IALA COUNCIL
56th Session

December 9 - 13, 2013
Goa
India

Agenda item 8 – IALA STRATEGY

8.1   Development of an IALA Strategy

8.1.1   Status report to Council

Note by the Secretariat

1.   Executive Summary

This document is a report on progress towards creation of an IALA Strategy, with emphasis on work since the 55th meeting of Council.

2.   Background

The Secretariat was instructed at Council 54 to prepare an IALA strategy for consideration by the Council. At Council 56, the Secretariat reported on progress and indicated that a draft strategy would be presented to Council at its 57th session.

3.   Preparation process for the Strategic Vision

The Secretariat created an initial a "Strategic Vision SV1" and a "Committee Structure CS1", providing these as input to a first Strategy Meeting held at IALA HQ on April 30 to May 01. At that meeting, the participants were PAP members, one Councillor and one Councillor representative, and the SG and DSG from the Secretariat. The focus of the meeting was on strategy only, and with the kind assistance of Denmark, a neutral facilitator in the person of Mr Bjørn B Pedersen was able to bring his knowledge of strategic planning and take the meeting through a structured process. The results of this meeting were reported to Council at its 55th session

The Secretariat then prepared a second strategy document, "Strategic Vision SV2", taking account of the results of that first Strategy Meeting, and also taking account of informal advice from Mary Dean of the LAP who was able to assist with the formulation of text related to the international obligations of coastal states. With this document as an input, a second Strategy Meeting was held at IALA HQ on 21 and 22 October 2013 and again Mr Pedersen of the Danish Maritime Authority acted as facilitator. With further work by PAP members on 23 and 24 October, a "Strategic Vision SV3" document was generated and this forms an input document to this 55th meeting of the IALA Council.

4.   Draft IALA Strategy 2014-2026

The draft Strategy for IALA 2014-2026 is set out in Document C56-8.2.2. It consists of six components.

> a.   A Purpose
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> b.   A Motto
>
> c.   Two Goals
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> d.   Eight Strategies, four for each Goal

e.   A statement describing IALA's Strategic Domain

f.   A Strategic Plan for 2014-2018, consisting of 14 Priorities

The first five of these may be explained as follows.

4.1. Purpose

This should be a simple but clear statement of the reason for the existence of the organisation. At Council meeting 55 some examples were given. Two of these were:

Merck   To preserve and improve human life

McKinsey   To help leading corporations and governments be more successful

The proposed Purpose for IALA embodies "improvement" and "harmonisation", and these two purposes drive the Strategies which follow.

There was consideration of the need to mention environment protection, but protection of the environment is implicit in the work of most organisations today and is taken for granted in many countries by the public as a responsibility of corporations and organisations. It was also felt that a "safe and efficient" voyage must be one where no accident or environmental damage was incurred.

The Purpose is compatible with the existing and proposed IALA Constitutions.

4.2. Motto

The Motto is a short statement which can be used as informal advice of the aim of IALA.

4.3. Goals

Two goals are proposed, one for "harmonisation" and one covering "improvement", both words taken from the Purpose statement.

4.4. Strategies

The Strategies fall into two columns, and each group of four Strategies is aimed at achieving its respective Goal by 2026. (In the Jim Collins management theory used by Mr Pedersen in the Strategy Meetings, it is considered that the Goals should not be too easy to achieve. A 70% chance of reaching the goal might be a suitable metric.)

4.5. Strategic Domain

The statement of IALA's "Strategic Domain" amplifies the Purpose statement by setting the field of IALA's work. For example IALA does not normally become involved in ship systems. Similarly the IALA "recipe" is non-political. A statement of the organisation's domain helps to keep all informed of where and how IALA directs its energies.

5. Priorities for 2014-2018

While the above five components of the Strategy are longer term, the Priorities for the next four-year work period are necessary to inform the technical Committees of where to focus their activities.

Fourteen Priorities were chosen. They are grouped into a single box to show that, unlike the Strategies, any one Priority is not aligned under a specific Goal. Some Priorities may serve only one Goal, but others may serve both Goals.

Action requested of the Council

The Council is requested to **Note** this Report, and to **Consider** the Draft Strategy at in Document C56-8.2.2 with a view to **Agreeing** it.