



**Supplement 1 to ILAC R3:12/2014**  
**Activity Plan and Progress Tracking**

**SUPPLEMENT 1 TO ILAC-R3:12/2014**

**ACTIVITY PLAN AND PROGRESS TRACKING**

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
<b>Customer/Stakeholder Perspective</b>					
1	<b>Strategic Objective</b>	<b>Promote ILAC and the ILAC MRA to regulators, specifiers, global stakeholders and influencers</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Translate the broadly supported existing vision into reality</li> <li>• Expand the number of people globally (not just in economies served by ILAC members) who are in positions as regulators or specifiers or users of conformity assessment services that know about ILAC and the ILAC MRA</li> <li>• Increase awareness of ILAC to staff in accreditation bodies and conformity assessment bodies</li> <li>• Gain more acceptance that the ILAC MRA is the best basis for underpinning confidence in the results from conformity assessment bodies to support, for example, global trade, health and consumer protection, and be the preferred and accepted route to confidence in conformity assessment services for industry, governments, other organisations and end users</li> <li>• Improve clarity in promoting who ILAC serves</li> <li>• Enable the ILAC logo/Mark to be the symbol of confidence and barrier-free trading in goods and services world-wide</li> <li>• Become more accepted by regulators worldwide and for accreditation and the ILAC MRA to be accepted as the basis for providing confidence in conformity assessment services required in technical regulations, so that regulators do not go back to or continue to use their own surveillance/assessment regimes</li> <li>• Improve the visibility of programmes within the scope of the ILAC MRA, to both internal and external stakeholders</li> <li>• Use informed input gained from key market sectors to guide promotion and awareness strategies and create a clearer vision for future product growth (i.e. MRA requirements)</li> <li>• Maintain the value and relevance of ILAC as a leader in the field of providing confidence in the output of conformity assessment services</li> <li>• Avoid missed opportunities</li> <li>• Understand business needs to supplement focus on technical competences</li> </ul>			
1.1	Develop and implement a comprehensive marketing and communications strategy to raise awareness of ILAC and its role				
1.2	Promote ILAC equally for all conformity assessment activities covered under the MRA, including explaining/indicating/clarifying how the different conformity				

	<b>Actions</b>	<b>Executive Member with top-level responsible for the individual activity</b>	<b>Expected Timescale</b>	<b>Activity/Comment</b>	<b>Red/Amber/Green Status</b>
	assessment services support/benefit sectors or end users in their operations				
1.3	Analyse the implications of the use of "ILAC" as the name of the Association in order to reduce the sole focus in its name on laboratories as other conformity assessment activities are now/soon to be covered (e.g. inspection, PT, RMP), and consider what action to take as a result				
1.4	Commission a benefits realisation/research study to identify the economic value of the MRA, for promotional purposes				
1.5	Compile evidence, case studies or reference sites to demonstrate the value of the arrangement where the arrangement is referenced in regulations, or where it delivers value				
1.6	Establish an early warning system for members to feedback to ILAC information on market needs and changes in market needs, so that ILAC can provide a timely response to these needs				
1.7	Engage with the regional bodies to align promotional work programmes and to encourage member engagement				
1.8	Establish communications channels and networks that engage a broader number and range of accreditation body and				

	<b>Actions</b>	<b>Executive Member with top-level responsible for the individual activity</b>	<b>Expected Timescale</b>	<b>Activity/Comment</b>	<b>Red/Amber/Green Status</b>
	conformity assessment body staff (and where possible, end users)				
1.9	Ensure message and language used is relevant to the market into which the message is being delivered e.g. business, regulators etc				
1.10	In order to promote further the value of the MRA, consider how technology can contribute to providing a mechanism to increase the visibility of accredited services and who is accredited for what globally, and decide what ILAC should implement.				
1.11	Establish a mechanism to record the expansion of accreditation body activity into new sectors and activities (to be used as reference sites)				
1.12	Increase representation/ participation from ILAC at international conferences, lectures and workshops about accreditation and other related conformity assessment activities				
1.13	Encourage accreditation bodies to promote the MRA rather than to promote themselves outside of their economies				
1.14	Provide tools/information to accreditation bodies to enable them to assist their accredited bodies to better demonstrate their technical competence to decision makers, in order to support				

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
	consumer safety, health and environmental concerns				
1.15	Encourage the AB and regional membership to provide ILAC with web site notices, newsletters, papers, and presentations extolling the benefits of accreditation in their economies/regions				
2	<b>Strategic Objective</b>	<b>Strengthen and broaden relationships with key global stakeholders and influencers</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Accreditation is seen as the preferred conformity assessment tool, underpinned by the confidence in conformity assessment services provided under the ILAC MRA</li> <li>• ILAC MRA referenced in more trade agreements/requirements documents/government-to-government MRAs and Free Trade Agreements</li> <li>• ILAC concentrates its limited resources on regulators, industry, specifiers, or end users at the global level who need to be influenced</li> <li>• ILAC meets the needs of members, regulators and communities and facilitates global trade, health, environment and safety goals of the global community</li> </ul>			
2.1	Continue to work closely with IAF				
2.2	Explore with IAF areas where there is a mutual interest in activities covered by accreditation (such as testing in support of product certification, inspection as part of the process of verification & validation etc) in order for ILAC to enhance its contribution to these areas, add technical competence, and boost market confidence.				
2.3	Identify who the key global stakeholders and influencers with which ILAC should have a strategic relationship are and for what purpose				

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
2.4	<p>Develop a strategy for engagement with key external stakeholders and specifiers and collaboration with a wider group of decision-makers (including possible competitors). Review key relationships to leverage limited resources and adjust priorities as circumstances warrant</p> <p>(In this period, these may, for example, include but not be limited to: WTO TBT Committee, UN, WHO, World Bank, ISO CASCO, regional trade bodies etc. To be identified in Action 2.2)</p>				
2.5	Ensure the membership structure and/or ILAC committee structure is optimised to maintain strong stakeholder relationships				
3	<b>Strategic Objective</b>	<b>Work to ensure standards, principles and practices related to accreditation are relevant and fit for purpose to meet the needs of ILAC and accredited entities</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• ILAC continues to rely on international standards where appropriate</li> <li>• ILAC continues to meet market needs that use international standards</li> <li>• Regulators write only what they need to write in their requirements for accreditation</li> <li>• Regulators adopt the ILAC MRA (and IAF MLA) by reference</li> </ul>			
3.1	Encourage ISO to keep the standards used in accreditation up-to-date				
3.2	Ensure the views of ILAC are considered in the revision of standards				

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
<b>Internal Process/Business Perspective</b>					
4	<b>Strategic Objective</b>	<b>Optimise the ILAC structure and ensure ILAC has access to adequate resources to meet and sustain its agreed objectives</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Ensure the structure provides adequate coverage of all activities covered or intended to be covered under the scope of the ILAC MRA</li> <li>• Simpler, more efficient, logical and with reduced/no overlaps</li> <li>• Simpler, more transparent, auditable management system</li> <li>• Improved service provided to ILAC members</li> <li>• Eliminate non-essential expenditure and overload on current resources</li> <li>• Ensure ILAC has access to sufficient and competent resources either at the ILAC Secretariat, or on a voluntary or paid basis from accreditation bodies, to conduct peer evaluation activities, technical work and liaison activities</li> <li>• Pressure on the Secretariat and on ILAC output when there are pressures on volunteer resources is reduced, resulting in no constant readdressing of issues or inaction</li> <li>• Widen the base of the institutional memory of ILAC that is currently concentrated amongst a small number of people</li> <li>• Provide continuity of expertise and the resource capabilities to ensure sustainability and to meet future needs</li> <li>• More credibility of the global accreditation system for industry and regulators (marketplace)</li> <li>• ILAC is able to manage an increasing number of regions as ILAC members</li> </ul>			
4.1	Review and revise the organisational structure, including the committee structure and the Secretariat, taking into account the competencies required for the different roles				
4.2	Formalise succession planning and development for all key management and Secretariat positions in ILAC, so that new people are introduced as necessary in a focused way				
4.3	Plan as necessary the ILAC budget to finance further permanent staff at the secretariat or to compensate accreditation bodies providing the resource, if capacity cannot be increased without increasing costs				

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
4.4	Review and optimise the structure, IT support, and scope of duties of the Secretariat to ensure it can adequately support ILAC in the future. Ensure the Secretariat has adequate resources				
5	<b>Strategic Objective</b>	<b>Ensure the ILAC MRA is fit-for-purpose in meeting the needs of the marketplace</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Strengthen the trust of the marketplace in the ILAC MRA</li> <li>• To be more responsive and timely to be able to expand the MRA as necessary</li> <li>• Ensure the on-going quality of the ILAC MRA to avoid any damage to the ILAC MRA due to marginally performing ABs or weak MRA evaluations</li> <li>• Ensure the ILAC MRA is not undermined or subjugated to stronger regional MRAs without input from ILAC</li> <li>• Transfer appropriate competences to newly established regions and conduct peer evaluations of the new regions</li> <li>• Provide regulators with confidence in the way in which ILAC regulates its members and the MRA</li> <li>• Negate the need for Regulators to revert to doing their own surveillance processes, or new entrants to enter the marketplace</li> <li>• Ensure the MRA leads to equivalent outcomes throughout ILAC</li> </ul>			
5.1	Consider what professionalization of peer evaluation might be appropriate				
5.2	Decide what regional variations to MRA requirements should be permissible in order for regions to be able to serve the specific needs for their economic and regulatory environment				
5.3	Engage regions to gather information within the regions of any specific requirements of regulators which may result in the need for the development of new areas of accreditation				
5.4	Consider what should be covered by the ILAC MRA in the future				



	<b>Actions</b>	<b>Executive Member with top-level responsible for the individual activity</b>	<b>Expected Timescale</b>	<b>Activity/Comment</b>	<b>Red/Amber/Green Status</b>
5.5	Establish the resources to establish/develop new regions (as defined in capacity building below) and to conduct peer evaluation				
5.6	Define how to address the specific requirements of regulators and their schemes				
5.7	Increase visibility of accreditation bodies in the MRA and for what scope				
5.8	Establish strategies for ensuring the MRA remains credible when faced with international problems that prevent accreditation bodies from travel/assessment, e.g. terrorism, security, health issues				
5.9	Consider whether the ILAC MRA should wait for more than one regional MLA before expanding				
5.10	Develop a common ILAC approach to meet customer/regulator needs for recognition to simpler/reduced requirements				
5.11	Invite industry and government stakeholder users of laboratory and inspection results to observe the MRA evaluation process				
5.12	Improve the availability of adequate peer evaluation resources and consider incentives such as compensation of the ABs providing lead evaluators in order to overcome shortages				

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
6	<b>Strategic Objective</b>	<b>Ensure the ILAC MRA facilitates a “level playing field” for conformity assessment bodies covered under the MRA</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Customers of MRA signatories feel that the ABs operate and perform assessments in a similar fashion</li> <li>• More uniformity to improve and protect the credibility and acceptance of the ILAC Arrangement</li> <li>• No impact on the MRA of different conformity assessment infrastructures existing in different countries and regions</li> <li>• Equivalent levels of trust in ILAC member accreditation bodies</li> <li>• Ensure a consistent application of accreditation requirements and policies by accreditation bodies</li> </ul>			
6.1	Further harmonise practices and the application of the accreditation criteria between ABs for those assessment activities critical for the establishment of confidence in the marketplace to the ILAC MRA				
6.2	Facilitate benchmarking and sharing information				
6.3	Ensure transparency regarding national or regional variations of conformity assessment infrastructures				
6.4	Facilitate the enforcement of ILAC policies by stating during the decision-making process whether the policy is to be monitored and reported on during the peer evaluation process, or monitored through specific reporting by the ABs on their implementation of the adopted policies				
6.5	Utilise technology such as e-learning and video podcasting to deliver training services and competency modules				

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
7	<b>Strategic Objective</b>	<b>Strengthen the relationship between ILAC, the Regional Accreditation Cooperations, and any sub-regional groups</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Avoid duplication of effort and activities</li> <li>• Facilitate better coordination and harmonisation and increase efficiency making better use of human and financial resources</li> <li>• Maintain the credibility and focus of ILAC at the global level</li> <li>• Reduce the need for direct evaluation of accreditation bodies by ILAC</li> </ul>			
7.1	Review the distribution of work between regions and ILAC, delegation of work to the regions, and tools to facilitate the cooperation between them, including improving the communication and coordination between ILAC and the Regions by defining a process for information sharing and coordination of any new work initiatives with international relevance from Regions, to avoid unnecessary duplication				
7.2	Consider how to ensure accreditation bodies that are not in/cannot join Recognised Regions are not disadvantaged				
7.3	Consider whether the unaffiliated membership category should be discontinued and if so, how should all accreditation bodies be required to be part of a region, particularly if it is not yet recognised				
8	<b>Strategic Objective</b>	<b>Simplify and improve ILAC's governance</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Remove on-going distractions to the routine management of ILAC and discontent for a number of members</li> <li>• Remove the potential for ILAC's membership criteria to lead to contravention by ILAC's members of regional legislation</li> <li>• Reduce response times for ILAC Secretariat to answer queries and deal with membership issues</li> </ul>			

	<b>Actions</b>	<b>Executive Member with top-level responsible for the individual activity</b>	<b>Expected Timescale</b>	<b>Activity/Comment</b>	<b>Red/Amber/Green Status</b>
8.1	Continue review ILAC's Articles of Association and Rules				
8.2	Set a clear definition of Multi Economy Accreditation Bodies based on the current and potential situations of these organizations and review the rules for their membership and relations with ILAC and the Regional Accreditation Cooperations				
8.3	Clarify quickly and finally ILAC's voting rights and processes through consideration of the issue of voting on the basis of one vote per economy or one vote per accreditation body member, together with more radical proposals such a change of voting to be by Region at the ILAC level				
8.4	Consider the consequences of membership criteria on a region's status both from a membership and an MRA perspective				
8.5	Review whether continued operation of ILAC as an association based in the Netherlands is best in the long-term				
8.6	Review the strategy regarding the protection of the ILAC MRA Mark, including enforceability of its correct use in non-ILAC economies				

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
9	<b>Strategic Objective</b>	<b>Ensure ILAC's processes and rules meet the needs of national and regional regulators that rely on the ILAC MRA and business models of customers and stakeholders operating in a global marketplace</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Ensure the ILAC MRA is responsive to the globalization of services offered by conformity assessment bodies, where those multinational/multisite conformity assessment bodies are accredited by national accreditation bodies (also in the knowledge of the fact that Standards may have been written on the basis of the legal entity being in one economy)</li> <li>• ILAC is able, within the framework of ISO/IEC standards used for accreditation, to adapt to the way the conformity assessment marketplace might be changing its business models</li> <li>• ILAC is able to meet the needs of end users even when the technologies of customers exceeds the capabilities of local accreditation bodies</li> <li>• ILAC and its MRA is responsive to the needs for confidence in global supply chains</li> <li>• Large global organisations do not see the need for setting their own standards or using their own assessment regimes</li> </ul>			
9.1	Review the ILAC cross frontier policy: <ol style="list-style-type: none"> <li>To ensure it is not hindering the achievement of ILAC's vision, creating trade barriers, delays and bureaucratic and monopolistic practices and attitudes by their local accreditation bodies, or is discriminatory against economies with multiple accreditation bodies.</li> <li>Review whether the principle of cross frontier cooperation should be strengthened to allow greater use of accreditation by national regulators and other users.</li> <li>Consider how the ILAC cross frontier policy could be enhanced to better support accreditation in developing economies</li> </ol>				
9.2	Better define for accreditation purposes the boundaries between testing and inspection				

	Actions	Executive Member with top-level responsible for the individual activity	Expected Timescale	Activity/Comment	Red/Amber/Green Status
9.3	Develop further concepts for remote assessment and evaluations				
<b>Financial Perspective</b>					
10	<b>Strategic Objective</b>	<b>Consolidate and maintain a sound financial position and strategy</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Reduce pressure on members for costs such as cost of meetings, travel (time and cost)</li> <li>• Sound strategy for expenditure on representational travel and support to accreditation bodies in developing economies or developing regions</li> <li>• Minimise the impact on ILAC of budget limitations on members, differences in economic situations in different ILAC member economies, and disproportionate contribution (sometimes in kind) by some accreditation bodies</li> </ul>			
10.1	Continue to develop comprehensive financial policies and processes				
10.2	Consider additional revenue streams, such as meeting sponsorship, website and newsletter advertising, certificate levies etc				
10.3	Develop strategy for outsourcing activities that are vulnerable to loss of voluntary provision from the membership, require additional expertise, or are time critical				
10.4	Implement good project management for any centralised or repetitive ILAC activities				
11	<b>Strategic Objective</b>	<b>Improve the cost effectiveness of ILAC operations</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• Minimise increases in costs to ILAC and its members of running ILAC including the cost and logistics of travel and meetings</li> <li>• Economic sustainability of the ILAC meetings programme</li> <li>• Reduced complexity of meeting schedules</li> </ul>			

	<b>Actions</b>	<b>Executive Member with top-level responsible for the individual activity</b>	<b>Expected Timescale</b>	<b>Activity/Comment</b>	<b>Red/Amber/Green Status</b>
11.1	Make better use of technology for the increased use of teleconferencing or webinars (during the ILAC General Assembly, concurrent meetings and other forums), online voting and commenting				
11.2	Consider reducing frequency of physical meetings (General Assembly and other meetings)				
11.3	Investigate the extent of evaluations that could be undertaken remotely				
11.4	Evaluate the use of professional providers as opposed to the current host system for ILAC meetings				
11.5	Reduce the complexity/cost of meetings/audio				
11.6	Investigate the impact of "cloud computing" on ILAC operations				
11.7	Develop e-learning packages as appropriate to reduce training logistics				
<b>Innovation &amp; Learning Perspective (internal development as an organisation)</b>					
12	<b>Strategic Objective</b>	<b>Develop and maintain the internal culture of ILAC to help enhance efficiency in its operation</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>• ILAC members will see themselves as being ILAC rather than separate from ILAC and only as members of an association</li> <li>• Greater engagement from a wider base of members</li> <li>• Stronger linkage between fees and expectations of members</li> <li>• More input and ideas for the future as more ILAC full members exist</li> <li>• Encourage more givers of resources/media and reduce net takers</li> </ul>			

	<b>Actions</b>	<b>Executive Member with top-level responsible for the individual activity</b>	<b>Expected Timescale</b>	<b>Activity/Comment</b>	<b>Red/Amber/Green Status</b>
12.1	Define the minimum contribution of input/effort/resources expected from members and consider penalties for not meeting these expectations				
12.2	Consider what additional demands should be placed upon ILAC members in order for ILAC to become more efficient overall				
13	<b>Strategic Objective</b>	<b>Define the capacity building role that ILAC has in increasing global coverage of ILAC and the ILAC MRA</b>			
	<b>Intended Result/Purpose</b>	<ul style="list-style-type: none"> <li>Ensure all eligible accreditation bodies globally have ILAC membership and all economic regions around the world have an appropriate regional accreditation cooperation</li> </ul>			
13.1	Define what resources and support ILAC should provide to help non-recognised regional cooperations to achieve recognised status under the MRAs				
13.2	Clearly communicate the journey of accreditation bodies to becoming a signatory to the MRA				
13.3	Establish what is ILAC's role in the provision of training or the organisation of proficiency testing and other supporting activities for its members				
13.4	Define what should be the basis for the provision of financial support to ILAC members, particularly from developing economies, using monies provided by members' fees				



	<b>Actions</b>	<b>Executive Member with top-level responsible for the individual activity</b>	<b>Expected Timescale</b>	<b>Activity/Comment</b>	<b>Red/Amber/Green Status</b>
13.5	Test processes for efficiency to critically determine whether activities and processes that are not linked to the core activity of ILAC to deliver confidence in conformity assessment activities in the marketplace should be continued				