







EA REPORT to IAF/ILAC and REGIONS

STATUS
JANUARY - JUNE 2021









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I - STRUCTURAL STATUS AS AT JUNE 2021

1 - EA Membership

EA has 36 Full Members and 13 Associate Members.

The EA associate membership status of SEMAC, the Moroccan Accreditation Service, has been terminated at SEMAC's own request on 29 March 2021.

The complete list of EA Members together with their details and their EA MLA status is available on the EA website at https://european-accreditation.org/ea-members/directory-of-ea-members-and-mla-signatories/

2 - Signatories to the EA MLA

34 Full Members and 9 Associate Members are signatories to the EA MLA.

The individual EA Multilateral and Bilateral Agreement Signatories are listed by MLA scope on EA-INF/03: Signatories to the EA Multilateral and Bilateral Agreements.

Recapitulative table of signatories by MLA scope

Calibration (1005)	Testing toos	Medical Examinate	Managen (EM SO REC TODO)	Systems Cell.	Products Certification	Validation Certification Persons Certification	Pro Alerification	Reice Testing to	totence Material Providers	aroducers.
Members signatories to the MLA	41	42	37	42*	36	36*	32	25	20	8

^{*} The signatory status of one member has been suspended for this scope from 24 March 2021.





3 - EA Recognised Stakeholders

EA cooperates with about 40 Recognised Stakeholders, whose complete list is available on the EA website at https://european-accreditation.org/about-ea/ea-stakeholders/

In accordance with EA-1/15: *EA Policy for Relation with Stakeholders* providing for a formal review every five years, the Recognised Stakeholder Agreement with ETICS (The European Testing, Inspection and Certification System) has been reviewed and renewed in May 2021 for the coming five years.

No new organisation was granted the EA Recognised Stakeholder status so far in 2021.

II. EA MLA AND PEER-EVALUATION ISSUES

1 - Latest developments relating to the EA MLA

New and remaining signatories to EA MLA scopes

Due to the COVID-19 travel restrictions in 2020, the Multilateral Agreement Council (MAC) had recourse to a remote decision-making process. At its 44th meeting held online on 21-22 April 2021, the MAC has decided to continue resorting to electronic ballots for its decision-making process and endorsed the *Procedure for Remote Decision-Making during the COVID-19 Pandemic*, which was included into the MAC Management Manual.

Upon decision made by the MAC through an electronic 30-day ballot closed in February 2021, OLAS, the Luxembourg NAB, remained an EA MLA signatory in the field of certification of products.

Five 30-day ballots relating to COFRAC, DANAK, INAB, IPAC (second stage) and LA re-evaluations will be closed on 7 July 2021.

One suspension from the EA MLA

On 24 March 2021, the BLA signatory status of NAAU, the Ukrainian NAB, was suspended for the scopes of inspection and certification of products.

MAC Members, ILAC, IAF and the European Commission were informed of this suspension which was published on the EA website and in EA-INF/03: Signatories to the EA Multilateral and Bilateral Agreements.





2 - Latest developments relating to the EA peer evaluations

2.1 Peer evaluations in 2021

For 2021, the MAC scheduled 26 peer evaluations, out of which 8 were postponed from 2020.

The following 15 peer evaluations were carried out by end of June 2021:

- 2 extension evaluations: INAB (Ireland) postponed from 2020, and BELAC (Belgium);
- 3 re-evaluations with extension for RMP: COFRAC (France) postponed from 2020, PCA (Poland) postponed from 2020, and DANAK (Denmark) second stage evaluation;
- 9 re-evaluations: AA (Austria), DPA (Albania), LA (Lithuania), NA (Norway) postponed from 2020, EGAC (Egypt) postponed from 2020, UKAS (UK) postponed from 2020, RENAR (Romania), EAK (Estonia) and BAS (Bulgaria);
- 1 extraordinary evaluation: ESYD (Greece).

Since the COVID-19 outbreak, the MAC Management Group have been intensifying their work to maintain the peer-evaluation system operational throughout this period. Everything is made in compliance with the rules and procedures to enable decisions to be made without delay and to avoid stopping the peer-evaluation system and undermining both accreditation and accredited conformity assessment activities. Although the postponements from 2020 have a major impact on the programme of peer evaluations in 2021, no postponement from 2021 to 2022 has been planned so far.

The MAC is also continuing to elaborate a new guidance document EA-2/02 S4: *Procedure for Remote Peer-Evaluations during the COVID-19 Pandemic* to support keeping the necessary level of confidence in the EA peer-evaluation system during the COVID-19 pandemic and any other potential similar unforeseen circumstances in the future, while considering that performing full remote peer evaluations is unavoidable in the short term. This document has been sent out for comments within the MAC until 28 May 2021 and a ballot will take place later on.

Transition of accredited laboratories to ISO/IEC 17025:2017

The revised internationally-accepted standard ISO/IEC 17025:2017 - General Requirements for the Competence of Testing and Calibration Laboratories has been published in November 2017 and shall be implemented by 1 June 2021.

The MAC carried out a survey until 25 June 2021 to follow the transition of accredited laboratories to ISO/IEC 17025:2017 with a view to report on the status of the transition to ILAC by 30 June 2021. The MAC confirmed that all 42 NABs signatories to the EA MLA successfully made the transition from ISO/IEC 17025:2005 to ISO/IEC 17025:2017 by 1 June 2021.





2.2 - Peer-evaluator trainings

Three refresher training sessions are planned in 2021. The first two sessions were organised remotely in June due to the health and travel conditions still related to the COVID-19 pandemic.

The first refresher training session held on 8-9 June 2021 was dedicated to management systems certification and persons certification. 31 participants from 20 NABs took part in the program covering first procedural aspects related to the peer-evaluation process, and then focusing on the more technical aspects directly related to the specific fields and applicable standards, namely ISO/IEC 17021-1 and 17024. The trainers were Kevin Belson (UKAS) for the management systems group, Göhkan Birbil (TURKAK) for the persons group and Daniela Ionescu, EA MAC Secretary, for the general aspects related to the peer-evaluation process.

The second refresher training session held on 15-16 June 2021 gathered 26 team leaders and deputy team leaders from 16 NABs around 3 trainers, i.e. Nicole Van Laethem (BELAC), Gabriel Zrenner (DAkkS) and Daniela lonescu. The participants discussed the specificities of on-site evaluations and remote evaluations before being split into specific workshops about the application review and preparation of the evaluation.

A third refresher training session to take place remotely on 8-9 December 2021 should be dedicated to peer evaluators in testing, medical examination and reference material producers.

The newcomer training session initially planned on 9-11 December 2020 and rescheduled on 21-23 June 2021 should have been cancelled again for pedagogical reason. Indeed training and approval of new evaluators were considered not appropriate to take place remotely. The MAC Management Group will decide in September 2021 whether to postpone this newcomer training session until December 2021 or spring 2022 provided that it can be held as a face-to-face training.

2.3 - Re-engineering of the peer-evaluation process

The MAC project to re-engineer the peer-evaluation system, one of the key actions of the *EA Strategy* 2025, is nearing its goal.

The MAC has started the new revision of EA-2/02: EA Procedure for the Evaluation of a National Accreditation Body in order to include the principles agreed in preliminary TFG papers related to:

- the necessary competences of the MAC Secretariat to undertake more responsibilities from the Management Group for the operational management, such as decision on acceptance of the MLA application, decision to continue with pre-evaluation/initial evaluation, decision on the outcome of the application review made by the team leader, and involvement in the process to deal with the technical issues raised during an evaluation;
- the performance of witnessing in advance of the peer evaluation;
- the clarification of the TFGs' and the Secretariat's roles:
- the alignment of timelines with IAF/ILAC A3: *IAF/ILAC Arrangements: Template Report for the Peer Evaluation of an AB*;





- the possibility to assign for scope extension the team leader from the previous peer evaluation or the team leader planned for the next re-evaluation;
- the possibility not to assign a team member for a specific level 3 activity (standards for the accreditation of CABs, such as EN ISO/IEC 17025 or EN ISO/IEC 17065) in case the extension of the specific scope was carried out 12 months before the regular peer evaluation is due.

The MAC is also elaborating three mandatory supplements to EA-2/02 in order to set out:

- the competence criteria of the EA Secretariat personnel involved in the management of the peerevaluation process (EA-2/02 S1);
- the circumstances and process of involving EA technical committees in peer-evaluation issues (EA-2/02 S2);
- the implementation of the risk-based approach for the planning of peer evaluation of NABs (EA-2/02 S3).

At its meeting in April 2021, the MAC agreed to send out these three documents based on the papers developed by specific MAC TFGs for comments within the MAC.

Moreover the MAC *Terms of Reference* are being revised in order to include the role and responsibilities of the Secretariat. At its meeting in April 2021, the MAC also approved the competence criteria for decision-makers which should be annexed to the MAC *Terms of Reference*.

Finally the following remaining issues under the re-engineering project are being finalised:

- to facilitate the drafting of the peer-evaluation report by allowing all evaluators to add their contribution into one single document (under development by the Secretariat);
- to improve the process for authorisation of evaluators (TFG established at the April 2021 MAC meeting);
- to set up a feed-back / lessons-learned mechanism to keep peer evaluators and MAC members up-todate with issues raised and their resolution with a view to preventing issues reoccurring (in progress by a MAC MG TFG).

III - STATUS OF EA'S RECOGNITION IN IAF/ILAC

The next re-evaluation of EA by IAF/ILAC is scheduled to begin no later than July 2022.

IAF has extended its MLA to cover Level 4 Food Safety System Certification (FSSC) 22000 sub-scope. Consequently, in May 2021, EA has applied to IAF to be recognised for the IAF MLA sub-scope FSSC 22000. 19 accreditation bodies in Europe will be recognised once EA's recognition will be accepted by IAF.







IV - STATUS OF EA DOCUMENTS

1 - Documents published since January 2021

EA Articles of Association (AoA)

EA-0/10	Procedure for EA Meetings
EA-1/14	Procedure for Development and Approval of EA Documents and Adoption of ILAC/IAF Documents
EA-1/17	EA Rules of Procedure
EA-3/01	EA Conditions for the Use of Accreditation Symbols, Logos and Other Claims of Accreditation and Reference to the EA MLA Signatory Status
EA-4/20	Guidance for the Assessment of Laboratories against EN ISO 15189 and EN ISO 22870 Point-of-Care Testing (POCT)
EA-5/02	EA Guidance on the Application of ISO/IEC 17020 in Periodic Inspection of the Roadworthiness of Motor Vehicles and their Trailers
EA-INF/05	Directory of European Legislations and EU Schemes with Provisions to Accreditation and/or Conformity Assessment
EA-INF/09	Guide on the Publication of Data on Accredited Verifiers according to Article 76 of Commission Implementing Regulation (EU) No 2018/2067
EA-INF/10	Guide on the Content of the Accreditation Certificate for Verifiers Accredited for EN ISO 14065 and the Commission Implementing Regulation (EU) No 2018/2067

2 - Documents under revision

EA Articles of Association (AoA)

EA-0/02	Procedure for Document Control
EA-0/06	Format & Layout of EA Documents
EA-INF/14	Communication with the European Commission and its DGs
EA-1/17	EA Rules of Procedure
EA-1/17 S1	Criteria for Membership
EA-1/17 S3	EA Procedure for the Investigation and Resolution of EA Complaints and Appeals
EA-1/17 S5	Levying of Membership Fees
EA-1/20	Procedure for the Control of Expenditures and Preparation of Budgets





EA-1/20 S1	Terms and Conditions for Financial Compensation from the Operating Grant to an EA Member Accreditation Body
EA-1/21	EA Internal Procedure for Liaison Activities
EA-2/02	Procedure for the Evaluation of a National Accreditation Body
EA-3/12	EA Policy for the Accreditation of Organic Production Certification
EA-4/02	Evaluation of the Uncertainty of Measurement in Calibration
EA-4/09	Accreditation for Sensory Testing Laboratories
EA-4/14	The Selection and Use of Reference Materials
EA-4/17	EA Position Paper on the Description of Scopes of Accreditation of Medical Laboratories
EA-4/18	Guidance on the Level and Frequency of Proficiency Testing Participation
EA-6/02	Guidelines on the Use of EN 45011 and ISO/IEC 17021 for Certification to EN ISO 3834
EA-6/03	EA Document for Recognition of Verifiers under the EU ETS Directive
EA-6/04	EA Guidelines on the Accreditation of Certification of Primary Sector Products by Means of Sampling of Sites

3 - New documents under development

EA-2/02 S1	Description of Competence Criteria of the EA Secretariat Personnel Involved in the Management of the Peer-Evaluation Process
EA-2/02 S2	Circumstances and Process of Involving EA Technical Committees in Peer-Evaluation Issues
EA-2/02 S3	Implementation of the Risk-Based Approach for the Planning of Peer Evaluation of NABs Note: exact title has not been decided yet.
EA-2/02 S4	Procedure for Remote Peer-Evaluations during the COVID-19 Pandemic
EA-3/01 S1	Rules for Use of the EA MLA Mark Note: approved in October 2020; not to be published before the EA MLA mark is soon formally registered.
EA-3/02	EA Policy for the Accreditation of Certification Activities under Protected Designations of Origin, Protected Geographical Indications and Traditional Specialities Guaranteed

HHC guidance members' procedural document on remote assessment





4 - Documents withdrawn since January 2021

EA-4/16 EA Guidelines on the Expression of Uncertainty in Quantitative Testing

V-ACTIVITIES TO PROMOTE THE IAF MLAAND ILAC MRA

The *EA MLA Report 2020* released on 8 April 2021 highlights the outcome and actions achieved through the EA MLA during 2020, as well as EA's recognition in IAF and ILAC through their MLA and MRA.

Likewise, the *EA Annual Report 2020* published on 27 April 2021 includes a specific section dedicated to *EA's cooperation with IAF and ILAC*, stressing IAF/ILAC re-evaluation of EA and EA's recognition extended to Reference Material Producers, as well as EA's appropriate contribution to the IAF/ILAC peer-evaluation system.

Both reports, which were promoted through the EA Homepage, an electronic news sent to the whole EA community and on Twitter, are available on the EA website at: https://european-accreditation.org/information-center/newsroom/promotional-materials-2/

EA celebrated the World Accreditation Day (WAD) 2021 entitled "Accreditation: Supporting the Implementation of Sustainable Development Goals (SDGs)":

- an EA Homepage news, available at https://european-accreditation.org/world-accreditation-day-9-june-2021-accreditation-supporting-the-implementation-of-the-sustainable-development-goals-sdgs/, was published on 9 June 2021 to present the key issues of the WAD 2021 together with a link towards the video and brochure jointly prepared by IAF and ILAC; 3 case studies were also included in the news.
- previously, two other EA Homepage news were published on 7 and 8 June 2021 to mention, respectively, COFRAC's and ENAC's, the French and Spanish NABs, feedback on specific initiatives in the economic financial area (please see at: https://european-accreditation-supporting-the-implementation-of-the-sustainable-development-goals-sdgs/) and an article published by TURKAK, the Turkish NAB, available at https://european-accreditation-org/world-accreditation-day-9-june-2021-accreditation-supports-responsible-consumption-and-production/
- dedicated electronic newsletters were circulated by EA Members on 9 June among the whole EA community;
- WAD 2021 was promoted on Twitter;
- several EA Members promoted the WAD through Twitter and their website.





VI. MAJOR OTHER ACTIVITIES/DEVELOPMENTS IN EA

Renewal of the EAAB

The EA Advisory Board (EAAB), currently chaired by Miruna Dobre (Federal Public Service (FPS) Economy of Belgium) and vice-chaired by Bruce McGill (CAB College - TIC Council) and Martin Stadler (Industry College - BusinessEurope), gives continuous support to EA work and provides advice to EA on a broad range of issues relating to harmonisation and policy on accreditation. The Board's composition constitutes a well-balanced representation of the parties which rely on and contribute to the European accreditation system. It is composed of representatives from:

- the conformity assessment community;
- the industry, services and trade;
- the EU Member States' national authorities;
- European private scheme owners;
- the consumer associations;
- the European metrological institutions;
- the European standardisation organisations;
- the European Commission; and
- the European Free Trade Association (EFTA).

The EAAB's *Terms of Reference* provide that the members of the Board are appointed for a period of three years which can be renewed. Because the current mandate will expire in autumn 2021, new nominations or confirmation of renewals from all members are being called for by the EAAB Secretariat until 4 October 2021. The renewal of the EAAB membership should take effect from the beginning of the 46th meeting on 10 November 2021, when a Chair and two Vice-Chairs will be elected or re-elected.

Impact of Brexit on UKAS' membership in EA

In May 2020, the General Assembly acknowledged that the United Kingdom (UK) left the European Union (EU) and noted accordingly that UKAS, the UK NAB, did not meet anymore the EA membership criteria as set out in Article 5 paragraph 1 of the *EA Articles of Association*. EA Members having expressed the importance of having UKAS as a member, the General Assembly has accordingly implemented Article 6 paragraph 7 of the *Articles of Association* and accepted to maintain UKAS as an EA Full Member until 31 January 2022.

EA and UKAS are keen to keep an active cooperation for the sake of the European market and in appreciation of their long-term collaboration. Both have been working together during this transition period to determine the future role of UKAS within EA, and UKAS' future membership status has been extensively discussed taking into consideration the outcome of the EU-UK trade negotiations.

Further to the UK's withdrawal from the EU, EA agreed that the membership categories should be modified in order to allow UKAS to remain an EA member after 31 January 2022. For this purpose, new *Articles of Association* are being prepared by the Executive Board. These Articles define new member categories, instead of Full and Associate Members, with different voting and representation rights allocated to each membership category. An extraordinary General Assembly meeting on 12 March 2021 was specifically dedicated to the revision of the *Articles of Association*. The new Articles should be finalised and approved by the General Assembly in November 2021 in order to be implemented by January 2022.







Finalisation of the EA MLA mark registration

According to *EA Strategy 2025*, EA has been establishing a MLA mark for the purpose of identifying EA MLA signatories and their accredited CABs. After EA Members selected their preferred option for the MLA mark at the General Assembly in November 2019, the previous Executive Committee has been mandated to proceed with the formal registration of the MLA mark as a collective mark of the EU in a first stage, and then to extend registration to non-EU countries at the international level based on the Madrid Agreement.

As part of the registration process, a set of rules for use of the EA MLA mark shall be submitted to the registration authorities. Accordingly, the Horizontal Harmonisation Committee (HHC) has elaborated on these rules in EA-3/01: EA Conditions for the Use of Accreditation Symbols, Logos and Other Claims of Accreditation and Reference to the EA MLA Signatory Status - Supplement 1: Rules for Use of the EA MLA Mark. The rules, which were approved by EA Members in October 2020, will enter into force once the MLA mark is formally registered in the EU Intellectual Property Office by the end of 2021.

The application of the EA MLA mark should remain voluntary for NABs signatories of the EA MLA, which will be entitled to use the MLA mark in combination with their logo. Conformity assessment bodies (CABs) accredited by a MLA-signatory NAB will have the right to use the MLA mark in combination with the NAB accreditation symbol. The basic principle is that the mark can only be used in a country where it has been properly registered. It means that the mark will be registered (at least) in all the countries of the EA MLA/BLA signatories.

Continuous abundance of EA virtual trainings and events

The pandemic has not been preventing EA to maintain its series of trainings and other educational events. All activities planned since spring 2020 took place remotely with great success and satisfaction of both participants and trainers or speakers. The virtual conditions made necessary by the pandemic have even triggered some events with a far much larger audience.

Jointly with ENFSI, the European Network of Forensic Science Institutes, EA organised a large online seminar on accreditation in the sector of Crime Scene Investigation (CSI) on 22 March 2021. Initiated by the EA Inspection Committee (IC), this seminar enabled six speakers from ENFSI to share their experience in accreditation of forensic laboratories in Europe with almost 300 participants. Jenni Harjuoja from FINAS, the Finnish NAB, who gives regular updates on the application of ISO/IEC 17020 in the CSI field during IC meetings, moderated the event; the introductory speech and questions were managed by Orbay Evrensevdi from TURKAK, the Turkish NAB, as the Chair of the Inspection Committee. As part of the AFORE (Accreditation of Forensic Laboratories in Europe) project, which aims to support forensic science laboratories across the EU Member States to move towards accreditation or expand the scope of their accreditation, this seminar aimed at promoting awareness of crime scene investigation processes towards EA. Its objectives were to provide a better understanding of the whole forensic process including CSI and laboratory activities (e.g. logistics, search for traces, different types of traces), the different roles of personnel conducting CSI (e.g. crime scene manager, scene of crime examiner, forensic scientist), the principles and importance of CSI (such as documentation of the scene, identification of the crime, etc.), a concrete rape and murder case, and the benefits of accreditation of CSI.





Another seminar is being organised together with ENISA, the European Union Agency for Cybersecurity. In May 2021, ENISA published the Common Criteria based European candidate cybersecurity certification scheme (EUCC) under the Cybersecurity Act (CSA). ENISA is currently working on the implementing act to the EUCC, which shall be applied after its publication by all parties involved, including EA NABs. The EUCC scheme covers the certification of ICT products by accredited CBs and with involvement of accredited laboratories (ITSEFs). It will presumably be underpinned by guidelines on the accreditation of laboratories and product certification bodies. In order to support EA Members in the preparation of the implementation of the EUCC scheme, i.e. the accreditation of bodies under the CSA and the EUCC scheme, a webinar will take place on 24 September 2021 with speakers from ENISA, who will present in detail the EUCC scheme. The programme of the seminar will gather EA NABs, the European Commission and EA recognised stakeholders.

Comprehensive Economic and Trade Agreement (CETA) between the EU and Canada

EA and the Standards Council of Canada (SCC) renewed in June 2019 a bilateral cooperation agreement, which enables the implementation of the <u>Conformity Assessment (CA) Protocol</u> provided for in the CETA agreement, allowing for the mutual acceptance by Canada and the EU of conformity assessment results delivered by each other's recognized accredited conformity assessment bodies. This aims to facilitate trade and open doors for EU and Canadian companies.

To get detailed information on the bilateral cooperation agreement signed between EA and SCC, please read the brochure "<u>CETA Agreement and Conformity Assessment Accreditation: a tool to enhance trade between the European Union and Canada</u>". Further information is also available in the <u>Comprehensive Economic and Trade Agreement</u> (CETA).

In February 2021, SCC has been recognised by the European Commission (EC) according to Article 12 of the CETA Protocol on Conformity Assessment for the relevant technical EU regulations within the ATEX equipment product (equipment and protective systems intended for use in potentially explosive atmospheres) sector. The recognition process will be able to continue for additional sectors.

One of the key cooperation activities consists in preparing training materials to be used by NABs when accrediting under the Canadian/European legislations. The work has been completed for ATEX and electrical and electronic equipment, machinery and construction products. For additional product sectors, training material should be made available soon by SCC and EA.

The EC, which is relying on the procedure for mutual recognition already established by EA and SCC, is elaborating guidelines on the CETA protocol regarding how to be recognised as a NAB and at the CAB level.

Revival of cooperation with the EC Joint Research Centre (JRC)

The EA - JRC project on Breast Cancer Services (BCS), which has been restarted at the end of 2020, aims to the "support services regarding the accreditation aspects of the project on a European voluntary Quality Assurance scheme for Breast Cancer Services underpinned by Accreditation".

Since the project started in 2014, it was suspended twice for reasons external to EA. A new amendment was signed in summer 2020 with a new roadmap according to which the project should be completed by 2023. There is a new focus on accreditation of certification bodies according to ISO/IEC 17065.

The deliverables of the project set out in the roadmap are prepared and performed by an EA Working Group composed of several NABs for technical work, i.e. ACCREDIA (Italy), DAkkS (Germany), DANAK (Denmark), ENAC (Spain) and FINAS (Finland).







VII - EA MEETINGS

Please visit the EA website at https://european-accreditation.org/information-center/newsroom/events-2/

VIII - EA REPRESENTATIVES IN IAF AND ILAC MEETINGS

IAF Committee meetings

General Assembly (GA)

Executive Committee (EX)
Technical Committee (TC)

MLA Committee (MLAC)

MLA Management Committee (MLA MC)

Communications and Marketing Committee (CMC)

Development Support Committee (DSC)

Andreas Steinhorst (EA Executive Secretary)

Maureen Logghe (EA President)

Kevin Belson (UKAS, UK)

Maria Papatzikou (ESYD, Greece)

Karine Vincent (COFRAC, France),

Rolf Straub (SAS, Switzerland) Amandine Combe

(EA Communication Manager)

Andreas Steinhorst

ILAC Committee meetings

General Assembly (GA)

Executive Committee (EX)

Accreditation Committee (AIC)

Marketing & Communications Committee (MCC)

Arrangement Committee (ARC)

Arrangement Management Committee (AMC)

Arrangement Council (AC)

Inspection Committee (IC)

Andreas Steinhorst

Andreas Steinhorst

Laurent Vinson (COFRAC, France)

Amandine Combe

Andreas Steinhorst

Maria Papatzikou, Andreas Steinhorst

Andreas Steinhorst

Orbay Evrensevdi (TURKAK, Turkey)

Joint ILAC/IAF Committee meetings

Joint Executive Committee (JEC)

Joint Management Committee (JMC)

JWG Communications and Marketing (JCMC)

JWG Developing Countries

JWG A-series

Maureen Logghe, Andreas Steinhorst

Maria Papatzikou, Andreas Steinhorst,

Rolf Straub, Karine Vincent

Amandine Combe

Andreas Steinhorst

Maria Papatzikou, Andreas Steinhorst



For more information, please contact:







European cooperation for Accreditation
75 avenue Parmentier
F-75544 PARIS Cedex 11 - FRANCE

Email:

secretariat@european-accreditation.org

Tel: 33 (0)1 40 21 24 62

https://european-accreditation.org

