IALA COUNCIL
56th Session

December 9 - 13, 2013
Goa
India

Agenda item 8 – DEVELOPMENT OF AN IALA STRATEGY

8.2   Draft IALA Strategic Vision

8.2.1   Introduction to Draft IALA Strategic Vision 2014-2026

Note by the Secretariat

The Draft IALA Strategic Vision 2014-2026 described in Document C56-8.2.2 is the outcome of the work on Strategy by the Secretariat and the PAP, as described in Document C56-8.1.1

Action requested of the Council

The Council is requested to **Note** the Draft IALA Strategic Vision 2014-2026 described in Document C56-8.2.2, with a view to **Agreeing** it.

Date	*Event*	*Participants*	*Input and Output*	*Status at 3013-09-24*

2013-04-05	Planning meeting	• Secretariat (SG, DSG)
		• Bjørn Pedersen, DMA
			Input
			  • Strategic Vision first draft by Secretariat (SV1)
			  • Committee structure first draft by Secretariat (CS1)
			Output
			  • Road Map (this document)
			  • Detailed plan for 2013-04-29+30 PAP
				Completed

2013-04-29+30	PAP 25	• Committee chairs and vice-chairs
		• IMC representative to Council
		• Council members (if they wish to attend)
		• Stuart Ruttle
		• Discussion facilitator (Bjørn Pedersen, DMA)
			Input
			  • IMO strategy
			  • IHO strategy
			  • Strategic Vision first draft by Secretariat (SV1) (as example)
			  • Committee structure idea by Secretariat (CS1) (as example)
			  • Road Map (this document)
			  • Detailed meeting plan for the 1.5 days
			Output
			  • ~~Strategic Vision second draft (SV2)~~
			  • ~~Committees structure (CS2)~~
			  • Consideration of strategy from fundamentals
			  • Ideas for 12-year strategy
			  • No SV2 or CS2
				Completed

2013-05-08	Email follow up if necessary	• As above	Output • Refinement of PAP 25 output if necessary	Not required

2013-05-27 to 31	Council 55	• IALA Council	Input
			  • Road Map (this document)
			  • PPT report on strategy work at PAP25
			Output
			  • Council's views
				Completed

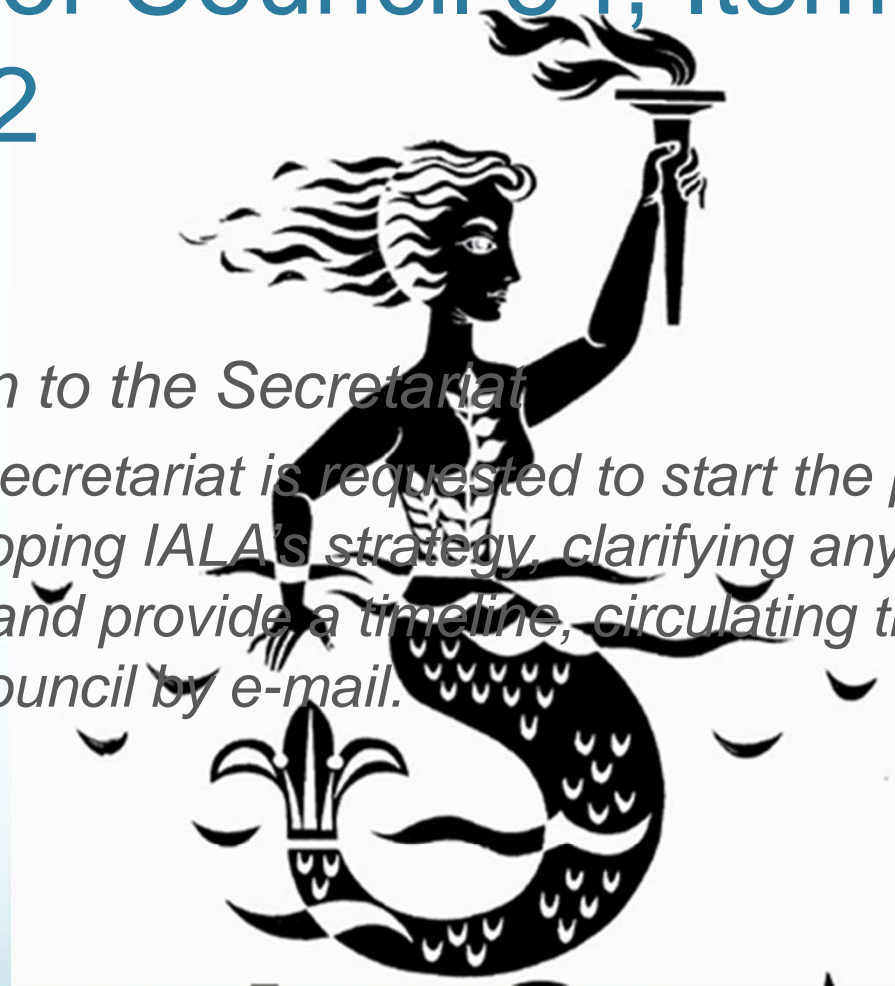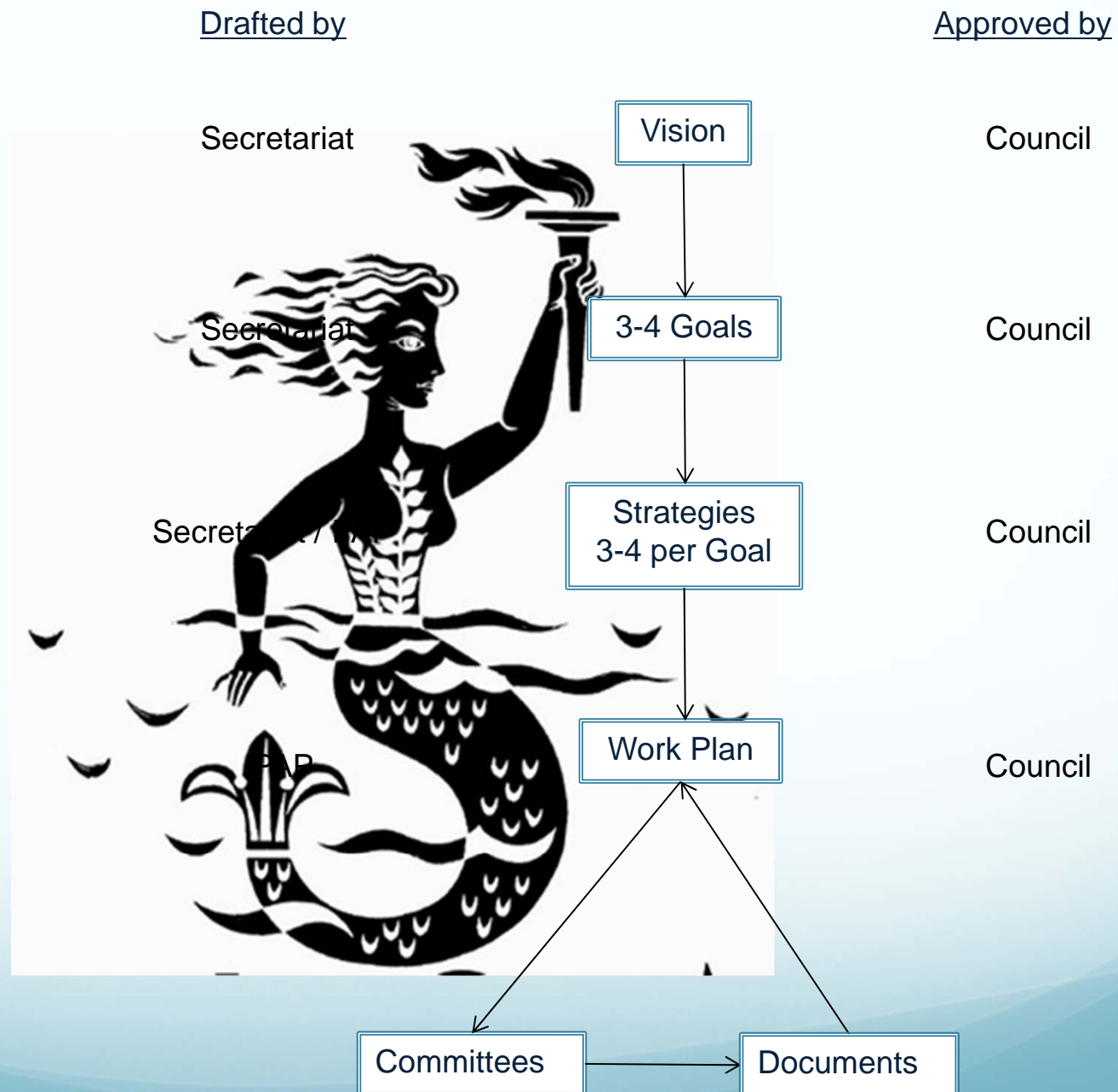|				
		• Secretariat	Preparation of • Strategic Vision second draft (SV2) • Committees structure (CS2)	**Completed**
2013-10-21 to 24	PAP 26	• Committee chairs and vice-chairs • IMC representative to Council • Council members (if they wish to attend) • Discussion facilitator (Bjørn Pedersen, DMA)	Input • Council 55 input • IALA Council's views from Council 55 meeting Output • Final draft Strategic Vision (SV3) • Final draft Committee structure for 2014-18 (CS3)	**Completed**
2013-12-09 to 13	Council 56	• IALA Council	Input • Final draft Strategic Vision (SV3) • Final draft Committee structure for 2014-18 (CS3) Output • Approved Strategic Vision • Approved Committee Structure for 2014-18	
2014-05-25 to 31	IALA Conference and General Assembly	• IALA Membership (The Secretariat suggests that a supporting explanatory leaflet could be distributed.)	Presentation by IALA Councillor (Chairman of Strategy Group) of • Strategic Vision • Committee structure for 2014-2018	

Development of an IALA Strategy

Report by the Secretariat
To
IALA Council Meeting 56, Goa, India
December 2013

Report of Council 54, Item 8.2, 2012-12

- *Instruction to the Secretariat*
  - *The Secretariat is requested to start the process for developing IALA's strategy, clarifying any terminology used and provide a timeline, circulating the results to the Council by e-mail.*
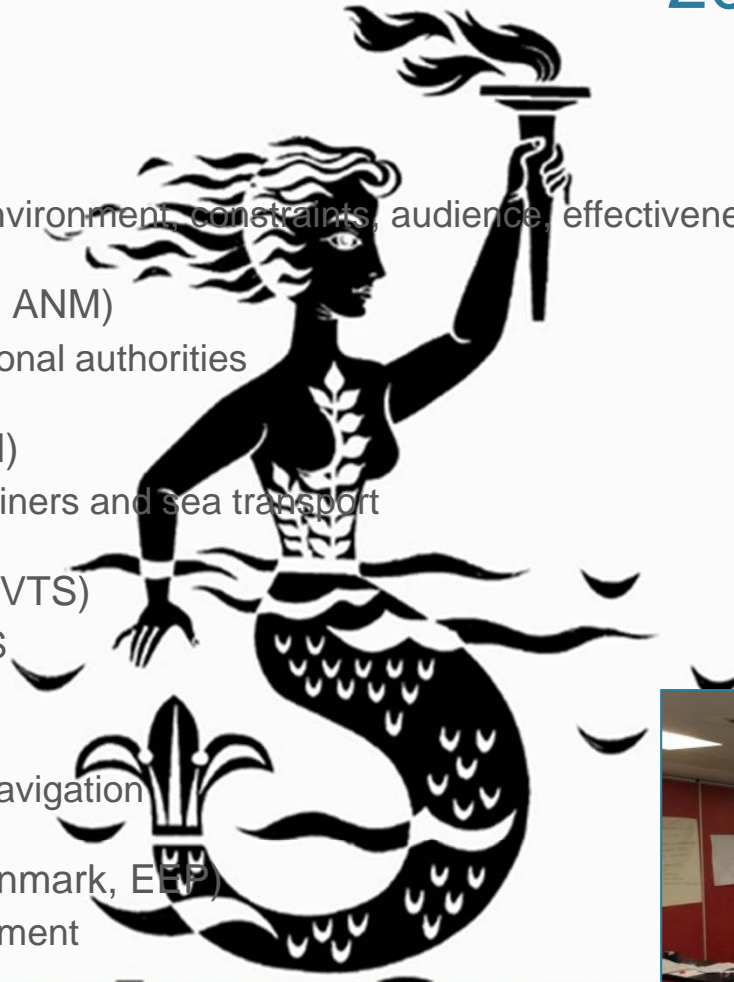
Council Strategy Meeting C54 2012-12

Drafted by

Approved by

Secretariat

Vision — Council

Secretariat

3-4 Goals — Council

Secretariat

Strategies 3-4 per Goal — Council

Work Plan — Council

Committees → Documents

Process Adopted Since Council 54

1. Initial creative work by the Secretariat

2. Consultative meetings with PAP members
   - "Strategy 1" with group work, 2013-04

3. Report to Council 55, 2013-06

4. Further work by the Secretariat

5. Second meeting with PAP
   - "Strategy 2", with more group work, 2013-10
   - Agreement on Strategy draft and Committee Structure draft

6. This Report to Council 56, 2013-12
   - Seeking comment and approval
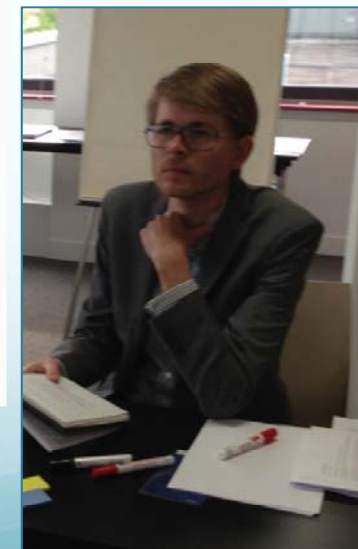
Strategy 1   2013-04-29

- Gary Prosser (IALA)
  - IALA's operating environment, constraints, audience, effectiveness

- Michael Skov (Denmark, ANM)
  - Challenges for national authorities

- Phil Day (Scotland, ANM)
  - Challenges for mariners and sea transport

- Tuncay Cehreli (Turkey, VTS)
  - Challenges for VTS

- Nick Ward (UK, e-Nav)
  - Challenges for e-Navigation

- Omar Frits Eriksson (Denmark, EEP)
  - Sea traffic management

- Lars Mansner (Finland, IMC)
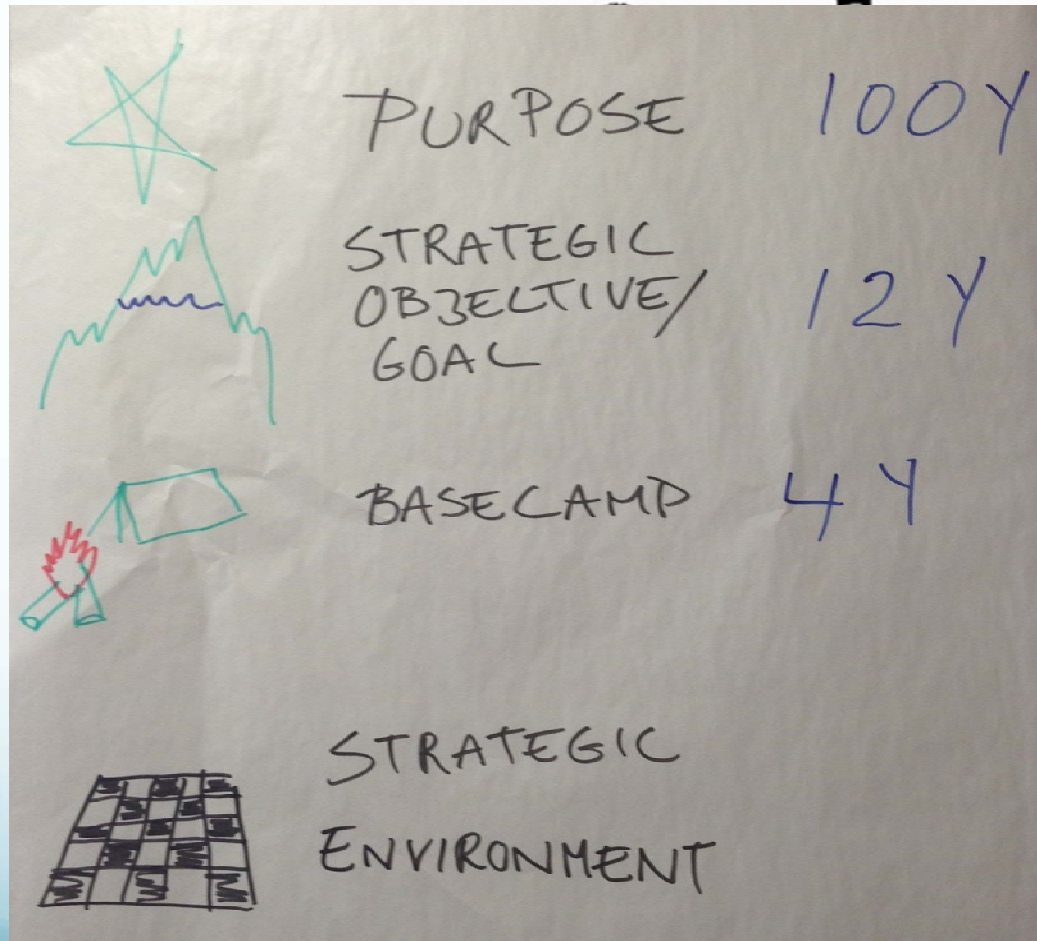 - Challenges for IALA industrial members

Inspiration and Logic

- James C. Collins and Jerry I. Porras
  - "Building Your Company's Vision",
  Harvard Business Review,
  September-October 1996

- Bjørn B Pedersen
  - Danish Maritime Authority
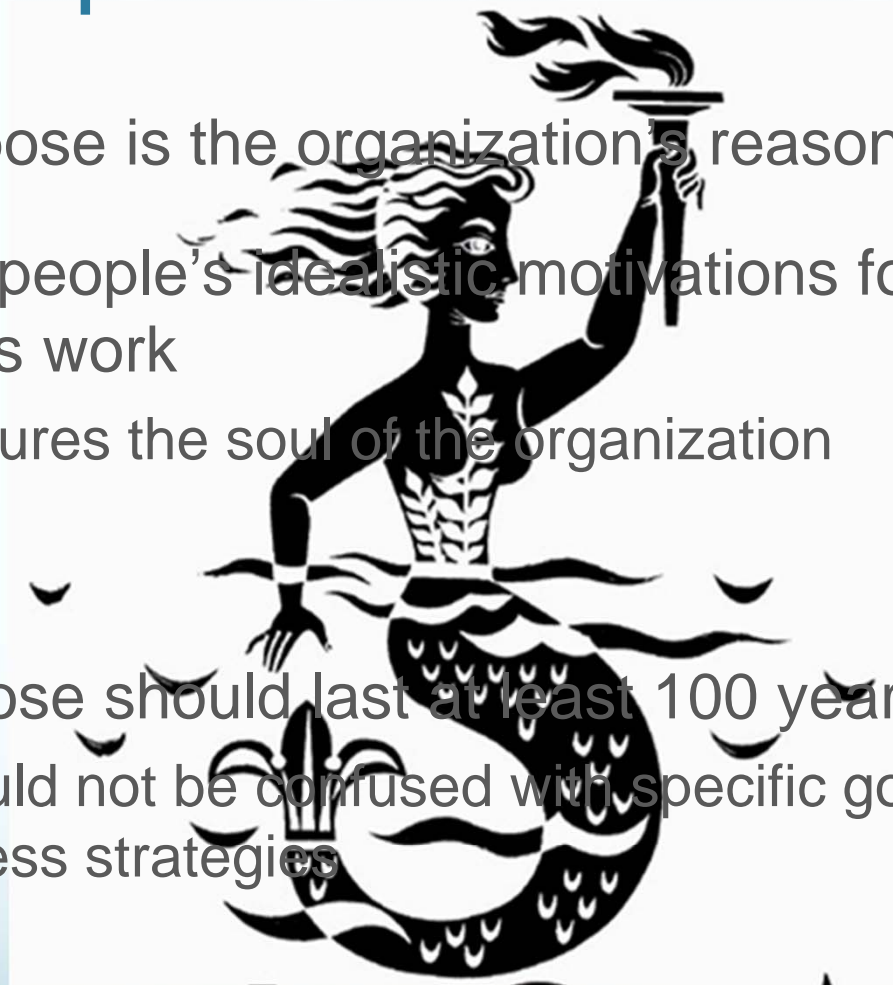 - Facilitator at both Strategy 1 and 2
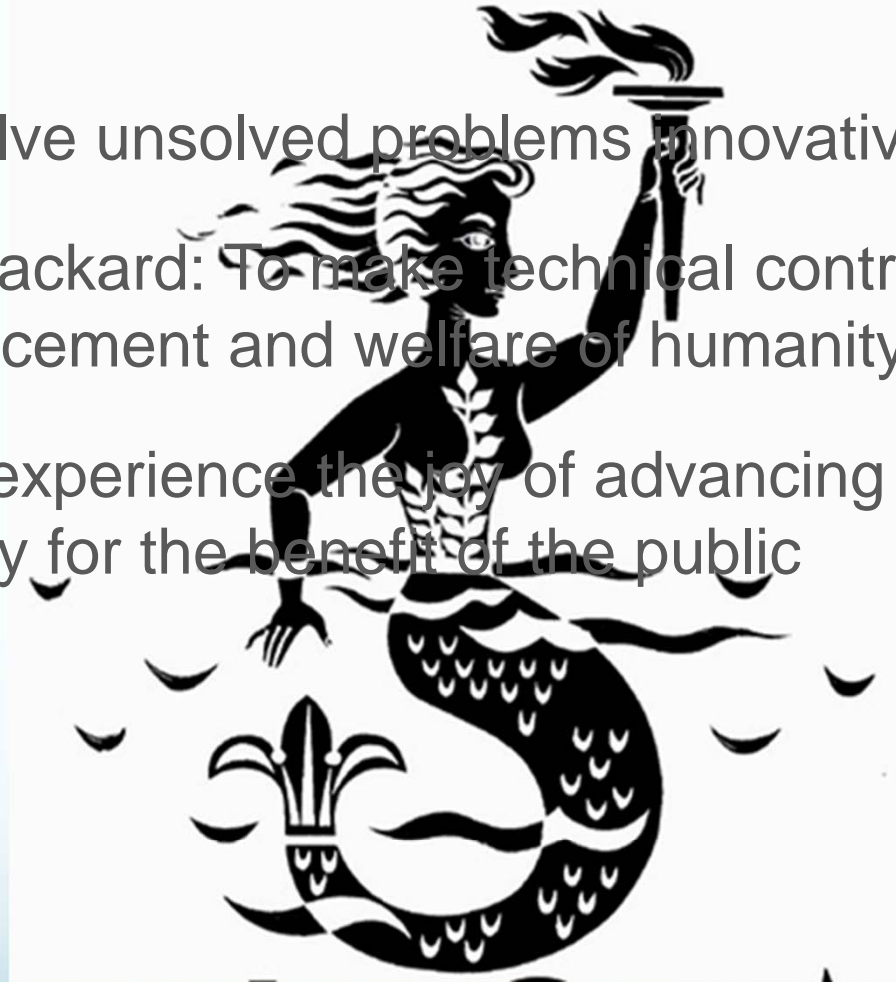
Elements of an IALA Strategy

Core Purpose

- Core purpose is the organization's reason for being.

- It reflects people's idealistic motivations for doing the company's work
  - It captures the soul of the organization

-

- The Purpose should last at least 100 years
  - It should not be confused with specific goals or business strategies

Purpose – Some more Examples

- 3M: To solve unsolved problems innovatively

- Hewlett-Packard: To make technical contributions for the advancement and welfare of humanity

- Sony: To experience the joy of advancing and applying technology for the benefit of the public
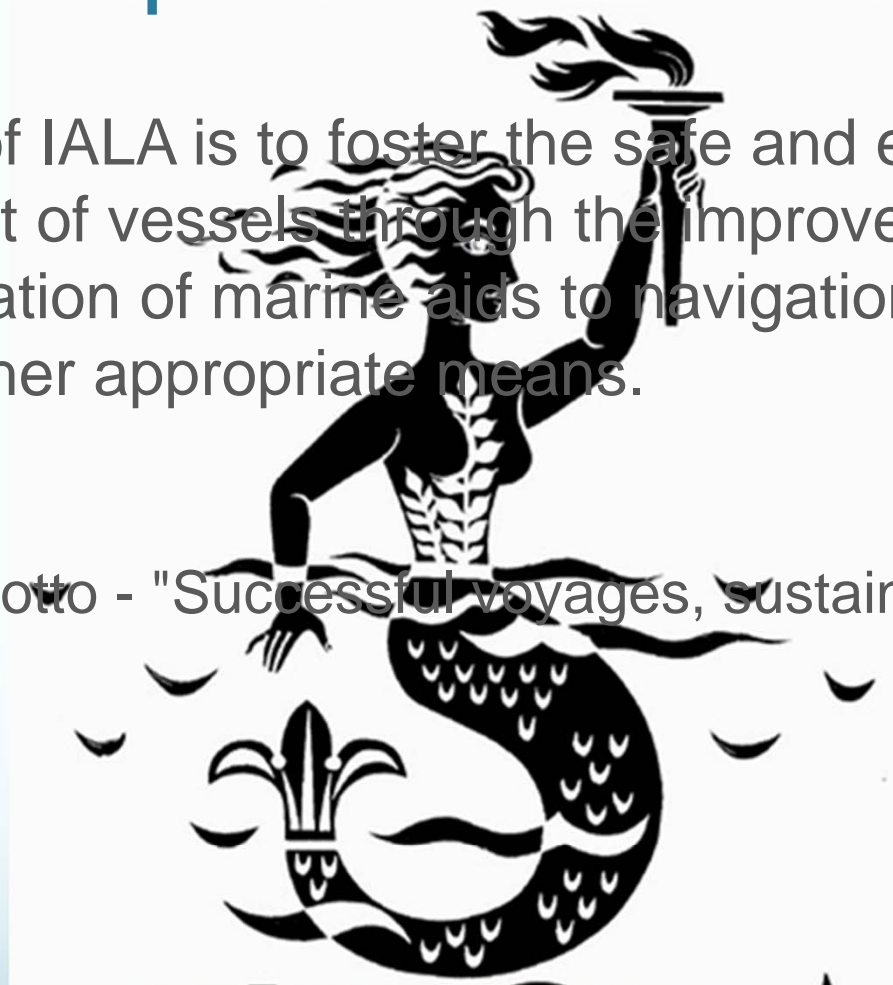
IALA Strategy - Skeleton

- Core Purpose
  - **Safe** and **Efficient** movement of vessels

- Goals
  - **Harmonisation** – through technical and operational Standards
  - **Improvement** – all coastal States eventually participating

- Strategies
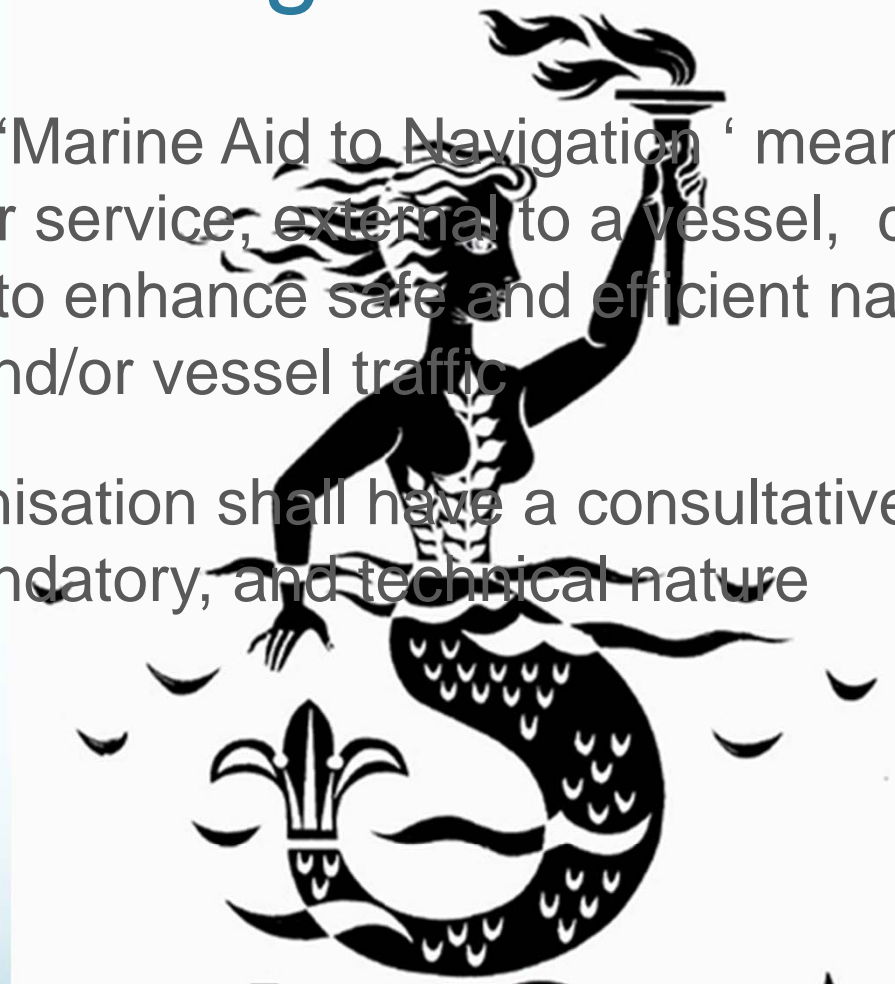 - 12-year actions
  - 4-year priorities

IALA's Purpose

- The aim of IALA is to foster the safe and efficient movement of vessels through the improvement and harmonisation of marine aids to navigation worldwide, and by other appropriate means.

  - Our motto - "Successful voyages, sustainable planet."

IALA's Strategic Domain

- The term 'Marine Aid to Navigation ' means a device, system, or service, external to a vessel, designed and operated to enhance safe and efficient navigation of all vessels and/or vessel traffic

- The organisation shall have a consultative, recommendatory, and technical nature
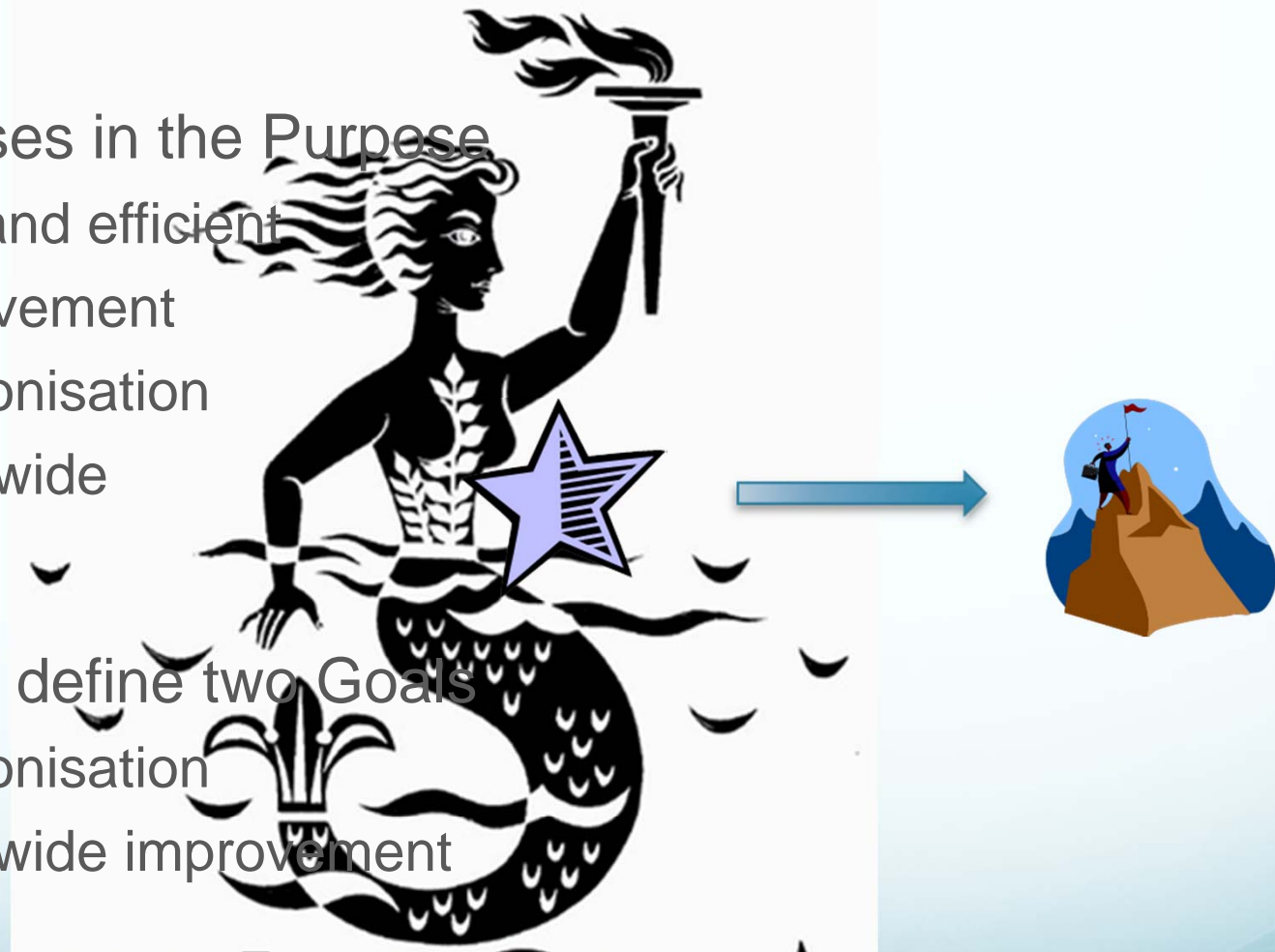
Purpose ➡ Goals

- Key phrases in the Purpose
    - Safe and efficient
    - Improvement
    - Harmonisation
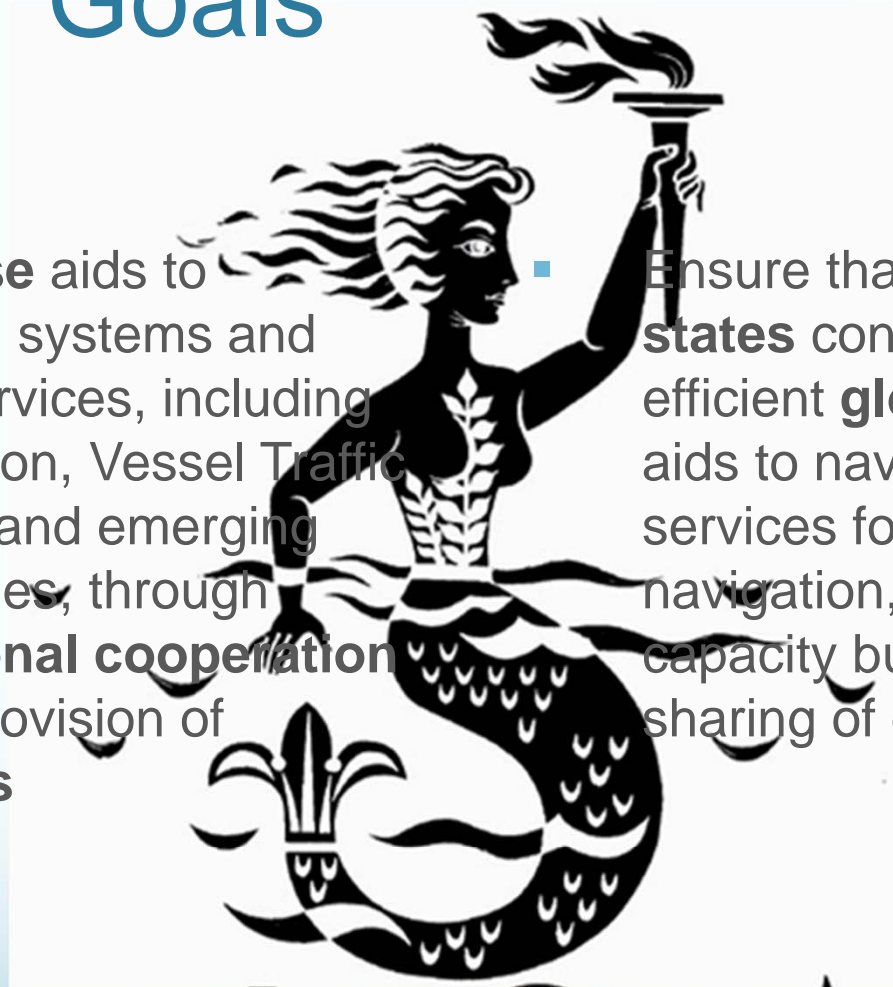   - Worldwide

- Therefore define two Goals
    - Harmonisation
    - Worldwide improvement

12-Year Goals

- **Harmonise** aids to navigation systems and related services, including e-Navigation, Vessel Traffic Services, and emerging technologies, through **international cooperation** and the provision of **standards**

- Ensure that **all coastal states** contribute to an efficient **global network** of aids to navigation and services for the safety of navigation, through capacity building and the sharing of expertise

12-Year Goals and Strategies

- To achieve the Goals
  - We define a small number of Strategies
  - Three or four per Goal

- For each of the two IALA Goals there are four Strategies
  - Harmonisation – four Strategies
  - Global – four Strategies
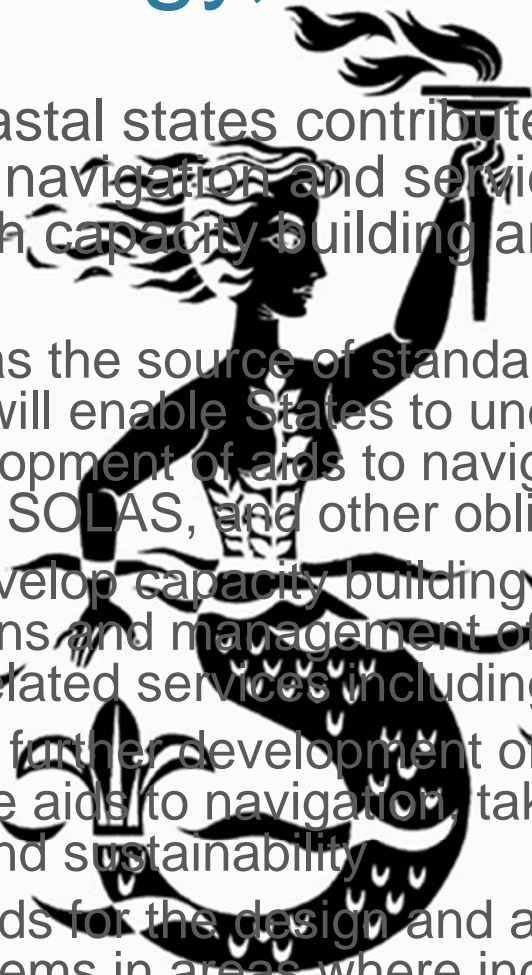
12 Year Strategy, Harmonisation

- **Harmonise** aids to navigation systems and related services, including e-Navigation, Vessel Traffic Services, and emerging technologies, through international cooperation and the provision of standards
  - Develop standards suitable for direct citation by States in areas deemed important by the General Assembly, and continue to improve strong governance, including document policy and procedure for standards
  - Improve and harmonise the delivery of VTS globally and in a manner consistent with international conventions, legislative frameworks and public expectations.
  - Harmonise the information structure, Maritime Service Portfolios, and communications for e-Navigation by creating standards, and by cooperation with other IGOs, to achieve worldwide interoperability of shore and ship systems,
  - Work towards the transformation of IALA into an IGO, to enable the organisation to better fulfil its objectives, subject to General Assembly decision.
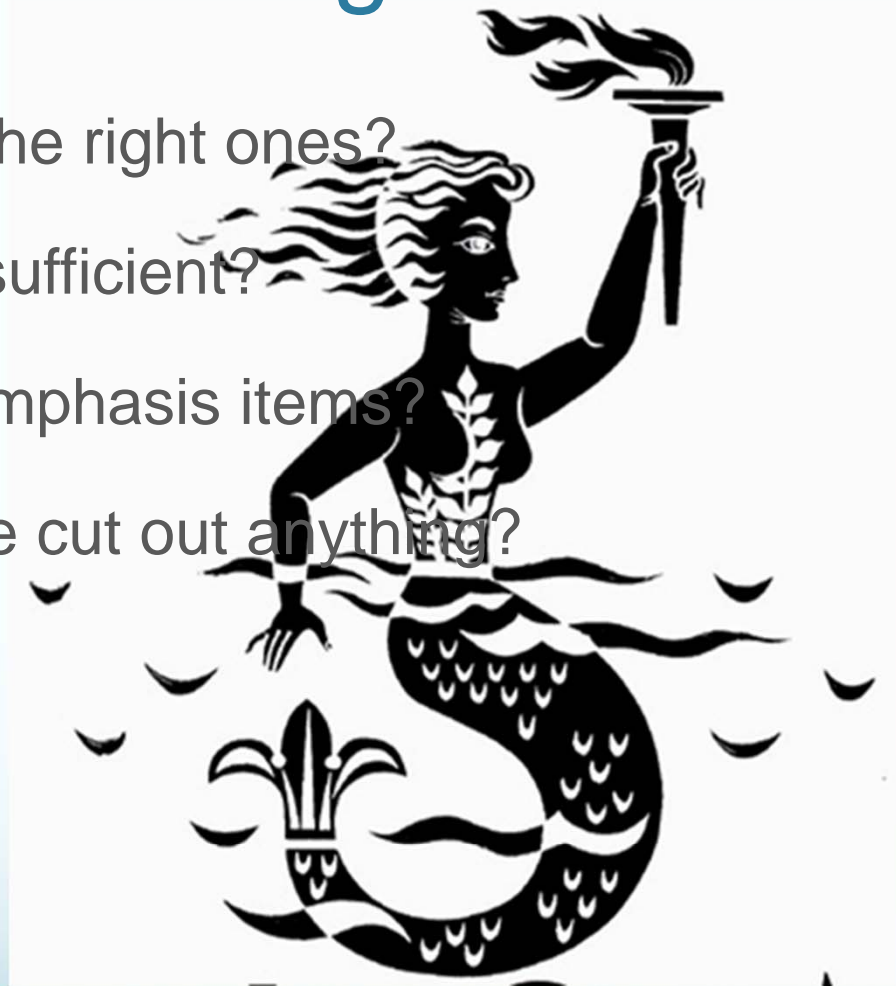
12-Year Strategy, Global

- Ensure that all coastal states contribute to an efficient global network of aids to navigation and services for the safety of navigation, through capacity building and the sharing of expertise
  - Position IALA as the source of standards, knowledge, and expertise that will enable States to undertake and share the technical development of aids to navigation, in accordance with UNCLOS, SOLAS, and other obligations
  - Continue to develop capacity building activities to improve the global operations and management of aids to navigation systems and related services including VTS
  - Coordinate the further development of VTS, e-Navigation, and short range aids to navigation, taking into account new technologies and sustainability
  - Create standards for the design and analysis of aids to navigation systems in areas where increasing environmental and economic developments are affecting navigable waters.
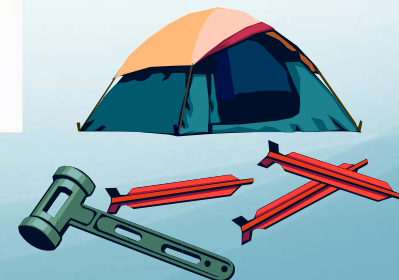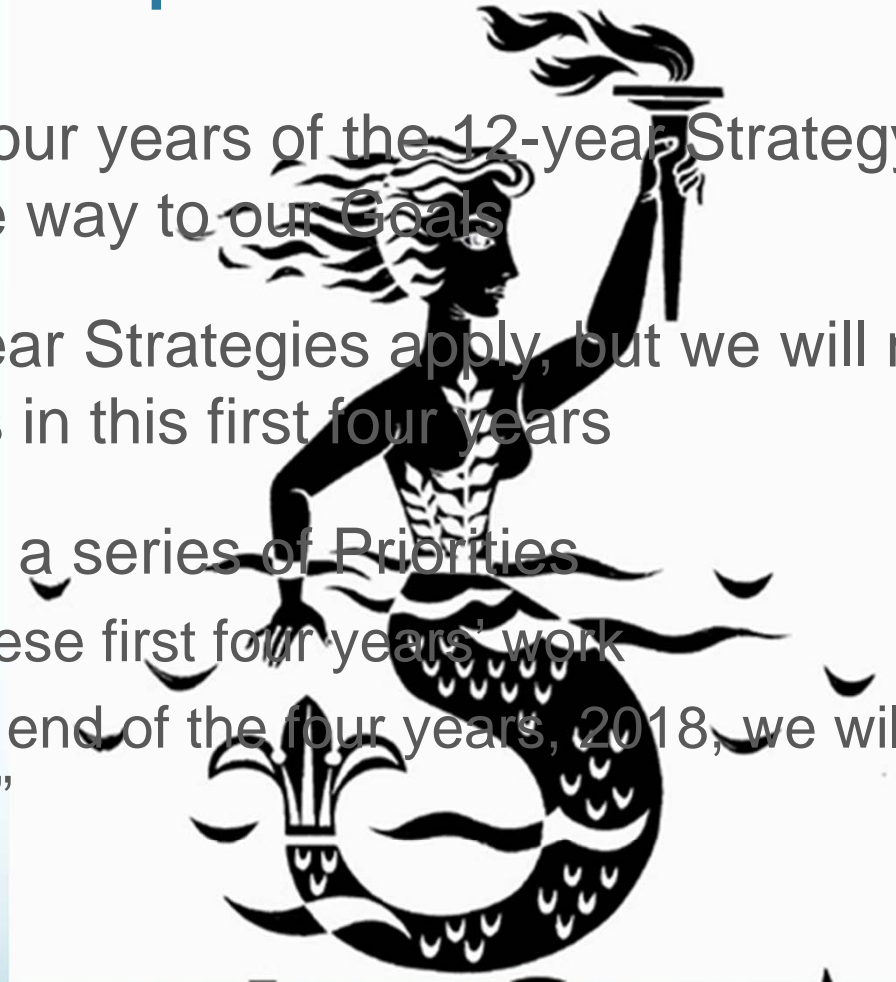
12-Year Strategies

- Are they the right ones?

- Are they sufficient?

- Special emphasis items?

- Should we cut out anything?

Base Camp – The First Four Years

- The first four years of the 12-year Strategy will take us part of the way to our Goals

- The 12-year Strategies apply, but we will not reach the two Goals in this first four years

- So we set a series of Priorities
    - For these first four years' work
    - At the end of the four years, 2018, we will be at "Base Camp"

Base Camp - Statement

- To attain our goals we will pursue a strategy, over the next four years, of
    - Focusing on our **product structure**,
        - including creating a **limited suite** of standards to strengthen their **usefulness and effectiveness**
        - The content will emphasise coordination of the development and harmonisation of **VTS, e-Navigation, and short range aids to navigation**
    - We will work to **build capacity for managing and operating** aids to navigation around the world in order to raise the current level of provision
    - Subject to approval of the General Assembly, the **status of the organisation will change** from a NGO to an IGO
        - In order to strengthen its impact on the safety of navigation and better facilitate the activities of the organisation
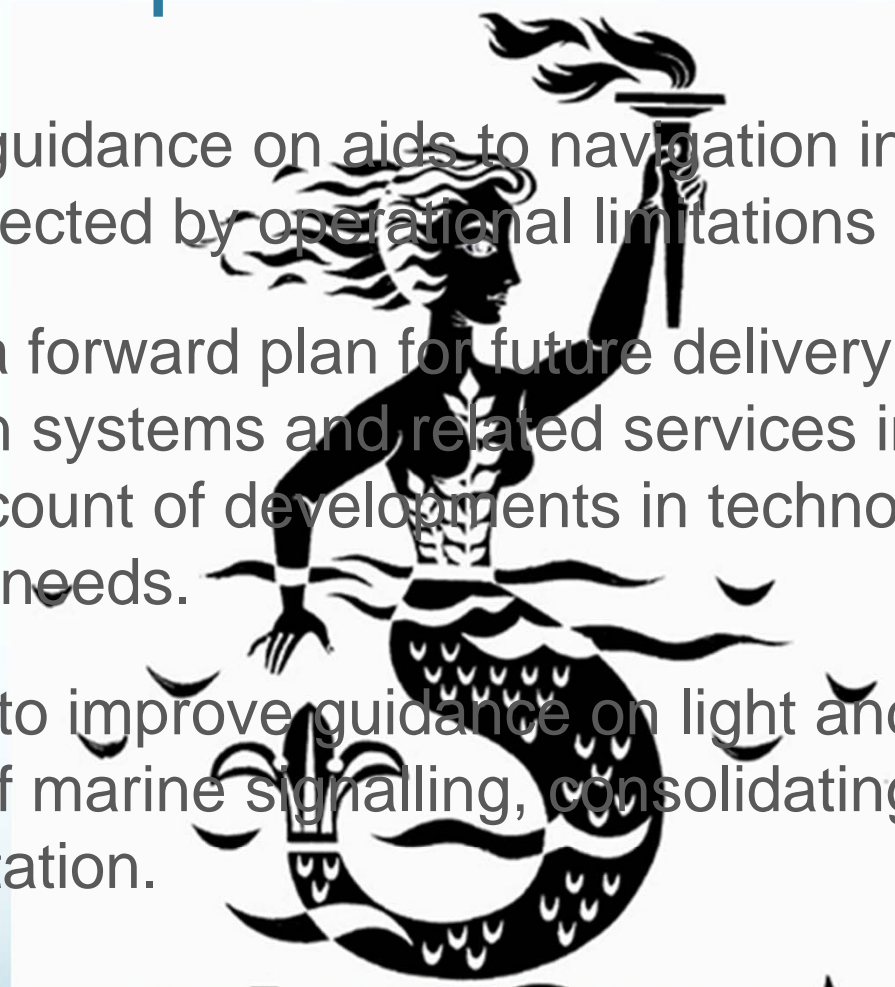
Base Camp - Priorities

- Transform the IALA product line by redefining and restructuring existing documentation to meet the future needs of the organisation, including document content, the approval process, and accessibility.

- Deliver a limited suite of high-level standards suitable for direct citation by States and by other international organisations.

- Develop guidance on positioning, communications, Maritime Service Portfolios, and data modelling for e-Navigation

- Develop guidance for the delivery of VTS, including communications, human factors, qualifications, and training.
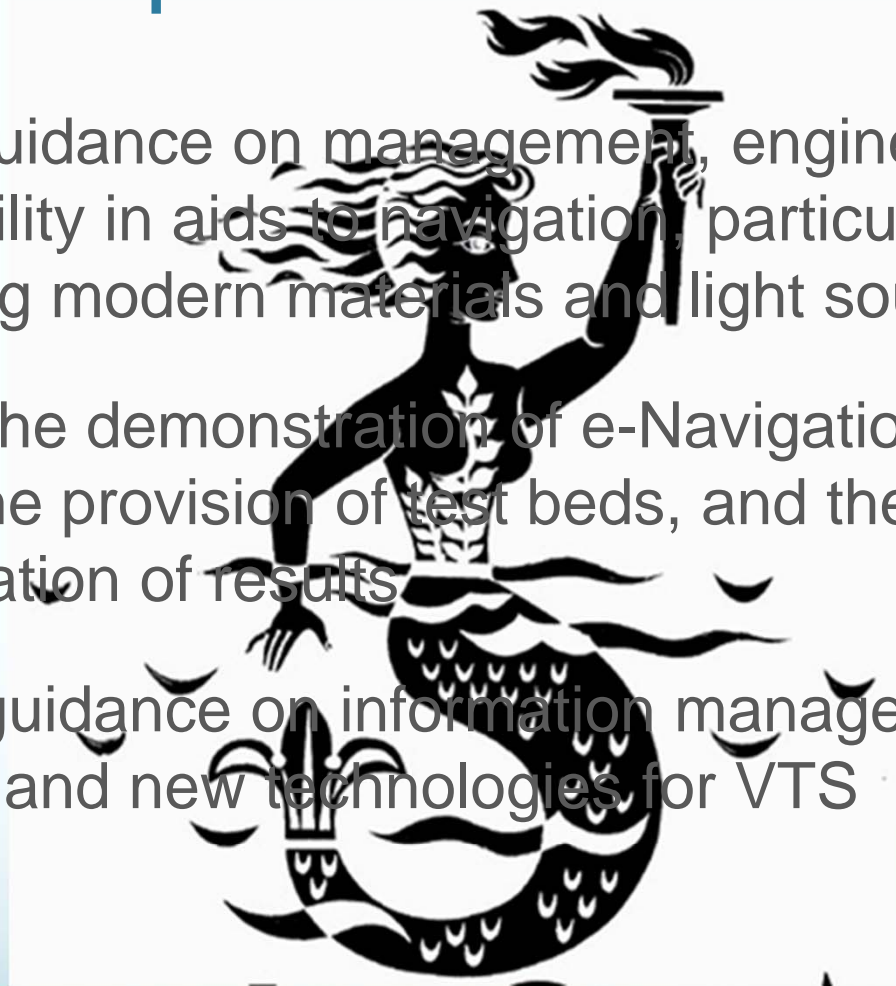
Base Camp - Priorities

- Develop guidance on aids to navigation in navigable waters affected by operational limitations

- Develop a forward plan for future delivery of aids to navigation systems and related services including VTS, taking account of developments in technology and changing needs.

- Continue to improve guidance on light and vision aspects of marine signalling, consolidating documentation.

Base Camp - Priorities

- Provide guidance on management, engineering, and sustainability in aids to navigation, particularly concerning modern materials and light sources

- Promote the demonstration of e-Navigation services, through the provision of test beds, and the harmonisation of results

- Develop guidance on information management, portrayal, and new technologies for VTS
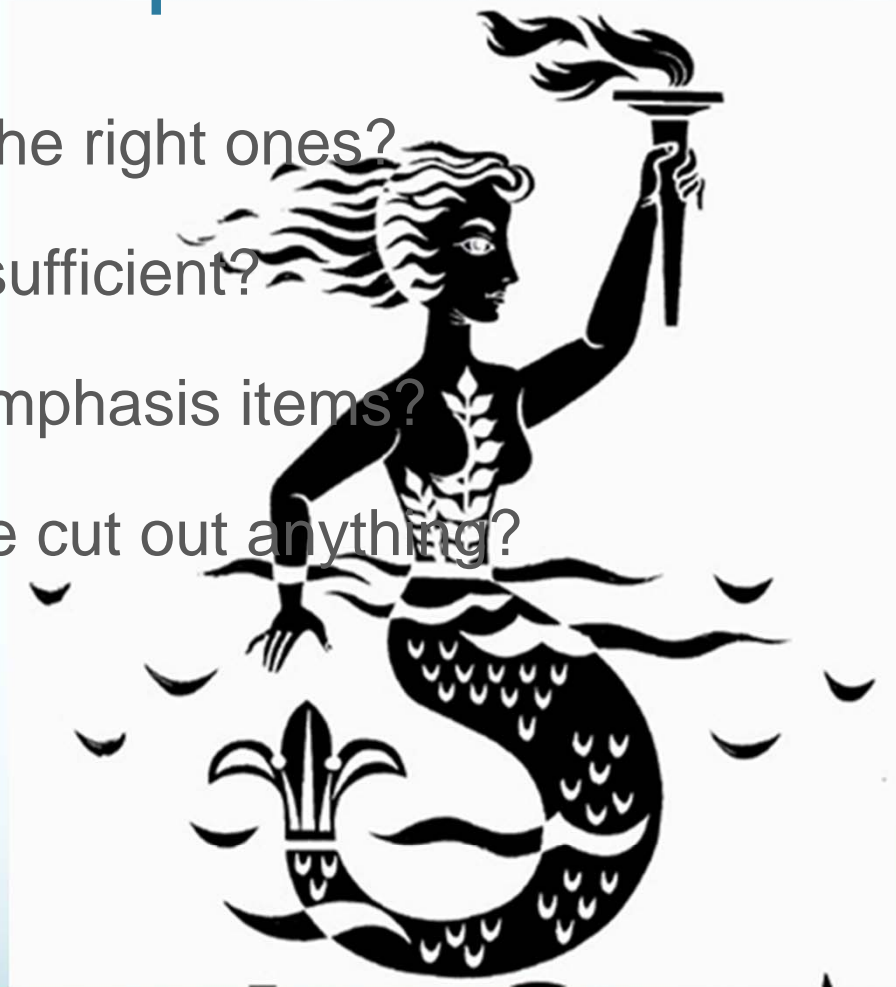
Base Camp - Priorities

- Develop funding sources, programs and delivery options for The World Wide Academy

- As part of the WWA Master Plan, prioritise and conduct needs-assessment missions and related capacity-building activities, and further the use of Model Courses by national authorities

- Define common metrics and evaluation techniques, including risk analysis methodologies, for use in determining aids to navigation solutions

- Promote technology transfer and knowledge sharing concerning aids to navigation

Base Camp Priorities

- Are they the right ones?

- Are they sufficient?

- Special emphasis items?

- Should we cut out anything?

IALA Strategy - Summary

- PURPOSE

- Two 12-year GOALS

- 12-year STRATEGIES

- 4-year Base Camp PRIORITIES

Thank You