

APAC STRATEGIC PLAN 2019 - 2021

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**CONTENTS**

1. INTRODUCTION 4

2. SCOPE 4

3. STRATEGIC PURPOSE 4

4. APAC VISION 4

5. APAC MISSION 5

6. STRATEGY AREAS AND PRIORITIES 5

7. AMENDMENT TABLE 5

ANNEX A - APAC OBJECTIVES 6

ANNEX B - APAC STRATEGY AREAS AND PRIORITIES 7

1. INTRODUCTION

Asia Pacific Accreditation Cooperation Incorporated (APAC) is a cooperation of accreditors of conformity assessment bodies including but not limited to laboratories, inspection bodies, certification bodies, validation and verification bodies, reference material producers and proficiency testing providers in the Asia Pacific region.

APAC was established on 1 January 2019 on the merger of the Asia Pacific Laboratory Accreditation Cooperation (APLAC) and the Pacific Accreditation Cooperation (PAC). APAC is an incorporated body in New Zealand under the Incorporated Societies Act.

The APAC General Assembly is the primary body of APAC. The Executive Committee is responsible to the General Assembly for the effective implementation of APAC’s objectives as described in the Constitution (APAC GOV-001) and for the day-to-day management of APAC. For ease of reference, APAC’s objectives are reproduced in Annex A to this document.

The APAC Executive Committee has developed this Strategic Plan to act as the foundation and guide for the achievement of APAC’s objectives.

1. SCOPE

This document provides the Asia Pacific Accreditation Cooperation Incorporated (APAC) Strategic Plan for the period 2019 - 2021.

1. STRATEGIC PURPOSE

The objectives of APAC can be distilled down to reflect that it exists to provide formal recognition of accreditation bodies in the Asia Pacific region in order to facilitate:

* the reduction of technical barriers to trade; and

* the global acceptance of the results of conformity assessment activities from conformity assessment bodies that are accredited by APAC Full Members.

1. APAC VISION

Conformity assessment services accredited by APAC members are accepted by economies globally as a foundation for sustainable development, facilitating trade, enhancing health & safety, protecting the environment, and providing consumer protection.

1. APAC MISSION

To provide the platform for harmonization of accreditation in the Asia-Pacific region, underpinning prosperity and supporting balanced, inclusive, sustainable, innovative and secure growth.

1. STRATEGY AREAS AND PRIORITIES

To fulfil the strategic purpose of APAC during the period of 2019 – 2021, APAC has identified 4 priority strategy areas:

* + 1. Maintain and Enhance the APAC MRA;
    2. Strengthen Regional and International Relationships;
    3. Increase Technical Competence, Learning, and Capacity Building;
    4. Ensure the Sustainability of APAC.

These strategy areas are detailed in Annex B, together with outline priority objectives, proposed activities, timescales, and responsibilities.

1. AMENDMENT TABLE

This table provides a summary of the changes to the document with this issue.

|  |  |
| --- | --- |
| **Section(s)** | **Amendment(s)** |
| All | New issue on establishment of APAC |
| End |  |

ANNEX A - APAC OBJECTIVES

In accordance with [APAC GOV-001](https://www.apac-accreditation.org/publications/gov-series/) *APAC Constitution*, the objectives of the Asia Pacific Accreditation Cooperation Incorporated are:

1. to provide formal recognition of accreditation bodies in the Asia Pacific Region;
2. to encourage and facilitate the adoption and implementation of standards, guidelines and application documents that have been developed by relevant international bodies such as International Organization for Standardization (ISO), International Electrotechnical Commission (IEC), International Accreditation Forum (IAF), and International Laboratory Accreditation Cooperation (ILAC);
3. to maintain recognition through the International Accreditation Forum (IAF) and International Laboratory Accreditation Cooperation (ILAC), and as a Regional Group to cooperate and complement activities of other Regional Groups with IAF and ILAC;
4. to establish and maintain recognition by other international and regional organisations;
5. to provide a forum for exchange of information and to promote discussion among accreditation bodies and among organisations that have an interest in accreditation, and related activities;
6. to improve the standard of accreditation services provided by Full Members;
7. to publish documents on accreditation and related subjects;
8. to maintain and strengthen mutual confidence in the technical competence among Full Members and to work towards expansion of the APAC mutual recognition arrangement (MRA);
9. to establish and maintain procedures for evaluating accreditation bodies entering and participating in the APAC MRA, and procedures for monitoring and improve the effectiveness of the APAC MRA;
10. to facilitate the reduction of technical barriers to trade by promoting acceptance of the results of conformity assessment activities from conformity assessment bodies that are accredited by Full Members;
11. to encourage Members to assist all interested accreditation bodies in the region to develop and improve their accreditation systems;
12. to cooperate with other national, regional and international bodies on metrology, standards, and conformity assessment bodies with similar or complementary objectives.
13. to do anything necessary or helpful to the above purposes.

ANNEX B - APAC STRATEGY AREAS AND PRIORITIES

|  | **Strategy Area** |  | **Priority** | | **2019** | | **2020** | | **2021** | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | | **Action** | **Who** | **Action** | **Who** | **Action** | **Who** |
| **1** | **Maintain & Enhance the APAC MRA** | **1.1** | **Retain Regional Recognition status within IAF/ILAC** | |  |  |  |  |  |  |
|  |  |  | 1.1.1 | Contribute resources to IAF/ILAC peer evaluations. | ✓ | MRAMC | ✓ | MRAMC | ✓ | MRAMC |
|  |  | **1.2** | **Continue to improve the quality, effectiveness and efficiency of MRA to meet the needs of members, regulators and other stakeholders to facilitate global trade, and to support the improvement of safety, health and the environment** | |  |  |  |  |  |  |
|  |  |  | 1.2.1 | Review methodology for peer evaluations in the light of the merged processes of APLAC and PAC | ✓ | MRA Council Chair/Co-Chairs |  |  |  |  |
|  |  |  | 1.2.2 | Continually improve peer evaluation processes |  |  | ✓ | MRAMC | ✓ | MRAMC |
|  |  |  | 1.2.3 | Explore and analyze opportunities for new programmes |  |  | ✓ | MRA Council | ✓ | MRA Council |
|  |  |  | 1.2.4 | Identify the needs of the marketplace and stakeholders for accredited conformity assessment, develop new documentation as necessary, train personnel as required |  |  | ✓ | EC/CPC/TC/  CBC | ✓ | EC/CPC/TC/  CBC |
|  |  |  | 1.2.5 | Improve responsiveness for new MRA scopes |  |  |  |  | ✓ | MRAMC |
|  |  | **1.3** | **Ensure sufficient, high quality, competent resources are available for all MRA programmes** | |  |  |  |  |  |  |
|  |  |  | 1.3.1 | Determine future evaluator needs | ✓ | MRAMC | ✓ | MRAMC | ✓ | MRAMC |
|  |  |  | 1.3.2 | Recruit and train evaluators with relevant scopes | ✓ | MRAMC | ✓ | MRAMC | ✓ | MRAMC |
|  |  |  | 1.3.3 | Maintain up-to-date register of trained and trainee resources | ✓ | MRAMC  Secretariat | ✓ | MRAMC  Secretariat | ✓ | MRAMC  Secretariat |
|  |  |  | 1.3.4 | Develop appropriate training plans |  |  | ✓ | MRAMC |  |  |
|  |  |  | 1.3.5 | Improve monitoring process for peer evaluators |  |  |  |  | ✓ | MRAMC |
| **2** | **Strengthen Regional and International Relationships** | **2.1** | **Increase the influence of members in IAF and ILAC, their activities, and decision-making** | |  |  |  |  |  |  |
|  |  |  | 2.1.1 | Ensure effective APAC participation on mirror committees, providing support as necessary | ✓ | EC | ✓ | EC | ✓ | EC |
|  |  |  | 2.1.2 | Take leadership roles in international accreditation |  |  | ✓ | EC  Committee Chairs | ✓ | EC  Committee Chairs |
|  |  |  | 2.1.3 | Ensure dissemination of information and outcomes to members | ✓ | APAC Reps | ✓ | APAC Reps | ✓ | APAC Reps |
|  |  |  | 2.1.4 | Encourage APAC members to participate in IAF/ILAC |  |  | ✓ | EC  Committee Chairs | ✓ | EC  Committee Chairs |
|  |  | **2.2** | **Deepen and strengthen liaisons with appropriate other bodies/strategic partners** | |  |  |  |  |  |  |
|  |  |  | 2.2.1 | Enhance the profile of APAC and relationships with other regional bodies, e.g. APEC, ASEAN, SAARC | ✓ | EC | ✓ | EC | ✓ | EC |
|  |  |  | 2.2.2 | Liaise with other accreditation regions on common member |  |  | ✓ | EC | ✓ | EC |
|  |  |  | 2.2.3 | Participate in the activities of other organisations with complementary aims, e.g. APMP | ✓ | APAC Reps | ✓ | APAC Reps | ✓ | APAC Reps |
|  |  |  | 2.2.4 | Encourage participation in ISO and IEC TCs/WGs |  |  | ✓ | EC  Committee Chairs | ✓ | EC  Committee Chairs |
|  |  | **2.3** | **Enhance stakeholder relationships** | |  |  |  |  |  |  |
|  |  |  | 2.3.1 | Develop a stakeholder plan |  |  | ✓ | CPC |  |  |
|  |  |  | 2..3.2 | Review the benefits of improved transparency with stakeholders and encourage the involvement of stakeholders in APAC’s activities | ✓ | EC  CPC |  |  |  |  |
|  |  |  | 2..3.3 | Promote greater participation of stakeholder representative bodies into the activities of APAC |  |  | ✓ | EC  CPC | ✓ | EC  CPC |
|  |  |  | 2.3.4 | Promote stakeholder acceptance of benefits of accreditation and accredited conformity assessment | ✓ | EC  CPC  Secretariat | ✓ | EC  CPC  Secretariat | ✓ | EC  CPC  Secretariat |
|  |  | **2.4** | **Develop a structured approach to expand the profile of APAC internationally** | |  |  |  |  |  |  |
|  |  |  | 2.4.1 | Develop a marketing and communications plan to promote the benefits of the MRA/MLAs and accredited conformity assessment |  |  | ✓ | CPC |  |  |
|  |  |  | 2.4.2 | Develop and enhance communication tools and information for use by both APAC and its members |  |  |  |  | ✓ | CPC |
|  |  |  | 2.4.3 | Increase visibility of the MRA/MLAs amongst regulators and specifiers of accreditation |  |  |  |  | ✓ | CPC |
|  |  |  | 2.4.4 | Ensure the APAC website remains fit-for-purpose as one of the main tools for projecting the image of APAC and its purpose | ✓ | CPC  Secretariat | ✓ | CPC  Secretariat | ✓ | CPC  Secretariat |
| **3** | **Increase Technical Competence, Learning, and Capacity Building** | **3.1** | **Undertake regular, structured capacity building needs assessments to understand the needs of members** | | ✓ | CBC |  |  | ✓ | CBC |
|  |  | **3.2** | **Provide technical leadership to APAC members** | |  |  |  |  |  |  |
|  |  |  | 3.2.1 | Be responsive to changes in international requirements, new technologies, and to new ways to assess and accredit conformity assessment bodies | ✓ | TC1/TC2 | ✓ | TC1/TC2 | ✓ | TC1/TC2 |
|  |  | **3.3** | **Improve consistency of accreditation practices** | |  |  |  |  |  |  |
|  |  |  | 3.3.1 | Provide and coordinate training at the regional level in order to harmonize and disseminate best practices | ✓ | CBC | ✓ | CBC | ✓ | CBC |
|  |  |  | 3.3.2 | Develop and implement competence-based training |  |  | ✓ | CBC | ✓ | CBC |
|  |  |  | 3.3.3 | Enhance information and knowledge transfer between members | ✓ | TC1/TC2  CBC | ✓ | TC1/TC2  CBC | ✓ | TC1/TC2  CBC |
|  |  |  | 3.3.4 | Maintain identified focal points for important topics | ✓ | TC1/TC2 | ✓ | TC1/TC2 | ✓ | TC1/TC2 |
|  |  |  | 3.3.5 | Ensure appropriate dissemination of information and outcomes of meetings to members | ✓ | APAC Reps | ✓ | APAC Reps | ✓ | APAC Reps |
|  |  |  | 3.3.6 | Encourage innovative tools for capacity building participation instead of lecture-style |  |  | ✓ | CBC | ✓ | CBC |
|  |  | **3.4** | **Further assist development of members, in particular Associate Member ABs** | |  |  |  |  |  |  |
|  |  |  | 3.4.1 | Develop a strategy for supporting Associate Member ABs | ✓ | CBC |  |  |  |  |
|  |  |  | 3.4.2 | Develop a mentoring programme for Associate Member ABs |  |  | ✓ | CBC |  |  |
|  |  | **3.5** | **Ensure new members are provided with briefings, information, guidance and support to help them understand APAC and IAF/ILAC** | | ✓ | Secretariat  APAC Reps | ✓ | Secretariat  APAC Reps | ✓ | Secretariat  APAC Reps |
|  |  | **3.6** | **Establish feedback mechanisms to establish, monitor, and quantify stakeholder needs** | |  |  | ✓ | CPC |  |  |
|  |  | **3.7** | **Promote and intensify member participation in APAC activities** | |  |  |  |  |  |  |
|  |  |  | 3.7.1 | Increase use of online platforms for electronic meetings and webinars, and e-learning to share best practice and deliver training |  |  | ✓ | CBC | ✓ | CBC |
|  |  |  | 3.7.2 | Enhance feedback mechanisms to establish, monitor, and quantify members’ needs |  |  | ✓ | EC |  |  |
|  |  |  | 3.7.3 | Encourage active participation in committees, working groups, task forces etc. | ✓ | Committee Chairs  EC | ✓ | Committee Chairs  EC | ✓ | Committee Chairs  EC |
|  |  |  | 3.7.4 | Encourage harmonization and cooperation between members | ✓ | EC  MRA Council | ✓ | EC  MRA Council | ✓ | EC  MRA Council |
|  |  | **3.8** | **Preserve a culture of mutual support and understanding between members** | | ✓ | EC  MRA Council | ✓ | EC  MRA Council | ✓ | EC  MRA Council |
| **4** | **Ensure the Sustainability of APAC** | **4.1** | **Implement and develop the new APAC structure, and ensure that APAC operates efficiently** | |  |  |  |  |  |  |
|  |  |  | 4.1.1 | Ensure the new structure enhances the strategic leadership and management of APAC | ✓ | EC  MRA Council |  |  |  |  |
|  |  |  | 4.1.2 | Plan leadership succession | ✓ | EC  MRA Council |  |  | ✓ | EC  MRA Council |
|  |  |  | 4.1.3 | Review and confirm the governance of APAC and revised decision-making responsibilities of the APAC committees |  |  | ✓ | EC |  |  |
|  |  |  | 4.1.4 | Maintain a strategic plan |  |  |  |  | ✓ | EC |
|  |  |  | 4.1.5 | Continue to improve the provision of secretariat services | ✓ | Secretariat | ✓ | Secretariat | ✓ | Secretariat |
|  |  | **4.2** | **Maintain financial stability** | |  |  |  |  |  |  |
|  |  |  | 4.2.1 | Review the financial/business model of APAC |  |  |  |  | ✓ | APAC Chair  Treasurer  EC |
|  |  |  | 4.2.2 | Set appropriate annual budgets and member fee levels whilst maintaining an adequate surplus | ✓ | EC | ✓ | EC | ✓ | EC |
|  |  |  | 4.2.3 | Continue to seek income from other sources to support activities | ✓ | EC  CBC |  |  | ✓ | EC  CBC |
|  |  |  | 4.2.4 | Investigate fee earning services to offset members’ costs |  |  | ✓ | EC |  |  |
|  |  |  | 4.2.5 | Maintain close cooperation with any donors | ✓ | EC  CBC |  |  | ✓ | EC  CBC |