

APFNDT STRATEGIC PLAN (2021-2025)

The Asia Pacific Federation for Non Destructive Testing, hereby denoted as 'APFNDT', shall adopt a four year plan which has the primary objective of serving and representing the Asia Pacific Regional groups as the ICNDT Regional Federation, in accordance with the Constitution and the goals and aspirations of the world body as a whole.

Purpose:

The APFNDT is a non-profit Federation, devoted to the regional development of the science, technology and practice of Non-Destructive Testing, in conjunction with individual already existing and emerging NDT Societies. APFNDT's activities are dependent on the voluntary actions of its members.

Therefore the objectives of the APFNDT are as stated herein:

Objectives:

1. To direct its prime focus, to promote and support Non-Destructive Testing (NDT) at an Asia Pacific Regional Level for the benefit of the involved community in general.
2. Promote regional collaboration in all matters relating to NDT, organisations with interest in NDT.
3. Encourage the foundation, development, strengthening and cooperation of existing and new national and regional NDT Societies.
4. Assign the place and organisation of the APCNDT Conference to an appropriate NDT Society or group of societies of APFNDT, at intervals of FOUR (4) years.
5. Establish and implement membership policies of APFNDT in collaboration with Regional Groupings of NDT Societies.
6. Award distinctions honouring outstanding services in the area of NDT.
7. Promote and encourage the formulation of International standards on NDT in collaboration with the Regional Organisation for Standardisation and other standards bodies.
8. Promote best practices in NDT and to encourage Regional Harmonisation in this area.

Achieving the means:

As a non-profit Federation, the means of achieving these goals are specifically by:

- a) The assignation of the place and organisation of the APCNDT held every four (4) years.
- b) Maintenance of Member Contacts.
- c) The exchange of experience in the area of NDT with NDT Societies and other organisations with national or regional interests in NDT.
- d) Holding scientific lectures and issuing publications in the area of the APFNDT Constitution.
- e) The raising of necessary funds through membership fees, subsidies, other donations (including from APCNDT Organisers) and from income generated by the Federation's assets.

A Strategic Plan ensures the many opportunities available to the APFNDT are recognised and actions put in place to bring these opportunities to fruition. In the main, these opportunities involve growth, requiring a dedicated management structure of the Federation and its available resources. It also means that the APFNDT ensures that at all times, it remains focused on the primary mission statement –

“Serving and representing the Asia Pacific Regional groups as the “ICNDT Regional Federation”, in accordance with the Constitution and the goals and aspirations of the world body as a whole”.

Dedicated Management and Resources:

This will be achieved with a collaborative effort from the appointed staff within the appointed APFNDT Secretariat as well as by way of the management of the APFNDT by the Executive team, the Board and also with the support of the members of the APFNDT.

Strategic Planning for the future:

The plan should concentrate on setting out the way ahead for 2021 to 2025 to allow the annual budgets to be undertaken with defined objectives and targets, to enable the APFNDT Executive Committee (AEC) to monitor and measure performance against these objectives.

The strategic plan must be considered and the APFNDT shall:

- a) Develop its role as a key participant in international developments.
- b) Conduct its activities efficiently to produce a surplus of income over expenditure of turnover and thus maintain its reserves at a prudent level.
- c) Maintain strategic governance of the Secretariat and the future developments and growth.

The overall strategic plan for the APFNDT of the future should consider development of the following functions:

Membership Growth:

- a) Create a member package
- b) Provide “Tangible” Benefits for membership
- c) Compare membership grades to other similar sized organisations
- d) Formulate communications and relationship building exercise with non-member Societies
- e) Implement APFNDT membership data base and run statistical review of APFNDT membership for marketing and trend analysis
- f) Auditing and approval of Societies regionally/globally

Publishing, Media, IT and Library:

- a) Develop a marketing plan of the APFNDT
- b) Ensure printed publications become self-financing at contribution level
- c) Review costs of Publications relative to Membership subscriptions
- d) Support and develop conferences, seminar, symposia and projects
- e) Expand the use of internal information to outside parties via web – minutes, agenda’s etc.
- f) Ensure APFNDT has a WEB platform on which to improve current resource utilisation and grow seamlessly
- g) Ensure all new IT systems are moveable and upgradeable
- h) Ensure the backup procedure for the server is robust
- i) Establish contact systems to incorporate links to Web Platform, messaging, links to data base files etc.
- j) Look to provide an online payment method, to alleviate additional bank fees etc.

Standardisation:

- a) Implement transition of members societies into the Mutual Recognition Agreement (MRA)
- b) Hold an APFNDT data base of Accredited Bodies/Societies in the Region
- c) Prepare for possible changes due to ISO9712 and ISO17024

Accounts and finance:

- a) Manage all APFNDT finances and accounting
- b) Prompt and efficient collections of fees and payments
- c) Assist member Societies with finance and accounting measurement systems

Secretariat:

With the secretariat being hosted by the JSNDI (based in Tokyo) there are obviously many areas where internal departmental targets cross over into the wishes and aspirations of the APFNDT as a whole. Therefore part of this strategic plan will be to formulate an internal JSNDI Secretariat Team, with accepted roles.

With JSNDI Secretariat staff having other roles in their day to day work, the overall Strategy will be formulated (and agreed to by the AEC) as an overall APFNDT Strategy into the distant future.

Departmental managers will be tasked with drawing up work plans alongside the other team members and with the help and guidance of the AEC, to report to the APFNDT Board as a whole on an annual basis.

Management of Accounts and financial reports will be prepared to reflect the performance of the whole APFNDT broken down into the sub groups to show contribution levels from:

- a) Membership and fees
- b) Website and publications
- c) Task groups
- d) Conferences and Symposia

Performance measurement will be used by the President of JSNDI in the construction of a formal report to be presented at each physical Full Board meeting.

Toward the achievement of the Strategic Plan:

In order to understand and promote the achievement status of this plan, the status of activities is divided into 9 items and shown in Annex A. In addition, SWOT Analysis of APFNDT is shown in Annex B.

ANNEX A: Action Status for Strategic Plan

1. To direct its prime focus, to promote and support Non-Destructive Testing (NDT) at an Asia Pacific Regional Level for the benefit of the involved community in general.

Strategy	Actions required	Action by	Status
a) <i>The Federation developing its role as a key participant in international developments.</i>	1) <i>Maintain active participation in the International committee (ICNDT)</i>	AEC	President and Vice President permanently on ICNDT IEC
	2) <i>Annual Budget is being prepared and presented to the General Assembly</i>	Treasurer/SEC	Since 2019, Board approves the Budget, which is then presented to the GA for review.
	3) <i>The Strategic Plan is maintained and updated</i>	AEC	Updated as necessary on our two (2) year GA cycle.
b) <i>The Federation conducts its activities efficiently to produce a surplus of income over expenditure of turnover and thus maintain its reserves at a prudent level.</i>			
c) <i>The Federation maintains strategic governance of the Secretariat.</i>			
d) <i>The Federation maintains strategic governance of the future developments and growth.</i>			

2. Promote regional collaboration in all matters relating to NDT, organisations with Interest in NDT.

Strategy	Actions required	Action by	Status
a) <i>The exchange of experience in the area of NDT with NDT Societies and other organisations, national or regional interests in NDT.</i>	1) <i>Maintain relationships with all APFNDT Societies and regional networks.</i>	Secretariat	Developing support documentation and correspondence to assist the Regional group.
	2) <i>Involve regional groups in APFNDT communications.</i>	Secretariat	Regional newsletter being distributed and website being up to date.
	3) <i>Develop relationship network with IAEA, in support of their regional RCA Program.</i>	Relevant Reps	Reps co-ordinating activities where ever possible to foster collaboration and reduce duplication.
b) <i>Holding scientific lectures and issuing publications in the area of the APFNDT Constitution.</i>			
c) <i>Setup forums in conjunction with Conferences etc. on collaboration.</i>			
d) <i>Include ICNDT strategies in all promotions and collaborations.</i>			

3. Encourage the foundation, development, strengthening and cooperation of existing and New national and regional NDT Societies.

Strategy	Actions required	Action by	Status
a) <i>Support the development of existing and additional Societies in the region.</i>	1) <i>In collaboration with Full Member Societies or Grouping of Societies, look to develop/support new societies.</i>	TG1 Membership	Board developing sponsorship/support documentation to assist new/developing Societies.
b) <i>Create a buddy/mentoring system for new and emerging Societies.</i>	2) <i>Promote development of societies in the country of need.</i>	Secretariat	Conducting on-going surveys in support of all TG's
c) <i>Participate in NDT events promoted in the Region.</i>	3) <i>Survey Regional Groups/Societies on areas needing assistance.</i>		
d) <i>Encourage external operations of larger societies to include/involve new societies.</i>	4) <i>APFNDT Representation at Regional Events.</i>		
e) <i>Encourage Associate Membership by developing societies as the initial step.</i>			

5. Establish and implement membership policies of APFNDT in collaboration with Regional Groupings of NDT Societies.

Strategy	Actions required	Action by	Status
<p>a) <i>Ensure the activities and policies relating to membership, add value to both that of the Federation and its members.</i></p> <p>b) <i>Support the regional Grouping as determined in the Constitution.</i></p> <p>c) <i>Work Collaboratively with the other Regional Federations of ICNDT</i></p>	1) <i>Maintenance of Member Contacts.</i>	Secretariat	Web based portal holds latest contact information.
	2) <i>Create a member package</i>	TG1 Membership	Package requires continual development/review for suitability.
	3) <i>Provide "Tangible" Benefits for membership</i>		
	4) <i>Compare membership grades to other similar sized organisations</i>	ICNDT Set Fees	
	5) <i>Formulate communications and relationship building exercise with non-member Societies</i>	Regional Board Members	Regional Board Representatives are expected to provide the regional support to build and maintain local relationships.
	6) <i>Implement APFNDT membership data base and run statistical review of APFNDT membership for marketing and trend analysis</i>	Secretariat	On Going.
	7) <i>The raising of necessary funds through membership fees, subsidies, other donations (including from APCNDT Conference organisers) and from income generated by the Federation's assets.</i>	AEC/Board	On Going.
	8) <i>Auditing and approval of Societies regionally/globally</i>		

6. Award distinctions honouring outstanding services in the area of NDT.

Strategy	Actions required	Action by	Status
<p>a) <i>Apply the Operating Procedure (OP3) in the application of any and all awards.</i></p> <p>b) <i>Recognise the recipients "formally" wherever possible.</i></p>	<p>1) <i>Call for nominations for awards</i></p> <p>2) <i>Selection process followed</i></p> <p>3) <i>Awards presented</i></p>		<p>Current Awards:</p> <ol style="list-style-type: none"> 1. Recognition of Voluntary Effort in NDT. 2. Annual Travel Award. 3. APFNDT Award 4. Dr. Norikazu Ooka Award for -Distinguished Service in APFNDT <p>Still Under Consideration: New APFNDT Post Humus Nominee: Tony Sonneveld Award – For significant contribution in the NDT Industry</p>

7. Encourage the formulation of International standards on NDT in collaboration with Regional Organisations for Standardisation and other standards bodies.

Strategy	Actions required	Action by	Status
<p><i>Promote the use of International standards (ISO9712/ISO17024) within the region.</i></p> <p>a) <i>By Direct adoption as a local/regional standard.</i></p> <p>b) <i>Or by replication of the International Standards as local/regional standards if option a) isn't possible</i></p>	<p>1) <i>Collate the various standards being applied around the APFNDT</i></p> <p>2) <i>Retain active participation on standards committees, both regional and International</i></p> <p>3) <i>Assist APFNDT members to gain National Standards or uptake International ones</i></p>	<p>TG5 Certification</p> <p>&</p> <p>TG6 Standards</p>	<p>Involved directly with IOS9712 & ISO17024.</p> <p>Involved in ALL ISO Standards being used in the Region.</p>

8. Promote best practice in NDT and to encourage Regional Harmonisation in this area.

Strategy	Actions required	Action by	Status
<p><i>Promote the use of the ICNDT Global MRA, as it applies to the APFNDT.</i></p> <p>a) <i>Using the ICNDT Guide to Qualification and Certification</i></p> <p>b) <i>Coordinate Regional efforts</i></p> <p>c) <i>Lead by example</i></p>	<p>1) <i>Hold an APFNDT data base of Accredited Bodies/Societies in the Region</i></p> <p>2) <i>Implement transition of members societies into the Mutual Recognition Scheme (MRA)</i></p> <p>3) <i>Prepare Societies for possible changes due to ISO9712 and ISO17024</i></p>	<p>Secretariat & TG5 Certification</p>	<p>A project which is yet to gain traction. Currently Societies are being helped by IAEA.</p>

9. Dedicated Management & the role of the Secretariat in association with the Executive Committee (AEC).

Strategy	Actions required	Action by	Status
<p>Apply the processes laid out in Operating Procedure (OP3) in the Management of Accounts and financial reports. These will be prepared to reflect the performance of the whole Federation broken down into the sub groups to show contribution levels from:</p> <ul style="list-style-type: none"> a) Dedicated Resources b) Membership and fees c) Website and publications d) Task groups e) Conferences and Symposia 	<ol style="list-style-type: none"> 1) Manage all Federation finances and accounting 2) Prompt and efficient collections of fees and payments 3) Look to provide an online payment method, to alleviate additional bank fees etc.; 4) Assist member Societies with finance and accounting measurement systems 5) Develop a marketing plan of the APFNDT 6) Ensure printed publications become self-financing at contribution level 7) Review costs of Publications relative to Membership subscriptions 8) Support and develop conferences, seminar, symposia projects 9) Expand use of internal information to outside parties via web – minutes, agenda's etc. 10) Ensure APFNDT has a WEB platform on which to improve current resource utilisation and grow seamlessly. 11) Establish contact systems to incorporate links to Web Platform, messaging, links to data base files etc. 12) Ensure all new IT systems are moveable and upgradeable. 13) Ensure backup procedure for server is robust. 	<p>AEC/Board</p> <p>Secretariat</p>	<p>This will be achieved with a collaborative effort from the appointed staff within the appointed APFNDT Secretariat as well as by way of the management of the Federation by the Executive team, the Board and also with the support of the members of the Federation</p>

ANNEX B: SWOT Analysis of APFNDT

	OBJECTIVES	Strengths	Weaknesses	Opportunities	Threats
1	To direct its prime focus on, to promote and support Non-Destructive Testing (NDT) at an Asia Pacific Regional level for the benefit of the involved community in general.	<ul style="list-style-type: none"> - APFNDT is Internationally recognised - Can pool knowledge and share experiences - Liaison with other organisations <ul style="list-style-type: none"> • IAEA • ISO TC 135 • ISO TC108 - Members in other organisations 	<ul style="list-style-type: none"> - Modesty of resources <ul style="list-style-type: none"> • Funds • Manpower - Not in constant contact with all of the region - Insufficient knowledge of member wants - Lack of educational and promotional materials 	<ul style="list-style-type: none"> - Modern communications, networking - Development of press releases - Build on member society capabilities - New brochures and videos on NDT - Presence in conferences for support - Market research 	<ul style="list-style-type: none"> - APFNDT sometimes viewed as less important than ICNDT - Competing bodies with more specific objectives
2	To promote regional collaboration in all matters relating to NDT, including collaboration with regional organisations with an interest in NDT	<ul style="list-style-type: none"> - Established linkages and increased recognition from organizations such as ISO, IAEA, IIW & WINS 	<ul style="list-style-type: none"> - Not enough influence with IAEA or IIW - Lack of knowledge about liaison organisations - Lack of strong and continued representation 	<ul style="list-style-type: none"> - Collaborative programs and publications - Joint workshops - Make our own agenda 	<ul style="list-style-type: none"> - Other organizations may have declining interest in NDT
3	To encourage the foundation, development, strengthening and cooperation of existing and new national and regional NDT Societies.	<ul style="list-style-type: none"> - Good track record on all aspects, 11 Full members in 4 years - Associate member category allows access for fledgling societies. - Some Member Societies interested in working with new societies. - Guidance for new Societies published. - Membership of APFNDT helps promote national societies 	<ul style="list-style-type: none"> - Resources to support are primarily with member societies – not APFNDT - Small NDT Societies are financially weak and lack the resources to fulfil their roles 	<ul style="list-style-type: none"> - Additional geographic areas/ Regional Groups - Offer to provide links to experts - Provide buddy/mentors to small Societies - Workshops for new and fledgling societies - Develop Draft Constitutions manual for new societies - Encourage external operations of larger societies to provide services in countries which do not have an NDT society. - Internet provides low cost facilities to allow interactions Need more frequent communication and interaction with Members 	<ul style="list-style-type: none"> - Alternative to NDT Societies: - Certification Bodies Operating in Society space.

	OBJECTIVES	Strengths	Weaknesses	Opportunities	Threats
4	To assign the place and organisation of the APCNDT Conference to an appropriate NDT society or group of societies of APFNDT at intervals of four (4) years.	<ul style="list-style-type: none"> - Well recognised Regional Conference - Increasing interest - Brings a broad spectrum together - Well formulated procedures and guidelines - Well established timetable interleaving with other Regional and International Conferences 	<ul style="list-style-type: none"> - Potential conflict in role(s) with membership societies - Quality can be variable - Lack of student participation - Lack of participation by important "users" of NDT 	<ul style="list-style-type: none"> - Bring in or involve other people/groups, especially outside of the NDT Community 	<ul style="list-style-type: none"> - Many Other conferences: <ul style="list-style-type: none"> • Regional • Member Societies • Materials Societies • Industry Groups - Modern communications, such as internet forums
5	To establish and implement membership policies of APFNDT in collaboration with Regional Groupings of NDT societies.	<ul style="list-style-type: none"> - Constitution recognises Member societies and Regional Groups; Full, Associate and Liaison membership 	<ul style="list-style-type: none"> - Application uptake is slow 	<ul style="list-style-type: none"> - New ICNDT Structure bringing a more attractive Fee structure for smaller Societies. - Involve other people/groups, especially outside of the NDT Community 	<ul style="list-style-type: none"> - Potential drop in Communication between Regions or Federations - Narrowing visions within Federations
6	To award distinctions honouring outstanding services in the area of Non-Destructive Testing.	<ul style="list-style-type: none"> - Defined processes in place for Awards and Honorary Membership and recognition of volunteers. 	<ul style="list-style-type: none"> - Very early in APFNDT establishment - Lack of publicity by Members, hence lack of awareness in Member Societies 	<ul style="list-style-type: none"> - Increased Prestige - Recognition of efforts 	<ul style="list-style-type: none"> - Competition from similar national and International awards
7	To encourage the formulation of regional standards on Non-Destructive Testing in collaboration with the Regional Organisation for Standardisation, and other standards bodies.	<ul style="list-style-type: none"> - History of co-operation - Representation on committees - ICNDT and ISO meetings frequently held in conjunction with APCNDT Conferences 	<ul style="list-style-type: none"> - Involvement largely limited to Certification - Needs more involvement with other bodies 	<ul style="list-style-type: none"> - ISO responsive to ICNDT, therefore APFNDT - Involvement in Condition monitoring growing - More joint ICNDT/APFNDT Workshops where possible 	<ul style="list-style-type: none"> - Regional or local standards may conflict with ISO

	OBJECTIVES	Strengths	Weaknesses	Opportunities	Threats
8	To promote best practices in NDT and to encourage Regional Harmonization in this area.	<ul style="list-style-type: none"> - Conference presentations and interactions, both APCNDT plus Regional and national on special topics. - ICNDT Guide on Qualification and Certification – published - ICNDT Guide on NDT Education published - ICNDT Guide on NDT research published - MRA & PCB and Examination Question Bank launched - Improved Certification Body accreditation/ approval process 	<ul style="list-style-type: none"> - Lack of literature by ICNDT on best practices - Insufficient knowledge and acceptance of MRA & PCB and Examination Question Bank 	<ul style="list-style-type: none"> - Additional Guides - Improve Certification Board accreditation/ approval process - Coordination of Regional efforts - MRA & PCBA 	<ul style="list-style-type: none"> - Regional or local standards may conflict with the MRA - External Bodies operating their own schemes in Region: <ul style="list-style-type: none"> • ASNT TC1A • PCN • RSNDTT • AINDT

APFNDT
President
Dr. Norikazu Ooka

APFNDT
General Secretary
Mr. Les Dick




Dated: 1st Oct 2021