



## **APLAC STRATEGIC PLAN 2022**

## **PURPOSE**

This document sets out the APLAC Strategic Plan, detailing 5 year and 10 year goals. This is a dynamic document that will be reviewed at least every two years to ensure its currency.

## **AUTHORSHIP**

This document has been written by the APLAC Board of Management.

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**TABLE OF CONTENTS**

	<b>Page</b>
Purpose	2
Authorship	2
Copyright	2
Further Information	2
1. Introduction	4
2. APLAC Strategic Plan 2022	5
3. Strategic Outcomes & Related Strategies	5
4. Responsibility	11
5. Review of the Plan	11

## **1. INTRODUCTION**

The Asia-Pacific Laboratory Accreditation Cooperation (APLAC) is formed by accreditation bodies for laboratories, inspection bodies, reference material producers and related activities, and by other organisations interested in accreditation in the Asia-Pacific and neighbouring regions. APLAC was established in 1992 and formalised in 1995 through the signing of a Memorandum of Understanding by 20 accreditation bodies. It was incorporated in New Zealand in 2006 when its Constitution was adopted.

APLAC is an independent organisation and its operation is fully funded by its members through paying yearly fees. All members agree to abide by the APLAC Code of Ethics APLAC SEC 042. The highest decision making body of APLAC is its General Assembly. Routine decision making is delegated to the Board of Management (BoM). Work is carried out by its members through its MRA Council and five Committees. Secretariat support is provided by the APLAC Secretariat.

APLAC's objectives, as detailed in its Constitution APLAC SEC 052, can be summarised as follows:

1. To provide a forum for members and interested parties to exchange information, carry out discussion and to provide assistance.
2. To improve the standard of accreditation services offered by its accreditation body members through cooperation, including MRA evaluations, publication of documents, organisation of proficiency testing programs, organisation of training courses and workshops, etc.
3. To develop and promote its Mutual Recognition Arrangement.
4. To cooperate with other organisations with similar or complementary objectives.

The APLAC Mutual Recognition Arrangement (MRA) is an international multilateral recognition arrangement for accreditation of laboratories, inspection bodies and reference material producers and others as agreed by APLAC. Signatories to the MRA are required to comply with the international standard for accreditation bodies and other requirements adopted by the APLAC MRA Council. The APLAC MRA emphasises technical competence, rigour of evaluation, effective performance monitoring and credibility. Signatories to the APLAC MRA are deemed equally reliable and therefore accept endorsed reports and certificates of accredited activities issued by other MRA signatory organisations and recommend other parties to do the same.

APLAC contributes to and supports the objectives and activities of ILAC.

## 2. APLAC STRATEGIC PLAN 2022

2.1 To keep pace with the evolving global accreditation and conformance landscape, APLAC has reviewed its vision and mission (objectives) and has revised its Strategic Plan developed in 2009 to ensure that it stays relevant to its members and stakeholders.

### 2.2 APLAC's Vision

To be a leading and respected authority providing reliable regional and global solutions for the recognition of technical competence.

### 2.3 APLAC's Mission

To provide the regional forum in the Asia Pacific for building and promoting accreditation systems through capability and confidence building activities including mutual recognition arrangements at the regional and global level.

## 3. **STRATEGIC OUTCOMES & RELATED STRATEGIES**

Guided by its vision and mission, APLAC has determined its strategic outcomes and identified key strategies to reach its goals for the next 5 and 10 years.

### 3.1 **The three Strategic Outcomes and related strategies are determined as follows:**

#### a. **Strong Membership Dynamics**

Strategy 1: Fostering and enhancing members' capabilities  
Strategy 2: Strengthening APLAC and its global influence

#### b. **Effective Mutual Recognition Arrangement (MRA)**

Strategy 3: Strengthening and extending the APLAC MRA

#### c. **Recognition by Stakeholders**

Strategy 4: Supporting members to engage their stakeholders  
Strategy 5: Strengthening stakeholders engagement  
Strategy 6: Forging partnerships

3.2 Initiatives and work items under each strategies and goals for next 5 and 10 years are as follows:

Key Initiatives	5-Year Goals (KPIs)	10-Year Goals (KPIs)	Responsibilities
<b>Strategy 1: Fostering and enhancing members' capabilities</b>			
a. Plan for APLAC leadership succession	Identify two or three potential candidates for the key executive positions.	-	BoM; All Committee Chairs
b. Increase the participation of APLAC members in APLAC activities <ul style="list-style-type: none"> <li>i. Review the membership structure of the committees;</li> <li>ii. Identify and implement initiatives to overcome language barriers;</li> <li>iii. Preserve the APLAC culture of mutual support and understanding</li> </ul>	<ul style="list-style-type: none"> <li>i. On-going</li> <li>ii. Implement pre-conference briefings prior to GA week to assist members identify key issues at scheduled meetings.</li> <li>iii. On-going</li> </ul>	-	All Committee Chairs; APLAC Members
c. Support the capability development of accreditation body members, in terms of the breadth and effectiveness of their accreditation services <ul style="list-style-type: none"> <li>i. Training</li> <li>ii. Knowledge transfer</li> <li>iii. Opportunities to represent APLAC</li> </ul>	A decrease in the number of evaluation compliance issues (non-conformities & concerns) of members.	MRA capability available in each APLAC economy, where applicable	BoM, MRA Council, Training Committee, Technical Committee and Proficiency Testing Committee

Key Initiatives	5-Year Goals (KPIs)	10-Year Goals (KPIs)	Responsibilities
d. Operational and Financial Stability of APLAC i. Maintain specified reserve level ii. Provide efficient secretariat services to members	i. Retained earnings maintained at no less than 100% of annual operating costs ii. Contemporary Deed of Agreement with the provider of secretariat services	-	BoM, Secretariat
<b>Strategy 2: Strengthening APLAC and its global influence</b>			
a. Enhance the influence of APLAC and its members in ILAC activities and decisions	Consider continuity of APLAC representation while maintaining at least three ILAC EC positions.	Ongoing effective representation and influence at ILAC	BoM; APLAC Members
b. Work closer with other regions with common members	Improve efficiency of joint evaluations with IAAC and PAC.	-	BoM; Secretariat: All Committees;
c. Retention of membership	Understand the rationale and strengthen the value for common members of APLAC and IAAC to maintain joint membership	-	BoM; All Committees
d. Engage potential new members from our region and increase the APLAC membership	New members from Cambodia, Laos, Myanmar, Chile, Bhutan, Nepal, Azerbaijan	100% membership in our region	BoM; APLAC Members

Key Initiatives	5-Year Goals (KPIs)	10-Year Goals (KPIs)	Responsibilities
<b>Strategy 3: Strengthening and extending APLAC MRA</b>			
a. Retain and expand the recognition of APLAC as an ILAC-recognised region	ILAC recognition of all APLAC MRA programs	-	
b. Continue expanding the scope of the APLAC MRA to satisfy the needs of members	At least one new area added to the MRA scope, e.g. PT providers, MI, R&D	-	MRA Council
c. Improve quality and effectiveness of APLAC MRA	Retain ILAC recognition; Improved stakeholder recognition	-	MRA Council; APLAC Members
d. All APLAC full members are signatories to the APLAC MRA for all the relevant accreditation services that they provide	80%	100%	APLAC Members
<b>Strategy 4: Supporting members to engage their stakeholders</b>			
a. Provide targeted resources such as materials and/or people, to assist members in engaging stakeholders: i. Visit/present at key forums; ii. Visit to regulators or key stakeholders with support of APLAC members iii. Encourage and support World Accreditation Day	Update existing resources. Two new products	-	PIC; MRA Council; Secretariat; APLAC Members

Key Initiatives	5-Year Goals (KPIs)	10-Year Goals (KPIs)	Responsibilities
b. APLAC Seminars (and as part of GA) to invite key stakeholders	On-going	-	BoM; PIC in collaboration with other committees
c. APLAC Website / News notes	On-going	-	Secretariat; PIC
<b>Strategy 5: Strengthening stakeholders engagement</b>			
a. High level effective liaison with key complementary organisations such as: APEC SCSC, APEC TEL, ACCSQ, etc	Identification of relevant liaison and coordinated strategy for engagement	-	BoM; APLAC Secretary
b. Enhance stakeholder involvement in APLAC activities including: <ul style="list-style-type: none"> <li>i. Observers to evaluations</li> <li>ii. Observers to MRA Council meeting &amp; other meetings</li> </ul>	Silver jubilee celebration of APLAC - to invite other regions & key stakeholders  On-going	-	BoM; MRA Council; PIC; Committees; APLAC Members
c. Maintain and enhance relationships with the other APEC Specialist Regional Bodies	See above for PAC; More technical involvement with APMP; Effectiveness of APEC SRB Forum	-	BoM, Technical Committee & Proficiency Testing (APMP); MRA Council (PAC); PIC (PAC).
d. Comprehensive acceptance by all stakeholders of accreditation, of the APLAC/ILAC MRA and of APLAC initiatives	Increased recognition by stakeholders. Three new good success stories from our region.	-	APLAC Members; BoM; MRA Council; PIC

Key Initiatives	5-Year Goals (KPIs)	10-Year Goals (KPIs)	Responsibilities
<b>Strategy 6: Forging partnerships</b>			
a. Offering support and building alliances with developing regions, e.g. AFRAC, ARAC, Central Asia	Existing MOUs with regions extended to include developing regions. Supporting activities could include training assistance, provision of team leaders, attendance at each other’s annual meetings	-	BoM, Committees
b. Deepening cooperation and liaison with ILAC and regional bodies such as EA, IAAC, PAC and APMP	Attend meeting; cross-training; PT participation	-	BoM: MRA Council (common membership); Committee Chairs; APLAC Chair annual meetings with Chairs of IAAC, PAC, APMP
c. Closer operational engagement with IAAC and PAC regarding common membership, e.g. seamless joint evaluations, common position at ILAC and joint ILAC/ IAF forums	i. Half of those with common membership (APLAC and IAAC) having joint evaluations ii. Defined set of protocols for combined evaluations in place iii. Joint APLAC/PAC Meetings	Joint MLA/MRA session with PAC.	BoM; MRA Council

#### **4. RESPONSIBILITY**

The APLAC Board of Management is responsible for setting up work plans to achieve the goals, through assigning work to the APLAC Committees and coordinating with the APLAC MRA Council. The MRA Council and Committees shall organise their work and resources, including assigned budgets, to complete the assigned tasks within the agreed time. Where necessary, the committees may need to amend their terms of reference.

The Committees and MRA Council shall report to each BoM meeting, or more often if necessary, on the progress of their work. The BoM shall review the achievement of the goals and make appropriate adjustments to the work plans where necessary.

The MRA Council and Committees may continue to work on issues they initiate themselves and which contribute to achieving the goals of APLAC. Where appropriate, the BoM may also set up ad hoc working groups to carry out specific tasks, and invite members to nominate representatives to join such groups.

The BoM shall report to the General Assembly on the progress in achieving the goals and seek its agreement to any changes to the goals.

#### **5. REVIEW OF THIS PLAN**

The BoM shall review this strategic plan at least once every two years and propose amendments for approval by the General Assembly in a meeting or through correspondence.