire donor funding



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