

DEC draft Vision: A sustainable and inclusive DEC working collaboratively to benefit society across its agreed scope of activities through improved accountability, learning, and operational excellence, raising awareness and empowering and developing capabilities of all DEN members to address real needs that are aligned with national priorities.

CONTRIBUTING TO ACHIEVING THE DEC VISION (Guiding Star)

Fundamental DEC systems change (long-term)

12. The DEC uses appropriate performance measures to track progress and impact.

13. NMI Directors are reporting on the benefits and impact of their involvement in the DEC to key stakeholders.

14. The DEC has more information on the actual needs of its members and can design programs that meet these needs by matching needs and providers or designing common activities.

What would bring about these fundamental systems changes?

Clarity and agreement among members on DEC measures of success and impact.

Accountability and learning is part of the regular DEC agenda.

Second / Third Order impacts (medium-term)

9. Increased engagement of NMI Directors in DEC activities; increased alignment of priorities and reporting of impacts.

10. Better visibility with the general public.

11. Increased effectiveness of support provided by non-APMP providers.

What would bring about these second/third level impacts?

The DEC will have the information needed to regularly monitor results and impacts.

Key stakeholders can view the DEC website for updates and engage more with the DEC and members to inform their own decision making..

Initial impacts on DEC dynamics (medium-term)

6. Use the knowledge to make more informed decisions as APMP representatives and NMI management, staff.

7. Better DEC monitoring of results and impacts as well as use of DEC and NMI resources.

8. NMI Directors are more interested in DEC activities, with more relevant & useful information.

What would bring about these impacts on the DEC's dynamics?

NMI Directors will see the relevance of DEC activities to their NMI's priorities and will more likely proactively engage with the DEC.

The DEC and APMP have the data to make informed decisions.

Initial Outcomes (short-term)

1. The DEC webpages attract more members, especially NMI Directors, potential DEC leaders and external stakeholders.

2. Better use of DEC budget.

3. DEC/FGs/TCs and NMIs better understand individual and common needs, as well issues for LDCs.

4. More data available to monitor and report on development & needs.

5. DEC, TCs and FGs develop work programs aligned with identified and prioritized needs.

What would bring about these outcomes?

Relevant knowledge will be available and accessible to members and to external stakeholders.

Increased validity of information and analysed data and increased relevance of associated work programs.

Potential DEC leaders are more informed about Members' status, needs and developments.

LEVERAGE AREA 1: Actionable knowledge made available on a regular basis

WORK PACKAGE 1

- KMS Task Force to implement, including representative from APMP Secretariat
- Conduct workshop to define data, knowledge and information relevant to Members that is not yet easily accessible or available (eg, services, APMP experts)
- Agree on the format to collect data and prepare the platform - webportal and APMP web pages

WORK PACKAGE 2

- Members share success and/or change stories, successful promotional materials
- Conduct Workshop on writing good case studies
- Publish on web portal

WORK PACKAGE 3

- Develop a matrix/questionnaire to regularly assess capacities and needs of DEC members, drawing upon existing tools (eg World Bank-PTB QI toolkit)
- Share & discuss the questionnaire in a DEC needs assessment workshop
- Encourage NMIs to share needs for metrology, industrial development and government policy drivers in their economy as well as support they receive from different agencies.
- Regularly update the data based on changes in capacities and needs, e.g. NMI reporting on key indicators that are monitored annually.
- Undertake a priority-setting exercise within the DEC

WORK PACKAGE 4

- Map out funding (database) for DENs & assist in how to access funds
- Contact potential donors for information or links

WORK PACKAGE 5

- Establish a Monitoring & Evaluation (M&E) mechanism for participants that have received DEC funding
- Monitor & evaluate use and impacts of activities funded by the DEC.

Fundamental DEC systems change (long-term)

10. The DEC and DENs no longer work in a “silo”, isolated from broader and bigger societal issues. Instead both work dynamically with stakeholders (internal and external).

11. Information exchange with (internal and external) stakeholders is vibrant and dynamic and APMP is gaining recognition in other sectors and widening its influence.

What would bring about these fundamental systems changes?

The DEC will be more connected to other stakeholders, collaborating proactively in addressing societal challenges. This will be done such that “no one will be left behind”.

Second / Third Order impacts (medium-term)

7. With increased funding, DENs (especially the least developed) will have a better chance to address their persistent problems.

8. NMIs will be better able to communicate with external stakeholders, increasing interaction and possible support.

9. Increased potential of DEC to take on leadership roles in wider regional and global discussions of SDGs, etc.

What would bring about these second/third level impacts?

By directly engaging with decision makers, NMIs help them understand the role of metrology in addressing societal problems and thereby draw attention to the needs of the NMI.

Increasing DENs visibility in addressing global topics like SDGs helps DEC members leave a positive mark on the regional /global stage and enhances awareness of metrology.

Initial impacts on DEC dynamics (medium-term)

4. More less/least developed NMIs are supported and will be engaged in DEC activities.

5. Stakeholders from other sectors have a better understanding or metrology and might engage more with NMIs/DEC.

6. DENs could improve their standing within their economy and attract more support.

What would bring about these impacts on the DEC’s dynamics?

Getting attention from donors & others by being involved in SDG-related activities could result in increased support for the NMI as well as help address the SDGs, using synergies with other parties to jointly working on societal problems.

Initial Outcomes (short-term)

1. Less/least developed NMIs whose economies are falling behind in SDG indicators will be given priority.

2. Stakeholders from other sectors (outside metrology) will be more involved in the FGs.

3. Increased sources of funding and other resources for less developed NMIs.

What would bring about these outcomes?

Focus on contributing to SDGs will widen perspectives of the DEC on Members needs

Linking DEC activities to SDGs will foster greater DEC involvement in FGs and other sectors.

Stakeholders who know about the DEC and the linkage between metrology and the SDGs may be interested in funding NMIs.

LEVERAGE AREA 2: Collaborate to contribute to SDGs and increase capacity for effective stakeholder engagement

WORK PACKAGE 1

- Working with the FGs, develop and showcase examples of metrology’s impact on SDGs through FG activities.
- DEC members participate effectively in FGs.
- Funding for FG activities is clearly linked to SDGs.
- Identify potential for cooperation with legal metrology on SDGs.
- Involve external regional stakeholders.

WORK PACKAGE 2

- Support national workshops with key sectoral stakeholders.
- Develop Concept Notes for each workshop with objectives, inputs, target groups, etc.
- Invite developed NMIs to participate as speakers and/or resources persons.
- Get feedback from participants and developed NMIs on outcomes, implementation plans, and lessons learned.
- Develop DEC members’ presentation skills.
- Share experiences within FGs and with other APMP Committees – including through development of case studies/success stories.

WORK PACKAGE 3

- Engage in activities with other regional stakeholders in FG/SDG areas.
- Take opportunities to present on behalf of APMP or lead/host an event.

Fundamental DEC systems change (long-term)	15. The DEC runs its programs more efficiently and effectively, with more members volunteering for task forces.	16. Collective spirit of cooperation and compassion as everyone tries to “leave no one behind”.	17. APMP will have more leaders from DENs.			
	What would bring about these fundamental systems changes?					
	Members giving and receiving support both benefit from their engagement in the DEC			Leadership is shared by all.		
Second / Third Order impacts (medium-term)	11. The DEC can proactively seek external partners since it will have more efficient and effective: needs assessments, communications & systems as well as actors to implement activities.	12. Least developed members will be more actively engaged and receive support to address their most pressing needs.	13. More members are willing to give support – both in-kind (eg attachment training) and even financial support to developing NMIs.	14. DENs have more confidence in taking over responsibilities and leadership in APMP.		
	What would bring about these second/third level impacts?					
	Increasing absorptive capacity of the DEC means it can also access more resources from different sources.			More capable leaders means increasing potential to sustain DEC programs and services to members.		
Initial impacts on DEC dynamics (medium-term)	7. More DEC-led projects, with DEC in the driver’s seat (not the funder/donor).	8. Members that support other members will develop their own skills/competencies.	9. Increase accountability and ownership of NMI management.	10. Increase capabilities for strategic thinking.		
	What would bring about these impacts on the DEC’s dynamics?					
	Supporting others is also a capacity development intervention for the provider.	More members implementing DEC programs/services means more funds are mobilized, also fostering spirit of cooperation.	Strategic thinking is enhanced as DEC members & NMI Directors have a better understanding of results and impact of DEC activities.			
Initial Outcomes (short-term)	1. DEC will have more actors implementing DEC activities that address members’ needs.	2. DEC fulfils its project deliverables and commitments	3. Supporting DEC activities is recognized as contributing to needs of own NMI.	4. Capacities of DEC to organize, develop, design, monitor & evaluate activities is improved.	5. TC-FG collaboration with DEC is enhanced.	6. More funds are used.
	What would bring about these outcomes?					
	More actors within DEC supporting members so more activities implemented with minimal prodding from external partners.			With Task Forces collaboration with TCs & FGs, needs of DEC members will be given more voice in TCs and FGs.		

LEVERAGE AREA 3: Establish a dynamic operations team & develop proactive and engaged leadership

WORK PACKAGE 1

- DEC Chair facilitates Task Forces (TFs).
- Decide on urgent topics (CMCs for 9 economies).
- Form TFs with incentives for volunteers.
- Allow time for TFs in DEC agenda.
- Facilitate TFs using video-conferencing, etc
- Engage FG and TC Chairs in TFs.
- Firm up support of APMP Secretariat for DEC work, including TFs.

WORK PACKAGE 2

- Engage Directors/senior managers in taking over roles & responsibilities for specific program components or leadership of certain activities.

WORK PACKAGE 3

- Organise regular NMI Directors “Learning Circles” to share experiences and learnings, as well as strategic planning and priorities.
- Report regularly on performance against key indicators in DEC meetings and the GA.

Fundamental DEC systems change (long-term)

9. The DEC/APMP will be more inclusive, ie, all NMIs at different stages of development are collaborating productively and supporting each other to update metrology services in the Asia-Pacific region.

What would bring about these fundamental systems changes?

APMP/DEC members are more willing and open to supporting each other's needs, inspired by a sense of concern for their societies that need services to improve their quality of life/wellbeing.

Second / Third Order impacts (medium-term)

7. The gap between developing and developed NMIs is reduced.

8. Increased societal benefits through access and use of advances in metrology in developing economies.

What would bring about these second/third level impacts?

Opportunities will be open to all NMIs to access and apply advances in metrology.

Availability of more advanced instruments and technologies will help least developed and developing economies address pressing problems, eg, SDGs.

Initial impacts on DEC dynamics (medium-term)

3. More efficient services.

4. DENs are able to adapt/adopt advances in metrology.

5. DENs are able to access services that are fit-for-purpose.

6. Less developed NMIs can participate effectively in TCs and FGs, not just as observers or recipients of support.

What would bring about these impacts on the DEC's dynamics?

DENs have developed capabilities to adopt advances and latest technological developments in metrology.

DENs are empowered to engage with more advanced APMP NMIs.

Initial Outcomes (short-term)

1. New technologies applied to metrology services improve DENs ability to address customers' needs

2. Increased knowledge products and documentation, enhanced database, etc, developing institutional memory and capabilities.

What would bring about these outcomes?

Least developed and developing economies start to develop metrology services that use the latest technologies, processes, systems.

LEVERAGE AREA 4: Leapfrogging advances in metrology

WORK PACKAGE 1

- Introduce laboratory information management systems to DEC members.
- Share examples/knowledge to use digital technologies.

WORK PACKAGE 2

- Develop pilot projects that take advantage of new technologies and tools (eg calibration apps, geotagging metrology services, remote calibration, digital simulation of environments, etc).

WORK PACKAGE 3

- Cross visits or learning exchange with least developed and developing NMIs who have adopted advances in metrology.
- Write and publish success stories.

Fundamental DEC systems change (long-term)

13. The DEC has more information on actual needs of its members and can design programs that meet these needs by matching individuals or designing common activities on a continuous basis.

14. The DEC and members can monitor the development of NMIs and assess impacts.

15. More DEC members have relevant CMCs that are linked to the services they deliver to clients.

What would bring about these fundamental systems changes?

APMP/DEC members are more willing and open to supporting each other's needs, inspired by a sense of concern for their societies that need services to improve their quality of life/wellbeing.

Second / Third Order impacts (medium-term)

10. One shot activities with unclear impacts are avoided.

11. Donors have information that will guide their funding decisions.

12. Members' needs (and not "wish lists") are used as the basis for regular programming of activities.

What would bring about these second/third level impacts?

Changes are reported by monitoring results and impacts.

There is less competing of priorities through alignment with a strategic approach.

Initial impacts on DEC dynamics (medium-term)

5. More effective spending of available resources.

6. Participation of NMIs without CMCs in comparisons.

7. NMIs without CMCs undergo peer assessments.

8. Increase in ownership and accountability of DEC members.

9. Capacity development of NMIs.

What would bring about these impacts on the DEC's dynamics?

DEC/APMP has the data to make informed decisions.

NMI management and staff have clarity on their needs and what support will help address these needs.

Initial Outcomes (short-term)

1. Activities are implemented that are relevant, agree with strategic priorities and programmatic approach and are target-group oriented.

2. NMIs without CMCs are supported to working with TCs and TCQS to draft QS, procedures and training in basis metrology.

3. Available resources of DEC and NMIs are used conscientiously and effectively.

4. Duplication of support is avoided and opportunities are sought to develop complementary programs.

What would bring about these outcomes?

DEC members agree on strategic priorities and objectives to develop a programmatic approach and provide their own resources for implementation.

Activities reinforce the validity of information and analysed data and increase the relevance of associated work programs.

LEVERAGE AREA 5: Implementation of outputs from needs analyses in prioritized strategic areas

WORK PACKAGE 1

- Match the strategic priorities of the DEC with consolidated capacities and needs of DENs and formulate a development program (with expected results and impacts).
- Develop annual activities using the programmatic approach.
- Monitor results and impacts.

WORK PACKAGE 2

- Using outputs from Leverage Area 1, identify priority activities for achievement of CMCs and deliver targeted training to enable participation in intercomparisons by the 9 NMIs without CMCs.
- Provide for comparisons & hybrid comparisons as well as peer assessments.

WORK PACKAGE 3

- DEN2DEN needs matching for services.

WORK PACKAGE 4

- Document funding flows and priorities.
- Use information to inform DEC program design and development.
- Align external funding with the DEC's programmatic approach.

