

Overview of SADCAS

SADCAS is the Southern African Development Community Accreditation Service. It is a regional accreditation body established in terms of Articles 10(1) and 10(2) of the SADC Memorandum of Understanding on Standardization, Quality Assurance, Accreditation and Metrology (SQAM MoU) to provide accreditation services to SADC member states. SADCAS is a non-profit limited company, incorporated under the Botswana Companies Act Ch 42:01 with its own Memorandum and Articles of Association. SADCAS was incorporated on 6 December 2005 and approved by the SADC Council of Ministers in August 2007 as a subsidiarity organization of SADC. SADCAS is therefore an agency of SADC.

SADCAS' mission is to provide internationally recognized cost-effective regional accreditation services for SADC member states aimed at supporting regional and international trade, enhance the protection of consumers and improve the competitiveness of SADC products and services in both the voluntary and regulatory areas.

Accreditation is the process of providing recognition to an organization for its competence in performing specific tasks. It involves the assessment of the technical competence of organizations providing conformity assessment services. Conformity assessment services include testing, calibration, certification and inspection. SADCAS' clients therefore include:

- ❑ **Testing laboratories** e.g. medical, chemical, microbiology, food and associated products, engineering etc.
- ❑ **Calibration laboratories** e.g. mass volume, dimensional, temperature, electrical etc.

- ❑ **Certification bodies** e.g. management systems [ISO 9001 (quality), ISO 14001 (environment), OHSAS 18001 (occupational health and safety), ISO 22000 (food safety) etc.], product and personnel etc.
- ❑ **Inspection bodies** e.g. import/export, pressure equipment etc.

SADCAS' vision is to be a leading regionally accepted and internationally recognized regional accreditation body aimed at supporting and enhancing industry and government's efforts and to be at the cutting edge of accreditation service delivery.

SADCAS objectives are to provide:

- ❑ Accreditation services to SADC member states who do not have a national accreditation body;
- ❑ Accreditation services to member states whose national accreditation body only service a limited scope of accreditation;
- ❑ International recognition of conformity assessment results produced by organizations accredited by it;
- ❑ Accreditation service that promotes, develops and maintains good regulatory practices;
- ❑ An opportunity for SADC member states to participate in multilateral arrangements for recognition of conformity assessment results;
- ❑ A database of organizations accredited by it;
- ❑ Accreditation expertise, qualifying registering and using experts from amongst SADC member states; and
- ❑ A national focal point for accreditation for those SADC member states using its service.

SADCAS will in its service provision, uphold the following core values: **impartiality, transparency, non discrimi-**

natory and integrity.

SADCAS is governed by a Board of Directors currently consisting of eight members from seven countries. A Chief Executive officer who reports to the SADCAS Board of Directors leads the organization. Reporting to the Chief Executive Office is a Technical Manager who is responsible for the overall management of accreditation. An Accreditation Administrator oversees all administrative activities relating to the accreditation process and also provides personal assistant functions to the Chief Executive Officer and Technical Manager. National Accreditation Focal points established in the member states serve as the administrative link between SADCAS and clients in the relevant member states. Accreditation assessments will be undertaken by a pool of SADCAS trained and registered assessors. Committees consisting of experts from member states will be set up when necessary to advise SADCAS on technical matters and to consider accreditations.

SADCAS is funded by the Norwegian Government through NORAD. Donor funding is phased out over a 4-year period. SADCAS will generate its own income from services offered. Any shortfalls from SADCAS income will have to be borne by those countries utilizing SADCAS services.

SADCAS aims to accredit its first entity in 2009. Worldwide, accreditation is now increasingly accepted as the most transparent and non discriminatory mechanism to assure competency of conformity assessment service providers. Accreditation is a tool for the removal of technical barriers to trade. With the launch in August 2008 of the SADC Free Trade Area, SADCAS is poised play a key role in facilitating trade.

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### Inside this issue:

|                                            |   |                                         |   |
|--------------------------------------------|---|-----------------------------------------|---|
| SADCAS Office Set up                       | 2 | SADCAS Trademark Registered in Botswana | 6 |
| Introducing the SADCAS Board of Directors  | 3 | ISO/IEC 17025 Forum                     | 6 |
| Staff Appointments                         | 3 | Courtesy Calls                          | 7 |
| National Accreditation Focal Points Issues | 5 | Private Standards                       | 7 |
| Pool of Assessors/Experts                  | 5 | Diary of Upcoming Events                | 8 |

## SADCAS Office Set-up

**S**ADCAS office is based at Block B, First Floor BIFM/Fairgrounds Office Park, Gaborone Botswana. Thanks to Dr Oswald Chinyamakobvu the SADC SQAM Expert and a member of the SADCAS Board of Directors for finding the SADCAS office. Fairgrounds Office Park is a hive of corporate activities with a number of corporates being housed there including the SADCAS auditors PriceWaterhouseCoopers. SADCAS is subleasing offices from SADC – DFRC another subsidiary organization of SADC.

SADCAS office set up was marked by the recruitment of the first three members of staff, the Chief Executive Officer, the Technical Manager and the Accreditation Administrator who took up their positions at the SADCAS office on 2 June, 10 April and 2 July 2008 respectively. All the three members of staff have since acquired their work and residence permits and have settled well in their new working environment.

Since taking up their positions, a lot of progress has been made in setting up the SADCAS office. This has been achieved with assistance from SADC – DFRC our landlord who lend us two desks, a computer, telephone and fax lines for use. SADCAS has since acquired its own telephone/fax lines and private bag number for postal services. Office stationery, office equipment (fax, switchboard, etc.), IT equipment and software and internet connectivity have since been acquired. The SADCAS office which initially was as empty as a soccer pitch, has now been partitioned and furnished.

Apart from that a lot of time has been spent setting up SADCAS' Administrative system (forms, rules and procedures, job descriptions,

filing system, etc.) and listing and acquiring all relevant statutory instruments, standards and other documents pertaining to SADCAS service delivery. All these activities are ongoing. SADCAS is also in the process of drafting a Memorandum of Understanding (MoU) between SADCAS and SADC. SADCAS being a subsidiary organization of SADC, is required by the Principle of Subsidiarity to have a MoU with SADC. The MoU will define and formalize the working relationship between SADCAS and SADC. The MoU is being drafted with the help of a legal expert. On a related issue, an application for a diplomatic status was submitted in June and is under consideration by the host government of Botswana. Diplomatic status is key in facilitating SADCAS operation.

Invitations have been circulated to various organizations for the services of a Company Secretary who will be responsible to the SADCAS Board of Directors for the preparation of all annual returns to be filed with the companies registrar as required by the Botswana Companies Act. Invitations have also been circulated to various organizations for proposals to assist in setting up the SADCAS financial management and accounting system. Proposals for the above services will be considered by the SADCAS Board of Directors at its next meeting to be held on 18 November 2008.

The SADCAS Trademark (name and logo) has been registered in Botswana and SADCAS is now pursuing the registration of SADCAS Trademark in the other SADC member states who will benefit from SADCAS services.

In the meantime courtesy calls have been made on many accreditation stake-

holders including SADC Secretariat and representatives of the various SADC member states' governments with embassies/high commissions based in Botswana. Courtesy calls are ongoing and will culminate with visits to the various countries that will be serviced by SADCAS.

The SADCAS Business Plan which was developed in 2006 to cover the period 2007 – 2011 is being revised and will be considered at the next SADCA Project Management Committee and SADCAS Board of Directors meetings being held on 17/18 November 2008 respectively.

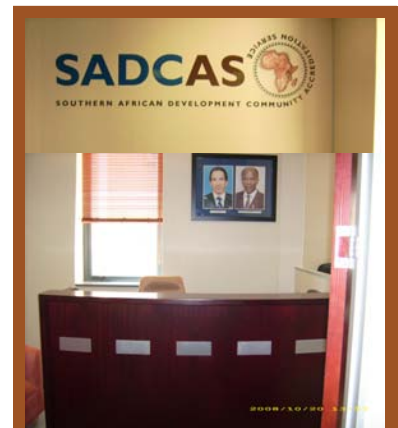
Efforts are now underway to develop the SADCAS Quality Manual. In the meantime SADCAS has applied for membership in International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) and await the respective international bodies' decisions.



From humble beginnings



Rising to the occasion



Welcome to SADCAS

## Introducing the SADCAS Board of Directors

The Southern African Development Community Accreditation Services (SADCAS) is governed by a Board of Directors (BoD). The SADCAS BoD currently consists of eight members from seven SADC countries namely: Botswana, Lesotho, Namibia, South Africa, Tanzania, Zambia and Zimbabwe. The SADCAS BoD chairman is Mr Riundja Kaakunga (Othy) from Namibia.

The SADCAS BoD is respon-

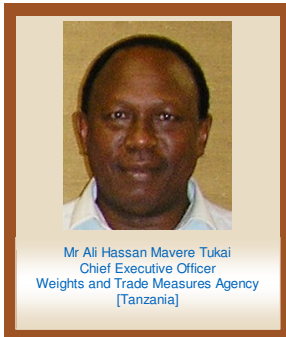
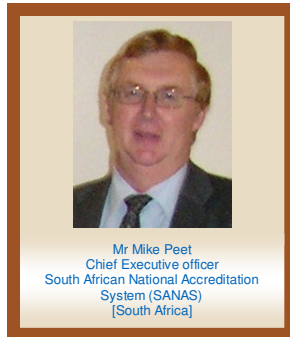
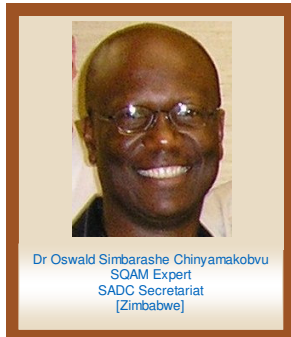
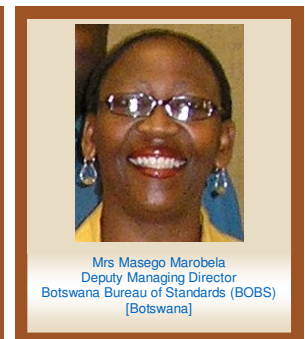
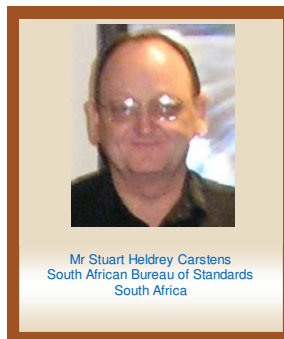
sible for the overall policy and provides strategic guidance of the company. In so doing the Board approves all policies, strategic and business plans, annual accounts and budgets. The SADCAS BoD ensures good corporate governance and sound financial management of SADCAS.

The SADCAS BoD meets at least four times a year and the last meeting was held on 18 July 2008 in South Africa.

SADCAS Board has established three Committees namely:

- Finance/Audit Committee
- Human Resources and Remuneration Committee
- Accreditation Approval Committee

The next SADCAS BoD meeting will be held on 18 November 2008 in Pretoria, South Africa.



## Staff Appointments

### SADCAS Chief Executive Officer

Mrs Maureen Mutasa has 26 years' diverse experience in the food industry, lecturing and agricultural research, standards development and management, testing and certification. Mrs Mutasa joined SADCAS in June 2008 as its first Chief Executive Officer. Prior to joining SADCAS Mrs Mutasa

was with the Standards Association of Zimbabwe (SAZ) for 20 years, eight of which she was the Director General; Quality Assurance Manager – Dairy Marketing Board; Lecturer in Food Microbiology and Biochemistry at University of Zimbabwe; Senior Research Officer – Dairy Services; and

a Research Officer – Plant Protection Research Institute.

A distinguished scholar, Mrs Mutasa has a first class BSc Honours, Degree in Biological Sciences from the University of Wolverhampton (UK)



Continued to p 4

“Having been at the helm of a national standards body, I see this appointment as natural career progression. I am energetic about the challenges ahead.” says Mrs Mutasa!

*Continued from p 3*

.(UK) [1981] and MSc Food Science with Distinction from the University of Zimbabwe [1983]. A “Beit Scholar”, she attended management development and leadership training programmes in Singapore and the USA as a Singapore International Foundation Scholar and Eisenhower Fellow respectively.

Mrs Mutasa has served on various national and international boards and was Chair of ISO Policy Committee for developing countries (ISO DEVCO) [2002 – 2006]; Chair of SADC Cooperation in Accreditation (SADCA); Chair of SADC Cooperation in Standardization (SADCSTAN); ISO Regional Liaison Officer for Africa excluding Arab countries [2006 – 2008]; a member of SANAS Board of Directors;

and a member of the Standard Chartered Bank of Zimbabwe Board etc.

Mrs Mutasa is a member of the SADC Cooperation in Accreditation Project Management Committee which spearheaded the establishment of SADCAS. She is also a member of the United Nations Framework Convention on Climate Change Joint Implementation Accreditation Panel (UNFCCC JI-AP).

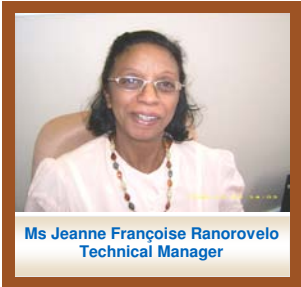
Mrs Mutasa has presented many papers at national and international fora and has published various papers and is extensively travelled. Mrs Mutasa is married to Lincoln and have three sons Taku, Simba and Tapfuma.

In her capacity as the Chief Executive Officer of SAD-

CAS, Mrs Mutasa will provide leadership to SADCAS and promote its growth. Commenting on her appointment Mrs Mutasa said, “Having been at the helm of a national standards body, I see this appointment as a natural career progression. I am energetic about the challenges ahead. We need to operationalize SADCAS and achieve regional acceptance and international recognition. With the support of the Board, staff, National Accreditation Focal Points, SADC Secretariat and member states governments, I am confident we will achieve in our goals”.

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SADCAS Technical Manager



Ms Jeanne Françoise Ranorovelo
Technical Manager

Ms Jeanne Françoise Ranorovelo is an Agro and Food Industry Engineer, who worked in the standardization and conformity assessment field 25 years. Ms Ranorovelo joined SADCAS in April 2008.

Ms Ranorovelo attended training courses in standardization and related matters in many countries organized by regional and international standardization organiza-

tions. She presented standardization and quality lectures in high schools since 1991 and has been a consultant since 1993. Ms Ranorovelo participated in regional and international standardization activities with ISO, ARSO, COMESA, SADC SQAM and IOC.

Before joining SADCAS, Ms Ranorovelo was the Director General of the Bureau de Normes de Madagascar” and

was the National Accreditation Focal Point for Madagascar. In her latter capacity, Ms Ranorovelo spent two weeks on attachment training at COFRAC, the national accreditation body of France.

In her capacity as the Technical Manager of SADCAS, Jeanne will be responsible for the overall management of the accreditation process.

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**SADCAS Accreditation Administrator**



Ms Linda Dirorimwe  
Accreditation Administrator

Ms Linda Dirorimwe has 24 years’ experience as a secretary and administrator. Ms Dirorimwe joined SADCAS in July 2008. Prior to joining SADCAS, Linda was the Personal Assistant to the Director General of the Standards Association of Zimbabwe a position she held for 8 years.

A holder of a Bachelor of Business Administration degree in Marketing from the

Institute of Marketing Management Graduate School of Marketing South Africa; IMM Graduate Diploma; International Air Transport Association (IATA) Advanced Diploma; and Advanced Secretarial Course. Linda won the Zimbabwean inaugural “Best Secretary of the year Award in 1997”.

A seasoned administrator with excellent computer skills and 14 years’ experience

within the SQAM area, Linda is looking forward to contributing towards the growth of SADCAS. In her capacity as the SADCAS Administrator Linda provides personal assistance functions to the CEO and Technical Manager and will oversee all administrative activities relating to the accreditation process.

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National Accreditation Focal Points Issues

The National Accreditation Focal Points (NAFPs) were established in 2005 in SADC member states that do not have a national accreditation body. The NAFPs are responsible for the coordination, administration, promotion and marketing of accreditation within their respective countries.

The main responsibilities of NAFPs are to:

- ❑ Provide the national link between current and potential clients in a member state and SADCAS;
- ❑ Be a channel of information, e.g. newsletters;
- ❑ Undertake domestic marketing and promotion of both accreditation and of accredited services (laboratories, certification and inspection bodies) to regulators, other users and other stakeholders;
- ❑ Receive and process feedback on accreditation services, including processing complaints;
- ❑ Identify and utilize appropriate national expertise and compile a database of national experts using prescribed forms;
- ❑ Provide and arrange training for laboratory, inspection and certifica-

tion bodies' staff and potential assessors;

- ❑ Provide appropriate counseling services to customers;
- ❑ Ensure protection of SADCAS/SADCA trademarks;
- ❑ Register and serve as authorized national contact point for SADCAS;
- ❑ Administer the NAFP office;
- ❑ Provide support for the implementation of the SADCAS Quality System based in ISO/IEC 17011;
- ❑ Perform any other duties as assigned by SADCAS.

In an effort to update information records of NAFPs, SADCAS has circulated a form requesting for contact details and personal information of the officers who manage the NAFP office. All NAFPs are encouraged to complete and return the form to SADCAS within the indicated deadline. SADCAS has also circulated a questionnaire seeking information on challenges faced and accreditation needs in the various member states. The questionnaire is supposed to be completed by the NAFPs in consultation with the SADCA Committee mem-

bers. This information is important and is an input in SADCAS Business Plans. Once again, NAFPs are requested to complete and return the questionnaire to SADCAS within the indicated deadline. NAFPs are set to receive IT equipment and software and other office equipment to facilitate the operation of the NAFP office.

Each year SADCAS will award certificates of recognition to officers who have served the NAFP office effectively in pursuing SADCAS goals and who have fulfilled the criteria defined and approved by the SADCAS Board of Directors. A procedure for the award has been drafted and will be considered by the Board of Directors at its meeting to be held on 17 November 2008.

NAFPs play the key role of being the administrative link between SADCAS and clients in the member states. NAFPs are a key component of SADCAS structure. The effective functioning of NAFP offices in the respective countries is key to SADCAS' service delivery as outlined in SADCAS vision and mission.

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"NAFPs are responsible for the coordination, administration, promotion and marketing of accreditation services within their respective countries"



National Accreditation Focal Points (NAFPs) pose for a group photograph at a meeting held in Pretoria, South Africa in March 2007

**On a Sad Note!!**

It is with deep regret to announce the death of Mr Francis Karani who passed away on Friday, 31 October 2008 after a short illness. Mr Karani was the NAFP for Zimbabwe. Mr Karani will be greatly missed by all in SADCAS.

## Pool of Assessors/Experts

SADCAS thrust is to develop capacity on accreditation in the member states and to utilize that capacity for the cost effective delivery of accreditation services. SADCAS pool of assessors/experts will be responsible for undertaking assessments of conformity assessment bodies in the region in order to determine their technical competence. SADCAS pool of assessors/experts will be contracted according to their respective field of expertise.

The first group of 17 experts was identified from member states in 2005. They then underwent training on accreditation standards, process and techniques. The training program was delivered by the South African National Accreditation Systems (SANAS). The training of the first group of experts was funded by PTB Germany. The training programme is in two stages. Stage one involves theoretical training on the accreditation standards, assessment

procedures and techniques. The second stage of the training programme involves observing assessments being performed by an experienced assessment team, followed by participation in assessments as a trainee assessor under the observation of a qualified and experienced assessor. This is referred to as the mentorship stage. A number of experts who successfully completed stage one training have been participating in the mentorship programme and more



The first group of Experts trained at the South African National Accreditation System (SANAS) in 2005

"This year, another group of 20 experts have been identified from member states to undergo training with funding from the SADC SQAM/EU project"

*Continued from p 5*

are scheduled to participate in mentorship programme under the SADC SQAM/EU project.

This year, another group of 20 experts have been identified from member states and will undergo training with funding from the SADC SQAM/EU project. SADCAS

will use the experts competence to achieve its goals.

SADCAS is in the process of updating experts' contacts and personal information records and encourages all experts to complete the information record form and return it to SADCAS:

**Attention:**

**Ms Jeanne Ranorovelo**  
**Technical Manager**  
**Tel: +267 3132909/ 3132910**  
**Fax: +267 3132922**  
**Email: jfranorovelo@sadcas.org**



## SADCAS Trademark Registered in Botswana

**S**ADCAS trademark (name and logo) has now been registered in Botswana by the Registrar of Marks, Patents and Designs. The trademark has been registered in both black and white and colour in five classes. We are now pursuing the registration of SADCAS trademark in the other SADC countries where SADCAS will operate. This will be partly done through the African Regional Intellectual Property Organization

(ARIPO). ARIPO is a regional intellectual property organization entrusted with the registration of marks and the administration of such registered marks on behalf of the contracting states in accordance with the provisions of the Banjul Protocol. ARIPO is based in Harare, Zimbabwe. The contracting states from the SADC region as of now are Botswana, Lesotho, Malawi, Namibia, Swaziland, Tanzania and Zimbabwe.

Regional registration of the mark is cost effective as only one application designating more than one country will be filed. Registration of SADCAS trademark in the countries that are not signatory to the Banjul Protocol will have to be pursued directly with the individual countries.

## ISO/IEC 17025 Forum

**O**n 18 September 2008, the Botswana Bureau of Standards (BOBS) hosted the 32<sup>nd</sup> meeting of the ISO/IEC 17025 Forum. The meeting was very well attended by more than sixty participants from the private and public sectors. SADCAS Chief Executive Officer Mrs Maureen Mutasa and the Technical Manager Mrs Jeanne Ranorovelo attended the meeting at the invitation of BOBS. The ISO/IEC 17025 Forum is a platform for the exchange of experiences in the implementation of ISO/IEC 17025: General requirements for the competence of testing and calibration laboratories. It is also a platform for the exchange of information on general issues affecting laboratories' management.

During the Forum, the CEO

had the great honor to introduce SADCAS: its governance; structure; vision; mission; objectives; funding; core values; clients; goals; progress in office set – up; and the link between SADCAS and member states and different stakeholders. In her very informative presentation, Mrs Mutasa also outlined SADCAS' expectations from the participants at the Forum that is to recognize accreditation as a tool for providing the acceptance and recognition of conformity assessment results; to recognize accreditation as a tool for the removal of technical barriers to trade; and to promote accreditation among their respective stakeholders.

The CEO emphasized the fact that Botswana was very privileged to host SADCAS. "Accreditation Services are

right on your door step" she said. Since Botswana has got this privilege, SADCAS would wish that the first entity it accredits will be from Botswana. Mrs Mutasa's presentation was followed by a lively discussion on SADCAS and accreditation issues in general.

The Forum was an excellent opportunity to interact directly with laboratory personnel, a key client category for SADCAS. SADCAS would like to thank the Botswana Bureau of Standards for the invitation.



Botswana Bureau of Standards Headquarters where the 32<sup>nd</sup> meeting of ISO/IEC 17025 was held

## Courtesy Calls

Realizing the need to promote the existence of SADCAS and the importance of accreditation amongst stakeholders, SADCAS has planned to pay courtesy calls to various institutions, government ministries, embassies, etc, in the region. Since SADCAS is based in Botswana, courtesy calls started in that country in June 2008.

By the end of October 2008, SADCAS had paid 19 courtesy calls to senior govern-

ment officials in the Ministry of Health; Ministry of Industry and Trade; Department of Mines; Ministry of Labour, Occupational Health and Safety Department; senior executives SADC Secretariat; Embassies (Namibia, Mozambique and Zimbabwe); senior executives of Local Enterprises Authority (LEA), Botswana Bureau of Standards (BOBS); Botswana Export Development and Investment Authority (BEDIA); and Botswana Institute for Development

Policy Analysis (BIDPA).

More courtesy calls will be scheduled until SADCAS has reached out to as many stakeholders as possible. In its quest to promote the existence of SADCAS and to create awareness on the importance of accreditation, the SADCAS Chief Executive Officer will in future also be paying courtesy calls to senior government officials and key stakeholders in the other SADC member states.

To be at the cutting edge of accreditation service delivery

## Private Standards Meeting

Mrs Maureen P Mutasa the Chief Executive officer of SADCAS attended a meeting on Private Standards held on 17 August 2008 at SADC Kgale, Gaborone, Botswana. The meeting was called to discuss the ever increasing and controversial issue of private standards, their impact or potential impact in the region and to explore a possible regional response strategy on the issue. The meeting was attended by 12 experts and was very ably chaired by Dr Oswald Chinyamakobvu the SADC SQAM Expert. Jennifer Radebe – Technical Director Regional Standards Programme, ComMark, gave a background presentation on private standards and ComMark’s role in ensuring that countries in the region are well informed on the issues of private standards. This was followed by contributions from all participants and discussions. The common understanding is that private standards are set out by a private entity and made mandatory for another private entity e.g. between a supermarket and a producer/farmer. This requirement is part of a commercial agreement between two voluntary

parties in a free market and as such lie in the domain of civil/private law. Private standards stipulate more than the minimum requirements. To note within the standardization family is the proliferation of private standards and certification schemes in the food and agricultural sector. In the SADC region, certification to private standards such as Euro-Retailer Produce Good Agricultural Practices (Eure GAP) and British Retailer Consortium (BRC) is undertaken mainly by foreign certification bodies. Cost of setting up such schemes locally is high and sustainability of such schemes is a real challenge. Cost of compliance is high weakening farmers/producers’ competitiveness.

Private food standards and compliance thereof are increasingly becoming key to market access. Besides, they present us with opportunities to re-evaluate our food safety systems and to develop infrastructure and programs for increased and guaranteed market access. Realizing the growing use of private standards particularly in the food and agricultural sector and their importance

in trade, the meeting identified the need to create awareness on private standards for policy guidance on how private standards should be handled in their respective countries. The meeting further agreed to hold a regional workshop to promote a common understanding on private standards. A Task Force consisting of Dr Chinyamakobvu, the SADC SQAM Expert, Dr Antoine Nguz – Programme Manager Food Safety Capacity Building on Residue Control Project and Ms Jennifer Radebe – Technical Director ComMark was established to develop the workshop concept paper for consideration by the expert group. The regional workshop will be held from 5-6 November 2008 in South Africa.

Accreditation provides recognition of the competency of conformity assessment bodies. Private standards certification presents opportunities to SADCAS for accreditation scope extension.

“Private standards certification presents opportunities to SADCAS for accreditation scope extension”

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Vision

To be a leading, regionally accepted and internationally recognized regional accreditation body aimed at supporting and enhancing industry and government's efforts and to be at the cutting edge of accreditation service

Mission

To provide an internationally recognized, cost-effective, regional accreditation service for SADC Member States aimed at supporting regional and international trade, enhance the protection of consumers and improve the competitiveness of SADC products and services, in both the voluntary and regulatory areas.

SADCAS objectives are to provide

- ↪ Accreditation services to Member States who do not have a national accreditation body, for their laboratories, certification and inspection bodies
- ↪ Accreditation services to Member States whose national accreditation body only service a limited scope of accreditation
- ↪ International recognition of conformity assessment results produced by organizations accredited by it
- ↪ Accreditation service that promotes, develops and maintains good regulatory practices
- ↪ An opportunity for SADC Member States to participate in multilateral arrangements for recognition of conformity assessment results
- ↪ A database of all organizations accredited by it
- ↪ Accreditation expertise, qualifying, registering and using experts from amongst SADC Member States
- ↪ A national focal point for accreditation for those SADC Member States using its service

Diary of Upcoming Events

DATES	MEETING	VENUE
17 November 2008	SADCA Project Management Committee (PMC)	St Georges Hotel—Pretoria, South Africa
17 November 2008	Finance/Audit Committee meeting	St Georges Hotel—Pretoria, South Africa
18 November 2008	SADCAS Board of Directors	St Georges Hotel— Pretoria, South Africa
19 November 2008	SADCA PMC/SADCAS Board of Directors	St Georges Hotel— Pretoria, South Africa
20 November 2008	SADCAS Board of Directors/SADCA PMC/ National Accreditation Focal Point Workshop	St Georges Hotel—Pretoria, South Africa

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**To be at the cutting edge of
accreditation service delivery**