



EURAMET view of collaboration

Workshop on
Principles of Strategic Management

Beograd, 4/5 December 2014

Wolfgang Schmid, Head of Secretariat

Objective of the workshop



The training will give basic strategic management guidelines and foster exchange of knowledge about strategic planning between NMIs in order both to support NMIs' development.

Collecting the information about NMIs' development needs will give very useful information for planning of the EURAMET Capacity Building Activities, both Human and Institutional Capacity Building (HI-CB) and Research Potential (RPOT) projects.

- EURAMET is supporting emerging member NMIs since 2007 via the Focus Group for Facilitating National Metrology Infrastructure Development (FG-FNMID) providing training and workshops and supporting intercomparisons (among others)
- Activities were supported by PTB (mainly) and other members
- Financial support from PTB is coming to an end in 2015

- Activities of FG-FNMID are developing towards a more and more strategic approach and supporting additionally institutional capacity building
- EMRP midterm evaluation requests from EURAMET to give stronger support to emerging members via capacity building
- EMPIR is providing funding for capacity building (CB)
 - a) RPot projects: first call in 2014
 - b) HI-CB: envisaged to replace PTB-funding in 2016
- EURAMET's expectations, conditions and eligibility rules are different to those from PTB

EURAMET's expectations to the workshop



Workshop should be seen in the context of EURAMET CB

- support NMIs to sustain and justify their proposals for RPot
- support the planning for HI-CB activities
- support EURAMET and its members to achieve EURAMET strategic objectives

A bit of EURAMET history



Let us look back how cooperation in EURAMET developed over the years

a) Research

b) Capacity Building

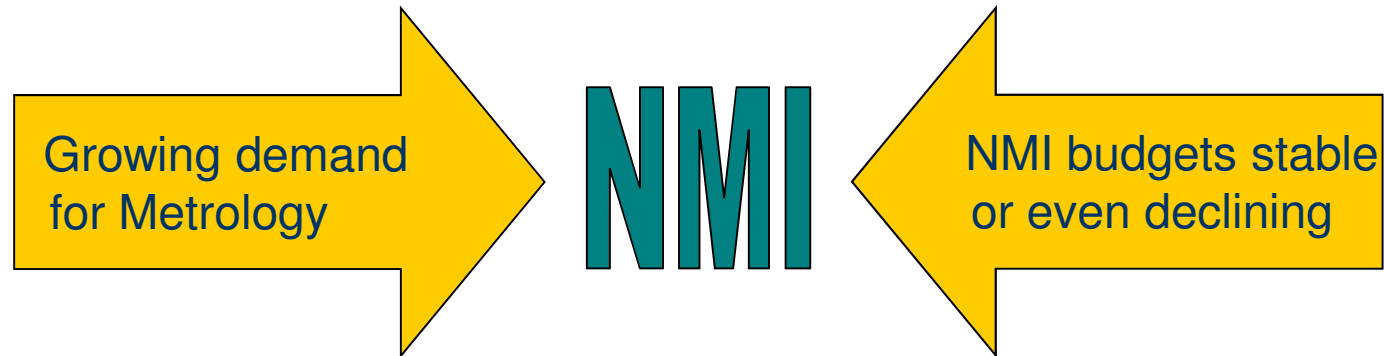
Milestones in the cooperation of NMIs in Europe



- 1988 Establishment of EUROMET
“European Collaboration in Measurement Standards” (MoU)
- 2003 MERA Project
Feasibility study on future development of European metrology



The “Metrology Dilemma”



- Traditional areas of industry
 - becoming more complex
 - requiring broader measurement ranges and lower uncertainties
- New areas of technology
e.g. nano-technology or biotechnology
- Areas in which metrology is increasingly recognised
e.g. chemistry, clinical analysis, food safety

MERA Study: 2002/2003

- How to address the evolving needs with not-growing national budget for metrology?
- Can the European “Metrology Dilemma” be addressed through closer collaboration?

Funded by the European Commission (EC)

MERA-Project:

Scenarios for the future European metrology infrastructure

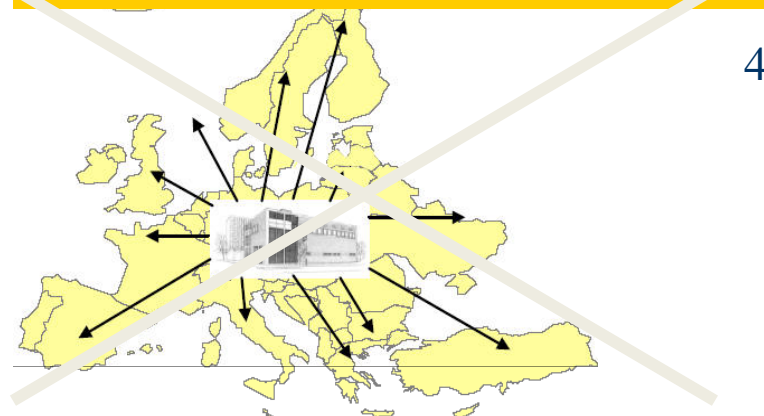


Comprehensive national provision

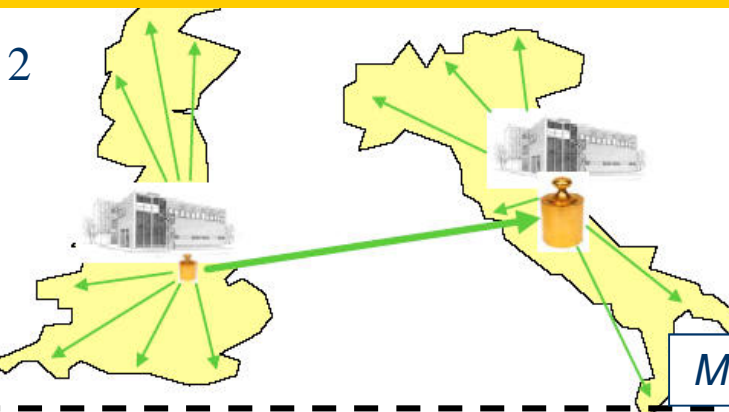


at present

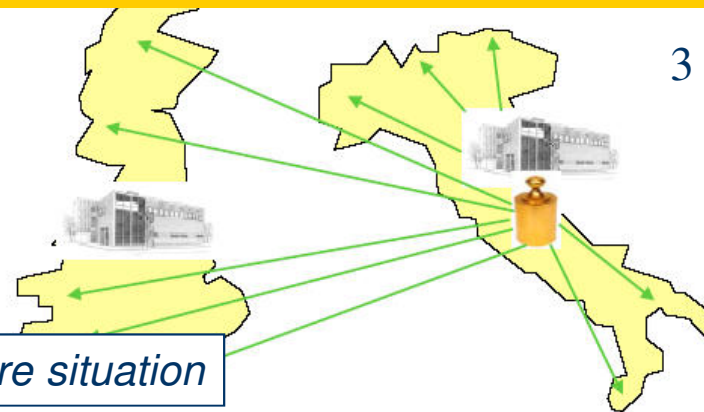
Single European Institute



Selected standard holders



Specialized centers of excellence



MERA: future situation

MERA Summary

Future development of European metrology infrastructure



- Evolution not Revolution
- **Local delivery of services** and expertise is **valued**
- devolution not an issue for most NMIs
- **High potential** for increasing efficiency and efficacy
via closer cooperation in R&D
- Arrangements are needed to enable
strategic planning of longer term R&D collaboration
- Scope for improved planning and sharing of facilities
- **EUROMET to evaluate its own structures**



Complete report available:
<http://www.euramet.org/index.php?id=documents>

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2005 iMERA Project
“Implementing the Metrology European Research Area”
Design and establishment of EURAMET as legal entity



The iMERA Project



iMERA

= “implementing the
Metrology **E**uropean **R**esearch **A**rea”

EC “ERA-NET” Coordinating Action

04/2005 to 12/2008

Coordinated by NPL



Major Objectives:

- Elaboration of an **EMRP**
= European Metrology Research Programme
- Establishment of **Structures**
for the execution of the EMRP
- **Funding Aspects:**
ERA-NET Plus, A-169 (*now A-185*)
- Knowledge Transfer

Inauguration of **EURAMET e.V.**

11th January 2007
Berlin, Germany



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2007 Inauguration of EURAMET e.V.
European Association of National Metrology Institutes”



2007 Launch of the EMRP
“European Metrology Research Programme”



EURAMET 2020 Strategy



EURAMET Vision:

EURAMET to be the leader in the development and application of measurement enabling Europe to be competitive, healthy and sustainable through innovation.

EURAMET Mission:

- Develop and disseminate an appropriate, integrated and cost effective measurement infrastructure for Europe taking into account the needs of end users in industry, business and Government.
- Ensure that the European measurement infrastructure is internationally competitive and recognised, and is based on robust and high quality science and R&D.
- Support members in meeting their own national requirements through collaboration and a balanced European measurement infrastructure.

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To deliver the mission strategic priorities for EURAMET are:

Stakeholder Engagement

EURAMET will strengthen its links and influence with key users and stakeholders to prioritise its work and increase uptake and impact

Policy Support

Increase influence with European Policy Makers and National Governments by providing inputs to policy development and raising awareness of the contribution metrology makes to business and society

R&D Collaboration

Further develop collaborative R&D in metrology to enable Europe to achieve its strategic goals

Support to Members & Associates

Provide added value to all members and associates through collaboration and mutual support to help meet their national objectives

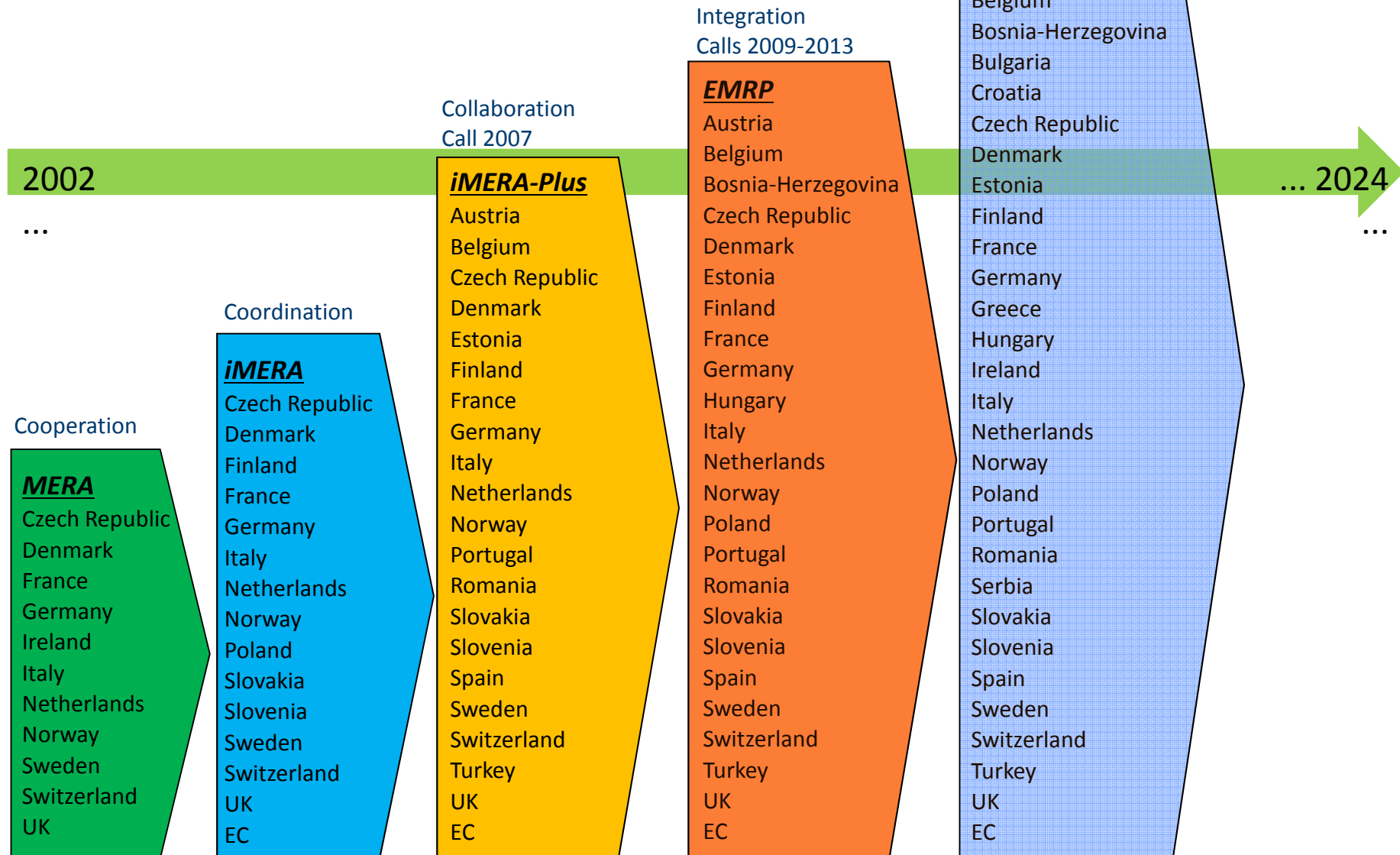
Enhance Quality Infrastructure

Help improve efficiency of members and associates in meeting quality requirements for European and international calibration and measurement standards

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Expanding Membership in European Research

Reach Out
From 2014



*“EMRP is not having the desired effect in terms of **capacity building** in those countries with limited or no metrology research capability ...”*

This is why lot of efforts have been invested in preparation of the Capacity Building module in EMPIR

EMPIR Co-Decision:

ANNEX II / Indirect actions supported by EMPIR

EMPIR may support the following indirect actions in the area of joint research and technological development:

1.5. metrology capacity-building activities on different technological levels aiming to achieve a balanced and integrated metrology system in the participating states.

EMPIR Capacity Building



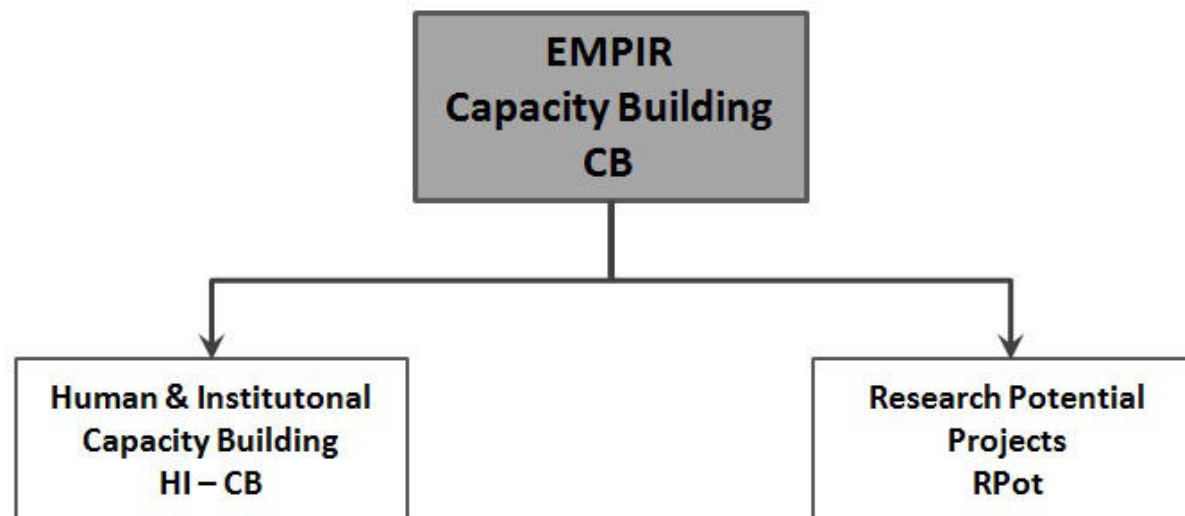
Based on the EMPIR proposal from 12 October 2012, and on discussions carried out at the BoD, the EMRP-Committee and the FG-FNMID since then, **Capacity Building (CB)** in EMPIR comprises:

Research Potential Projects (RPot):

JRP-type projects for the development of research capabilities in NMIs and DIs

Human & Institutional Capacity Building (HI-CB):

CB projects and activities for the consolidation of the metrological core competence of NMIs and DIs



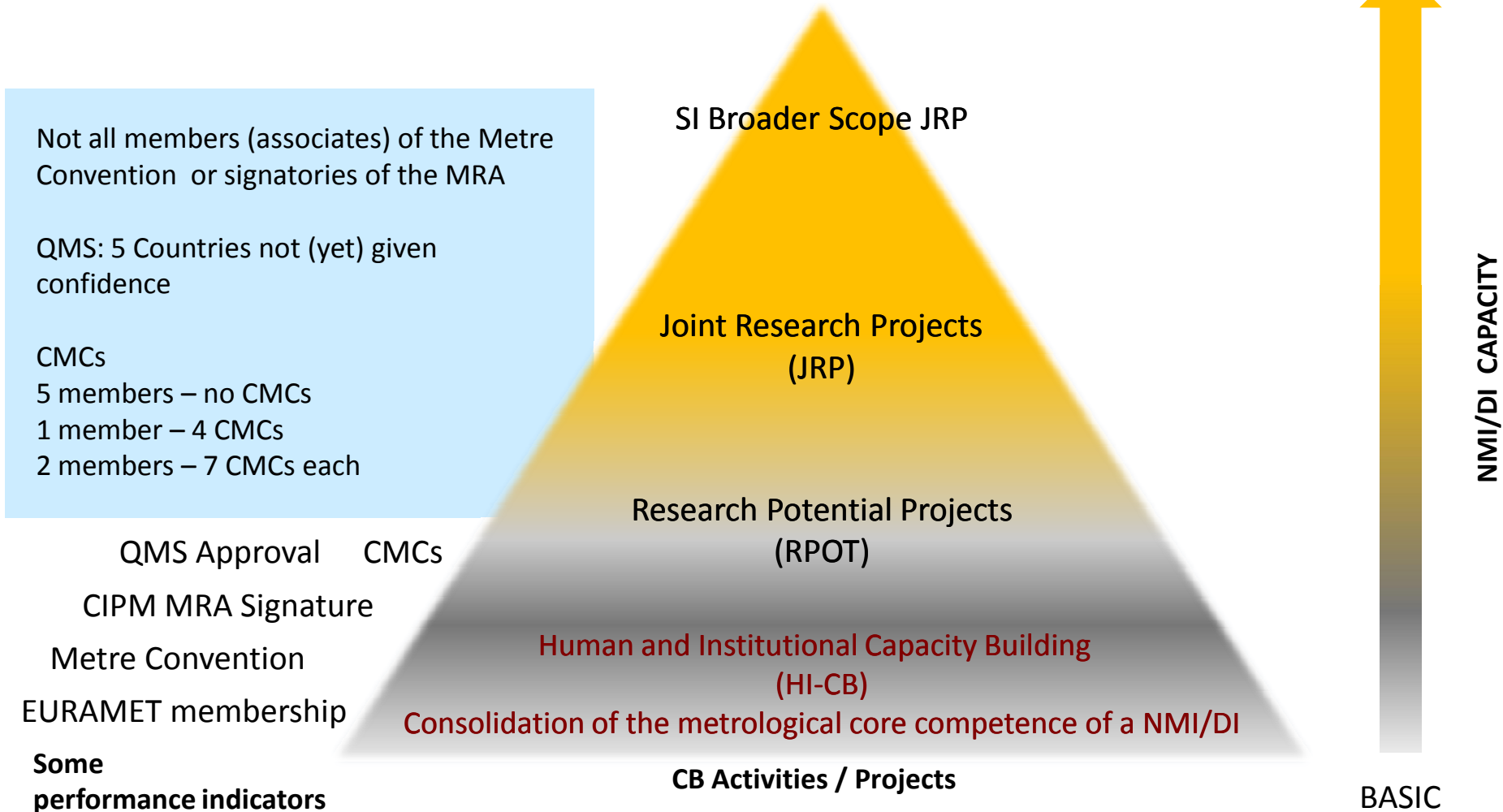
EURAMET Capacity Building



ADVANCED

NMI/DI CAPACITY

BASIC



CB instrument for the development of the potential for metrology research of the participating organisations which will subsequently provide input to other aspects of technology transfer, innovation and all other aspects of research.

- a) **Demand orientation**
- b) **European Dimension:** develop metrology potential needed in a European context.
- c) **EURAMET collaboration:** make use of EURAMET internal expertise and infrastructure
- d) Horizontal coordination among emerging EURAMET members with the aim to develop new metrology infrastructure in a coordinated way ("**smart specialisation**").
- e) **Critical mass:** project dimension should justify coordination between several NMIs and bring expertise of the partners together.
- f) **Impact:** significant improvement of measurement capability and quality on a national or European level as a result of the project.

RPOTs should include some research and development activities and in this respect they differ from the technical assistance nature of cooperation, however they do not need to address fundamental scientific challenges.

An important element of RPOTs is the collaboration between NMIs/DIs that are less experienced in a relevant field with NMIs/DIs with greater experience

RPOT 2014 call



RPOT 2014

- 9 SRTs
- 8 JRP proposals submitted
- Review Conference 17 – 21 Nov
- Results to be published 11 Feb 2015

The first Research Potential Call

- No previous experience with Rpot within EURAMET community
- A Pilot (learning) call
- 4 countries participate in a JRP-type activity for the first time, other 3 with short experience
- We have ideas how to better support next calls

Selected Research Topics (SRTs)

SRT-r01: [Towards the propagation of ac quantum voltage standards](#)

SRT-r02: [Traceable calibration of dynamic weighing instruments](#)

SRT-r03: [Absorbed dose in water and air](#)

SRT-r04: [Developing traceable capabilities in thermal metrology](#)

SRT-r05: ~~[Traceable EM measurement capability](#)~~

SRT-r06: [Developing metrology research potential in \[country\]](#)

SRT-r07: [Traceability for time and frequency](#)

SRT-r08: [Matrix reference materials for environmental analysis](#)

SRT-r09: [Traceability for Humidity](#)

HI-CB in the future (proposal)



HI-CB activities: metrology capacity-building activities aiming to achieve a balanced and integrated metrology system in the participating states, including:

- *hand-on trainings on specific measurement procedures and improvement of traceability and uncertainty,*
- *trainings on interlaboratory comparisons and proficiency testing,*
- *trainings on metrological infrastructure, NMI management and implementation of relevant EU legislation,*
- *trainings on participation in (EMPIR) projects,*
- *trainings, events and preparation of materials on awareness raising.*

Activities will be performed by EURAMET members. Coordination, monitoring and administrative support will be performed by the EURAMET Secretariat.

Conclusion: EURAMET's expectations



RPot proposals should be based on

- stakeholder needs
- strategy of the NMI
- European dimension & smart specialization

HI-CB activities

- should follow similar principles
- might prepare for participation in RPot
- can be used to support strategic planning

CB in EMPIR

- is open to all EURAMET Members (NMIs and DIs)

Conclusion:

What EURAMET will not support



Some examples

- Establishment of primary realization without proven needs (in the country or region)
- Pure national approach in an RPot project
- Duplication of capacities
 - in NMI and DI of a country
 - in a region with little demand in each country

Thank you!

Questions or Comments?