APMP
STRATEGIC PLAN
2024-2026
Ensuring ongoing effectiveness and resilience of APMP and its Members

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The Asia Pacific Metrology Programme (APMP) is a collaborative initiative involving the metrology community in the Asia Pacific region comprising the national metrology institutes and designated institutes of its member economies.

This strategic plan, which is a continuation of the previous APMP Strategic Plan 2021-2023, sets out APMP’s strategic objectives and implementation plans for the years 2024-2026, as approved by the General Assembly of the APMP in 2023. Prioritizing key considerations pertaining to present circumstances, the plan identifies strategic objectives to help advance the metrological competence of APMP’s member laboratories in the context of dealing with the consequences of the COVID-19 pandemic.

This plan was developed in consultation with a task force led by the APMP Chairperson, composed of EC members, the Lead TC Chair, the TC, and the FG Chairs, and was coordinated by the APMP Secretariat.

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**Vision**

We envision APMP serving as an inclusive, representative, and transparent Regional Metrology Organization (RMO) that provides leadership in responding to the measurement needs and challenges in the region.

**Mission**

APMP’s mission is to promote and support the development and international recognition of measurement infrastructure in the Asia Pacific region, which will facilitate international trade, improve industrial efficiency and competitiveness, ensure equity in the marketplace, and improve quality of life and protect the environment for all citizens in the region.

**Core Values**

At APMP, the following values guide us as we strive to enhance measurement standards, promote equitable trade, and enrich the lives of every citizen within the Asia Pacific region.

1. **Excellence**
   
   We are committed to the highest standards of scientific excellence, ensuring that our metrological advancements are of the utmost quality and precision.

2. **Collaboration**
   
   We thrive on the spirit of cooperation and actively encourage the exchange of knowledge and expertise among our diverse membership.

3. **Integrity**
   
   We uphold unwavering scientific integrity as the foundation of our organization, ensuring that our actions
and decisions are grounded in honesty and objectivity.

4. Respect ----------- We embrace the principles of the UN Charter, fostering mutual respect and recognizing the intrinsic dignity and worth of every individual in our pursuit of metrological goals.

5. Inclusivity ------- We celebrate diversity and inclusiveness in all forms, welcoming members who share our values and are willing to contribute to our shared mission.

6. Transparency ----- We are dedicated to transparency, responsible behavior, and ethical conduct in all our actions, setting the highest standards for accountability.

KEY CONSIDERATIONS WITHIN THE REGIONAL AND GLOBAL CONTEXTS

APMP’s strategy constantly evolves in accordance with domestic, regional, and global contexts. This Strategic Plan focuses on the following key considerations within the current context:

ゝ Promoting inclusive and sustainable metrological development in the APMP region. It is recognized that there is a wide range in development level of metrological infrastructure across APMP’s member economies. One of APMP’s primary goals continues to be to help enhance the metrological capabilities of economies in the region and ensure international recognition for these capabilities, thereby providing fundamental support to their economy and society.

ゝ Advances in measurement science and technology to address global challenges. In recent years, rapid scientific advancements have transformed industries and our way of life. Governments worldwide are prioritizing initiatives to address global challenges to improve the quality of life for their citizens. APMP members can apply new developments in measurement science and technology to support government priorities and ensure societal wellbeing. These include developing measurement solutions for emerging industries, utilizing cutting-edge technologies, addressing global challenges (advanced
manufacturing, climate change, digital transformation, healthcare, artificial intelligence), and developing quantum measurement standards and methods.

Need for deeper collaboration to promote post-pandemic competitiveness. The impacts of the COVID-19 pandemic are being felt worldwide, and its consequences persist. In response, it is imperative that APMP leverages the expertise of its members and stakeholders to foster capacity building, scientific innovation, and collaboration across the wide horizon of metrology. Intrinsic to this response, particular emphasis must be placed on bridging the gap for developing economies. Furthermore, APMP’s efforts and projects to combat the pandemic in recent years, as well as the valuable experiences of individual member institutes in their response to the pandemic, should be preserved and shared as references that can lead to more meaningful outcomes in the future.

Ensuring the effectiveness of APMP’s governance and delivery on regional responsibilities. Sustainability and effectiveness are critical for bodies such as APMP. Effective governance systems, including regular strategic planning, sound procedures and guidelines, quality management systems and monitoring and evaluation of activities are all essential to maintain and enhance APMP’s operations, its standing within the international metrology community and the responsible use of its financial resources. These governance systems should leverage digital platforms to facilitate strategic dialogue, store resources and data, and streamline routine tasks. In addition, establishing APMP as a legal entity is essential to safeguard its financial assets and ensure the organization’s long-term stability.

Importance of expanded partnerships with regional and global communities. APMP can improve its global standing by promoting the technical excellence of its members, increasing participation in prioritized regional and international forums, and taking on more regional and global leadership roles. APMP should regularly review and prioritize its stakeholder relationships and strengthen engagement with priority partners in order to increase opportunities for the application of metrology to combat regional and global challenges.
Based on this context, APMP identifies six strategic objectives as its work priorities for the years 2024 to 2026.

1. Leveraging lessons learned from the COVID-19 pandemic to promote post-pandemic recovery

This objective focuses on reinforcing the strength of APMP members in combating the COVID-19 pandemic and promoting the application of measurement technologies to support domestic, regional, and international efforts to build resilience against such crises.

» To achieve this objective, we will:
- Fully take advantage of platforms that can facilitate communication between APMP members and external stakeholders for the purposes of supporting post-pandemic recovery efforts and planning for future pandemics.
- Fund programs to promote collaborative R&D projects, comparisons, studies, training, information exchange, and other activities to help APMP member institutes become more proficient at serving their customers in combating pandemics and supporting post-pandemic recovery efforts.
- Encourage collaboration to leverage resources available in NMIs worldwide.
- Use online tools to facilitate and maintain efficiency in APMP's work programs.

2. Enhancing the performance and implementation of TC and FG Initiatives

This objective focuses on enhancing the scientific and technical competitiveness of APMP members in cutting-edge fields to meet the evolving needs stemming from scientific innovation, industrial advances, and social progress. This requires a clear identification of research priorities and directions as well as effectively organized cooperation among APMP member institutes. APMP will continue to improve the performance and effectiveness of its Technical Committee Initiative (TCI) and Focus Group Initiatives (FGI) programs. APMP will also initiate, maintain, and strengthen links with peak international partners and forums on topical subjects in which metrology can provide impact and benefit.

» To achieve this objective, we will:
2.1 For the TCI/FGI Projects:

- Apply the Guidelines for APMP TCI and FGI Projects to provide consolidated guidance for managing projects funded by APMP.

- Orient the program toward innovation, establish a mechanism to define and regularly review funding priorities of TCI/FGI projects, monitor and evaluate funded activities, and encourage follow-up activities of successfully funded TCI/FGI projects to increase and extend their value.

- Encourage openness and collaboration with partners/stakeholders from governments, industries, academia, quality infrastructure (QI) organizations, and other metrology communities of relevance, including other RMOs and forums (including horizontal forums) under the Metre Convention, as well as the Asia Pacific Economic Cooperation.

- Promote the wide utilization of project outcomes by sharing reports of each project (progress and final reports).

- Stimulate uptake of TCI and FGI funds as regional NMIs/DIs enter post-pandemic recovery phases, and a return to face-to-face collaboration is possible.

2.2 Encourage expanded engagement in peak international forums:

- Increase participation of APMP members in peak international forums on cutting-edge metrology topics (e.g., the digital SI, quantum metrology, climate change and the environment) and provide mechanisms for the timely transfer of information regarding the latest scientific and technical developments to APMP members.

3 Raising APMP’s impact and value for members

This objective aims to strengthen metrology infrastructure in the Asia Pacific region and increase benefits for individual member economies. The two goals of APMP in connection with this objective are as follows. The first goal, which is also closely aligned with the principles outlined in Resolution 6 of the 27th CGPM, is to expand APMP’s member coverage so that all economies in the Asia Pacific region are given opportunities to participate in and benefit from regional and international metrology systems. The second is to support capacity building for all APMP member institutes with a focus on developing member institutes and expanding the leadership role of the APMP Developing Economies’ Committee (DEC).

» To achieve this objective, we will:

3.1 Expand regional coverage:

- Encourage peak measurement institutes in the region to become APMP members, with special consideration for the recently established Pacific Islands Metrology Committee.

3.2 Provide support for the dissemination of the re-defined SI and uptake of digital SI:

- Promote the adoption of the re-defined SI by APMP members. This includes supporting the provision of traceability to primary standards based on the new definitions as well as organizing knowledge transfer workshops.

- Connect with and contribute to international initiatives on
digital SI and digital transformation

3.3 Strengthen capabilities of developing member institutes:
- Ensure the delivery of effective capacity-building measures that utilize at least 80% of the annual DEC budget by implementing the DEC Strategic Plan and its associated annual Work Plans.
- Enhance APMP engagement in technical cooperation projects funded by development partners (e.g., PTB of Germany) while ensuring DEC’s long-term sustainability.
- Encourage and utilize diverse resources, including those from member institutes, for capacity building of developing members. APMP will promote joint projects between the DEC and developed and developing APMP members to leverage resources for training, workshops and attachments, and other resources available in the region. APMP will consider utilizing programs such as the Global Metrology Academy programs offered by KRISS to support these efforts.
- Develop APMP E-learning content by utilizing the BIPM e-learning portal with a focus on hybrid comparison as the first available program.

4 Improving the efficiency of APMP’s governance and operations

This objective focuses on improving the operational quality of APMP holistically, aiming to maintain and strengthen its position within the global metrology community.

» To achieve this objective, we will:

4.1 Develop a systemic approach to strategic planning for APMP and establish a comprehensive system of rules and procedures:
- Establish a best-practice approach to APMP strategic planning, aligned with the term of the APMP Chairperson and agreed by and delivered to all APMP structures.
- Develop and maintain a comprehensive and up-to-date suite of all APMP rules, operational procedures, guidelines, and guidance.

4.2 Improve means of communication among members and with external stakeholders:
- Develop and maintain an open, informative, and technically advanced website for APMP, which will collect all publications of APMP, including documents from its meetings and projects and information regarding metrology training services. During the first year of the APMP website’s launch, close collaboration between the outgoing and incoming secretariats will be necessary to stabilize the site and ensure all features are fully operational.
- Develop and make use of a high-quality knowledge management system (KMS) as a repository for knowledge products.
- Provide an effective information-sharing platform among members to facilitate collaboration and knowledge exchange. This involves tasks such as optimizing APMP meeting
structures and agendas, creating thematic reporting sessions on important issues, bringing roles of EC members and Committee Chairs into full focus, and improving APMP’s NMI Directors Workshop so that it serves as an effective platform for high-level, focused, and in-depth dialogues on strategic issues.

4.3 Enhance communication and collaboration within APMP:

4.3.1 Strengthen communication and collaboration between Technical Committees (TCs) and Focus Groups (FGs):
- Develop and implement strategies to enhance communication, cooperation, and knowledge sharing between TCs and FGs within APMP. This includes establishing regular cross-committee meetings, creating a platform for joint projects, and fostering an environment of mutual support and information exchange to maximize the impact of our metrological endeavors.
- Create communication channels with the aim of fostering collaboration and bi-directional discussion so that each FG engage with the relevant TCs during APMP meetings. FG Chairs will be encouraged to organize small group meetings with TC Chairs, enabling better coordination and aligning objectives between key APMP entities.

4.3.2 Ensure seamless transitions and effective communication between outgoing and incoming Chairs:
- Develop practices and mechanisms to ensure seamless transitions and effective communication between outgoing and incoming Chairs. Smooth leadership transitions will foster the continuity of TC or Committee activities, ensure the transfer of knowledge, and preserve stakeholder confidence.

4.3.3 Strengthen TC-CC liaison roles for enhanced communication:
- Enhance the roles of members who belong to both Technical Committees (TCs) and Consultative Committees (CCs) to improve communication. Such members will be encouraged to share information dissemination responsibilities with TC Chairs, provide report on CC activities, and help incoming TC Chairs understand and participate effectively in CC meetings and activities.

4.4 Establish APMP as a legal entity to ensure the longer-term sustainability of the organization:

4.4.1 Collaborate with members on APMP’s incorporation strategy:
- Explore legal entity options in collaboration with members to ensure transparency and alignment with member interests.
- Seek legal counsel for expert guidance on the legal requirements and best practices for incorporation as a legal entity.
- Establish a timeline (with milestones) for the incorporation process to be able to keep track of the progress and ensure a smooth transition.

4.4.2 Promote member engagement and communication:
- Communicate regularly with members to keep them informed and engaged throughout the incorporation process.
- If appropriate, explore improvements to APMP’s membership fee structure in order to ensure the sustainability of APMP’s operation as a legal entity.
Expanding global engagement and partnership

This objective aims to build, maintain, and strengthen relationships with stakeholder organizations to expand the contributions of APMP and metrology to the development of the Asia Pacific region. It also encourages APMP to be open and agile in seizing new opportunities to collaborate with other organizations, especially those that can benefit from the expertise of APMP members. A significant example of our long-standing collaboration is with the Asia Pacific Accreditation Cooperation (APAC), which has been instrumental in fostering mutual growth.

» To achieve this objective, we will:
- Review, define, and prioritize stakeholder organizations annually based on evolving global and regional contexts.
- Regularly participate in meetings and activities of stakeholder organizations to provide inputs and explore collaboration opportunities.
- Provide effective leadership to the APEC Sub-Committee on Standards and Conformance (SCSC) Specialist Regional Bodies’ (SRB) Forum and expand collaboration with the other APEC SRBs.
- Promote substantial collaboration with organizations engaged in partnerships with APMP, including VAMAS and IMEKO.
- Leverage the fora of our partner organizations to grow APMP’s pipeline of young talents who can act as a strong voice for APMP.

Fulfilling RMO Obligations under the CIPM MRA

This objective focuses on fulfilling the responsibilities of an RMO to support the operation of the CIPM MRA and improve its efficiency and effectiveness with APMP proposals.

» To achieve this objective, we will:
- Provide effective and competent participation in the JCRB with a particular emphasis on ensuring that the CIPM MRA meets the needs of all APMP member institutes.
- Implement regional comparisons according to the needs of APMP members.
- Ensure efficient and effective intra-regional review of CMCs submitted by APMP members, as well as inter-regional review of CMCs submitted by other RMOs.
- Encourage the use of the hybrid comparison (HC) scheme as supporting evidence for CMC submissions. To this end, TCs are requested to collaborate closely with the DEC to define the potential needs of HC member laboratories and implement the scheme in a timely manner.
- Update quality system assessment guidelines to reflect changes in relevant international documents and address new challenges that arise from CMC and QS reviews.
APMP STRATEGIC PLAN AT A GLANCE

Critical Success Criteria

Leverage lessons learned from the COVID-19 pandemic to promote post pandemic recovery

Raise APMP's impact & value for members

Enhance the performance and effective use of the TC and FG initiatives

Promote and support the development and international recognition of measurement infrastructure in the Asia Pacific region

Critical Success Criteria

Improve the efficiency of APMP's governance and operations

Expand global engagement & partnership

Fulfil RMO obligations under the CIPM MRA

Necessary Conditions

Enhance communication between members/stakeholders

Promote and fund collaborative R&D

Training and information exchange

Encourage collaboration with external partners/stakeholders

Promote the use of project results

Use "Guidelines for APMP TCI and FGI Projects"

Monitoring and evaluation to direct projects toward innovation

Increase participation of members in peak international forums

MEDEA / GMA

Implement DEC strategic plan

Encourage new members

Encourage implementation of new SI

APMP e-learning initiative

Knowledgemanagement system

Develop & maintain rules and guidelines

Effective operation of new website

Establish best practice strategic planning

Enhanced Communication & collaboration between TCs & FGs

Ensure smooth handover between outgoing & incoming Chair

Collaborate with members on incorporation strategy

Leadership to APEC SCSC

Collaborations with VAMAS and IMEKO

Develop young talent through partner organizations

Active JCRB participation

Regional comparisons

Intra regional reviews

Promote hybrid comparisons

Constant improvement in MRA process

Intra regional reviews

Annual review of relationships with stakeholders organizations

Strengthen TC-CC liaison roles

Annual review of relationships with stakeholders organizations

Leadership to APEC SCSC

Collaborations with VAMAS and IMEKO

Develop young talent through partner organizations

Active JCRB participation

Regional comparisons

Intra regional reviews

Promote hybrid comparisons

Constant improvement in MRA process