



Inter American Accreditation Cooperation

IAAC STRATEGIC PLAN 2011-2015

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IAAC STRATEGIC PLAN 2011-2015

Introduction

The Inter American Accreditation Cooperation (IAAC) is an entity that works through the joint effort of organizations and persons. IAAC coordinates all of its activities through this “IAAC Strategic Plan” for the term 2011 to 2015”, which defines the objectives, goals, actions, responsibilities and deadlines.

The basis of this Strategic Plan is the vision, mission, quality policy and objectives defined in the Quality Manual and other documents in the IAAC Quality Management System.

For this Strategic Plan, the current one was taken into consideration as well as those of ILAC (ILAC-R3) and IAF (IAF Strategic Plan & Directions).

The strategic objectives based on the SWOT analysis are as follows:

- Objective 1: Strengthen the Organization.
- Objective 2: Increase the services for member Accreditation Bodies and encourage their participation in IAAC.
- Objective 3: Intensify the focus on the needs and expectations of the stakeholders.
- Objective 4: Increase interaction and influence in ILAC and IAF. Intensify liaisons with other regional bodies.
- Objective 5: Strengthen the process and management of the IAAC MLA.
- Objective 6: Maintain and increase the number of scopes of the IAAC MLA and its recognition by IAF - ILAC.
- Objective 7: Achieve and maintain economic /financial self-sufficiency.

The Objectives are not listed in order of importance but by groups that are related.

While there has been an attempt to avoid repeating actions or similar actions, if they remain it is because they apply to more than one Objective or Goal.



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Objective 1: Strengthen the organization

GOAL	ACTIONS	
1.1 Ensure that IAAC operates in an effective way	1.1.1 Plan and perform internal audits to the IAAC management system, including all of its processes	
	1.1.2 Systematically perform the Management Review of the IAAC management system (EC)	
	1.1.3 Review the satisfaction and needs of member bodies (surveys)	
	1.1.4 Optimize the meeting agendas of the different IAAC Committees, Subcommittees and General Assembly	



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1.2 Generate and preserve highly trained human resources	1.2.1 Identify the training needs of members. Develop and execute training programs using the most appropriate, economical and feasible methods	
	1.2.2 Train human resources through the exchanges with other international and regional bodies as well as with technical bodies that are part of the different sub regional blocs	



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<p>1.3 Ensure that the documentation is up to date and complete in the languages that IAAC operates in. Ensure an effective and complete website</p>	<p>1.3.1 Encourage and promote the development of documentation and the newsletter in the languages in which IAAC operates</p>	
	<p>1.3.2. Strengthen the operation of the Committees and Subcommittees for the development, translation and distribution of the documentation</p>	
	<p>1.3.3 Ensure the trilingual translations of current and relevant IAAC documents</p>	
	<p>1.3.4 Ensure that the information on the website is up to date and complete</p>	
	<p>1.3.5 Use the IAAC website to improve the operation of Committees, Subcommittees and peer evaluations</p>	
	<p>1.3.6 Encourage more applications and fora in the website to discuss policies and documents of the different IAAC Committees, Subcommittees and the EC</p>	
	<p>1.3.7 Maximize the use of the IAAC website as an instrument for promotion, training, storage and access to documentation and information</p>	
	<p>1.3.8 Improve the security provisions regarding informatics</p>	



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1.4 Promote accreditation as the only recognized way to generate trust in conformity assessment activities	1.4.1 Identify the existence and/or development of programs for recognition, designation, assessment, etc. that are alternatives to accreditation either by regulators or private entities	
	1.4.2 Provide recommendations on issues related to emerging conflicts of “pseudo accreditations” in support of current and potential IAAC members	
	1.4.3 Disseminate, promote and facilitate the adoption and implementation of international standards, guidelines and application as the optimal requirements for internationally recognized accreditation	



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Objective 2: Increase the services for member Accreditation Bodies and encourage their participation in IAAC

GOAL	ACTIONS	
2.1 Increase the participation of the members in the operation of IAAC	2.1.1 Review the needs and expectations of IACC members	
	2.1.2 Provide orientation to the members on how IAAC operates	
	2.1.3 Encourage greater participation and commitment among members to attend and participate in the IAAC Committees and Subcommittees	
	2.1.4 Create awareness among Committee and Subcommittee members regarding the fulfillment of commitments acquired to carry out work individually and in groups	
	2.1.5 Encourage and favor possibilities of current and potential IAAC members to hold key positions and participate in the different Committees and Subcommittees	
	2.1.6 Provide recognition for the contributions of individuals to IAAC	



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<p>2.2 Disseminate and increase knowledge and experiences in the region to improve the current accreditation activity and the demands of new scopes</p>	<p>2.2.1 Support the current and potential IAAC members, and assist them on issues regarding accreditation</p>	
	<p>2.2.2 Support the current and potential IAAC members, providing them with training, opportunities for participation and information on accreditation and international recognition, so they may be prepared to become signatories</p>	
	<p>2.2.3 Dedicate special efforts and resources for the development of Accreditation Bodies with less relative development and less internal opportunities in their countries</p>	
	<p>2.2.4 Facilitate mutual collaboration, cooperation and assistance among members through training activities, meetings of experts, and exchange of information and experiences</p>	
	<p>2.2.5 Facilitate the participation and information exchange among IAAC member accreditation bodies and IAF and ILAC members</p>	
	<p>2.2.6 Exchange of information among members on activities ongoing or under development regarding accreditable schemes (WADA, IEC, GLOBAL GAP)</p>	



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2.3 Develop greater proficiency testing capacity in the region	2.3.1 Promote coordination / organization of regional proficiency testing activities by IAAC members based on their identified needs	
	2.3.2 Promote participation of IAAC members in proficiency testing in other regions	
	2.3.3 Offer to other regions participation in IAAC PTs	
	2.3.4 Identify and obtain resources to carry out proficiency testing schemes organized in the region	
	2.3.5 Promote the EPTIS data base as a source of regional information regarding PT	
2.4 Promote the IAAC MLAs	2.4.1 Promote the acceptance of the certificates and reports issued by the conformity assessment bodies accredited by established MLAs	
	2.4.2 Invite members of the American continent who have decided to work with APLAC and PAC so they may become IAAC signatories	



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Objective 3: Intensify the focus on needs and expectations of the stakeholders

GOAL	ACTIONS	
3.1 Promote and disseminate the benefits of accreditation and the IAAC activities with the authorities and regulatory agencies and other national interested parties, as well as with sub-regional groups (MERCOSUR, CARICOM, Andean Community)	3.1.1 Create awareness among regulators in each country of the region of the benefits of accreditation and the significance of the MLA through publications, presentations, etc.	
	3.1.2 Plan reach out activities with the different regional groups to create awareness of accreditation and IAAC and thus increase acceptance of certificates and reports issued by conformity assessment bodies accredited by the established Multi-lateral Recognition Arrangements	



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<p>3.2 Promote greater participation of businesses – end users and conformity assessment bodies in IAAC activities</p>	<p>3.2.1 Identify and encourage reach out activities with stakeholders to stimulate their participation</p>	
	<p>3.2.2 Review formally the needs and expectations of businesses – end user and conformity assessment bodies</p>	
	<p>3.2.3 Increase participation of certification and inspection bodies, laboratories, businesses and other users of conformity assessment in the IAAC General Assemblies</p>	
	<p>3.2.4 Perform a review and update of the membership benefits</p>	
<p>3.3 Encourage the participation of regulators and economic agents in IAAC activities</p>	<p>3.3.1 Develop planned actions to promote the participation of national regulators and regional economic groups in IAAC and/or ILAC/IAF (conferences, seminars, promotional material)</p>	
	<p>3.3.2 Identify the organizations and areas of common interest (as for example trade representatives that are responsible for the agreements in America, MERCOSUR, CAFTA, and bilateral agreements) and develop a communications and active participation plan with them</p>	
	<p>3.3.3 Encourage accreditation policies in the countries of the region thru participation of governmental entities in IAAC and/or ILAC/IAF</p>	



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<p>3.4 Foster participation of member in the development of standards and standardization related documents</p>	<p>3.4.1 Encourage the active participation of IAAC members in the drafting of conformity assessment standards through their countries' standardization bodies</p>	
	<p>3.4.2 Strengthen alliances with SIM and COPANT. Identify any multi-lateral projects with those organizations to achieve international support through organizations such as OAS, IDB, and PTB</p>	
<p>3.5 Act in response to changes in national and international policies that affect the ABs activities directly or indirectly.</p>	<p>3.5.1 Promote closer ties with national authorities to improve the support to the accreditation bodies by promoting IAAC activities at government levels</p>	
	<p>3.5.2 Promote closer ties with the regions so the regulators accept the accreditations of the IAF-ILAC system (potential consequences of Resolution N° 765 of the EU)</p>	



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Objective 4: Increase interaction and influence in ILAC and IAF. Intensify liaisons with other regional bodies.

GOAL	ACTIONS	
4.1 Ensure participation in ILAC and IAF committees of interest to IAAC	4.1.1 Provide information on the functioning of IAF/ILAC, its committees, the ways to vote, participation of conformity assessment bodies and of IAAC, etc	
	4.1.2 Facilitate information exchange between the IAAC accreditation bodies members and those of IAF and ILAC	
	4.1.3 Encourage IAAC members to participate in IAF/ILAC committees and support potential participants	
	4.1.4 Develop strategies to increase the representation and influence of the region in ILAC/IAF	
	4.1.5 Maintain the updated list of IAAC representatives for the IAF and ILAC committees and ensure an effective representation of the positions of IAAC	
4.2 Increase IAAC's participation in international evaluations	4.2.1 Promote the participation of IAAC peer evaluators in the activities and IAF and ILAC committees	
	4.2.2 Provide peer evaluators to IAF and ILAC (A1 and A2)	



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4.3 Take advantage of the benefits of the participation in the IAF and ILAC committees of interest to IAAC	4.3.1 Achieve the support of IAF and ILAC for activities of IAAC and its members	
	4.3.2 Achieve participation in the benefits of activities offered by international organizations to IAF and ILAC	
4.4 Ensure an effective link between IAAC and IAF and ILAC	4.4.1 Encourage more IAAC members to become IAF and ILAC members	
	4.4.2 Inform IAAC members about ILAC and IAF news, meetings and General Assemblies	
	4.4.3 Support the participation of IAAC members in IAF and ILAC General Assemblies and committees	
4.5 Expand the exchange between regions and with the different regional and international bodies regarding accreditation activities	4.5 1 Strengthen reciprocal ties and relationships with the Asia-Pacific Laboratory Accreditation Cooperation (APLAC), the Pacific Accreditation Cooperation (PAC), the European Accreditation Cooperation (EA), the Southern African Development Community for Accreditation (SADCA), the African Accreditation Cooperation (AFRAC), as well as the technical bodies that are a part of the different sub regional blocs	



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Objective 5: Strengthen the process and management of the IAAC MLA

GOAL	ACTIONS	
5.1 Improve the MLA peer evaluation process	5.1.1 Ensure the adoption, implementation and compliance with standards, mandatory documents and resolutions of IAF and ILAC documents (A1, A2, etc.)	
	5.1.2 Harmonize the criteria for the operation of the member accreditation bodies, based on the main international ISO/IEC standards and IAF and ILAC documents	
	5.1.3 Harmonize and agree on applicable criteria for peer evaluations and on the MLA Group decisions	
	5.1.4 Harmonize criteria to define the required witnessing, the sampling of testing and frequencies required of participations in PTs	
	5.1.5 Encourage in the existing committees or in committees to be created the development of documentation and the training of peer evaluators for the new MLA scopes	
	5.1.6 Disseminate experiences within the region and outside of it and provide information and assistance regarding issues related with the cross frontier mechanism	



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5.2 Ensure a sufficient number of peer evaluators that are highly qualified for all of the MLA programs	5.2.1 Maintain harmonization activities and peer evaluator training	
	5.2.2 Promote cooperation among ABs to train peer evaluators	
	5.2.3 Extend the number of active peer evaluators and monitor their performance	
	5.2.4 Promote training for the development of peer evaluators from the accreditation bodies for certification and inspection bodies	
	5.2.5 Identify and qualify peer evaluators for new schemes	



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Objective 6: Maintain and increase the amount of scopes of the IAAC MLA and its recognition by IAF - ILAC

GOAL	ACTIONS	
6.1 Identify if IAAC should consider new scopes for its MLA and obtain their international recognition by IAF, ILAC	6.1.1 Permanently and prospectively analyze new and potential accreditation and conformity assessment scopes for the medium and long term	
	6.1.2 Plan actions in the medium term to obtain recognition of new accreditation scopes	
	6.1.3 Request and achieve recognition for new scopes of the IAAC MLA	
6.2 Increase the number of IAAC MLA signatories of the IAF and ILAC MLA/MRAs	6.2.1 Support the members that aspire to sign an IAAC MLA	
	6.2.2 Promote the association of IAAC members in IAF / ILAC	



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Objective 7: Achieve and maintain economic – financial self-sufficiency

GOAL	ACTIONS	
7.1 Increase regular income	7.1.1 Promote compliance by members with their economic obligations	
	7.1.2 Analyze possible actions to undertake due to the economically weak situation of some IAAC members	
	7.1.3 Maintain a high level of collections in order to allow the maximal development of IAAC activities	
	7.1.4 Increase the number of members, particularly stakeholders	
7.2 Obtain more resources	7.2.1 Maintain financial support and seek other types of support from international and regional organizations, for the development of programs related to training, evaluations, promotion, international representation in the areas of accreditation relevant to IAAC members	
	7.2.2 Identify financial resources from donor organizations that support the achievement of IAAC objectives	
	7.2.3 Seek financial and technical support, in addition to the existing one, from regional and international organizations for IAAC projects (European Union, SWEDAC, SAS-Switzerland, BID, UNIDO, UNPD, etc)	



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	<p>7.2.4 Perform promotion activities of accreditation and conformity assessment in the different countries and at different types of institutions in order to compensate for the institutional, economic, size related, government supported, etc. differences among Accreditation Bodies in the Region.</p>	
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7.3 Increase efficiency in the use of resources	7.3.1 Perform risk analyses in order to avoid losses of financial sources	
	7.3.2 Maximize the use of resources	
	7.3.3 Maintain the efficient management of technical assistance agreements	
	7.3.4 Minimize the costs of translations related to IAAC being a trilingual cooperation encouraging participation of members in the translation of documents and planning a greater amount of translations within IAAC	
	7.3.5 Collaborate and cooperate at an international, regional and bilateral level and exchange information and experiences regarding the search for funds	