



STRATEGIC VISION FOR THE PERIOD 2018-2026



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1. PURPOSE OF THIS DOCUMENT

This document reviews the 2014-2026 Strategic Vision and proposes revision for the period 2018-2026.

It takes account of the introduction of the new “Position on the Development of AtoN Services” in which the position of IALA is stated on technical developments, priorities in work programmes, and related matters. This is a document intended to be reviewed and amended as necessary once or twice per annum. The Strategic Vision, on the other hand, is intended to be reviewed at intervals of about four years.

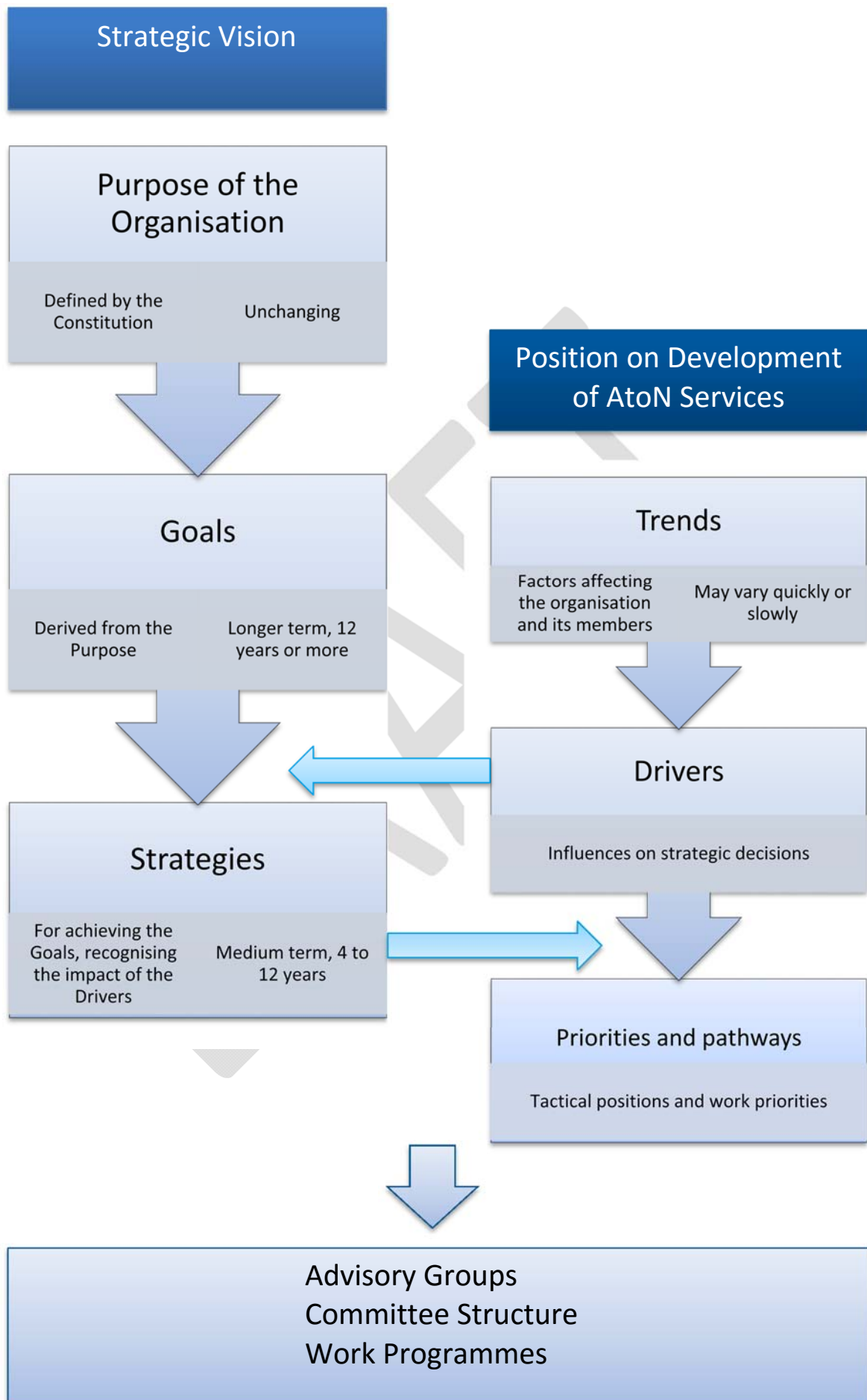
2. STRATEGIC VISION 2014-2026, BACKGROUND

The Strategic Vision was prepared in 2013, approved by Council in December 2013, and announced to the General Assembly in May 2014.

It covers three work periods of four years each to 2026, has two Goals for 2026, a Strategy for the period from 2014-2026, and a set of Priorities for 2014-2018. It also contains a Motto.

3. RELATIONSHIP OF THE COMPONENTS OF THE STRATEGIC VISION

The figure following shows how the components of the Strategic Vision are related to each other and to the components of the Position on the Development of AtoN Services. Note that the Trends and Drivers discussed below are placed in the latter document.



4. REVISION NEEDED FOR 2018-2026

The Purpose, Motto, and Goals, Strategy for 2026 all appear generally valid after nearly four years. This is a confirmation of the careful and extensive work that we did in 2013.

4.1. Purpose

The **Purpose** in the Strategic Vision 2014-2026 differs slightly in wording, but not in intent, from that in the Constitution. How this happened is not clear but it is desirable to change the Purpose to that stated in the Constitution.

The present wording in the Strategic Vision is as follows:

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.

This should be replaced by the statement from the Constitution:

The aim of IALA is to foster the safe, economic and efficient movement of vessels, through improvement and harmonisation of aids to navigation worldwide and other appropriate means, for the benefit of the maritime community and the protection of the environment.

The term “Marine Aid to Navigation” referred to in the Constitution of IALA, should be understood to be a device, system or service, external to vessels, designed and operated to enhance safe and efficient navigation of individual vessels and/or vessel traffic. For the purposes of IALA this definition includes Vessel Traffic Services.

4.2. Motto

The Motto remains satisfactory. No change is required. "Successful voyages, sustainable planet."

4.3. Goals

The **Goals**, while complete and correct, should be adjusted to reflect the IALA definition of Marine Aid to Navigation.

G1 – Marine Aids to Navigation are harmonised through international cooperation and the provision of standards.

G2 - All coastal states have contributed to an efficient global network of Marine Aids to Navigation through capacity building and the sharing of expertise.

4.4. Strategies

The Strategies were intended to carry through to 2026 and could be left unchanged, but it seems wise to make adjustments to these to take account of external trends and drivers and of our progress since 2013.

When the Strategic Vision was created in 2013, a great deal of consideration was given by PAP over a number of days to the factors, trends, and drivers affecting the provision and management of aids to navigation (AtoN) and the role of IALA. This work was done on flip-charts and refined into the final Strategies but the details were not recorded electronically.

It will be beneficial now to gather, review, and record these trends and drivers, and to use them to amend the Strategies as necessary. This is done below.

4.5. Priorities

Examination of the Priorities which were established for 2014-2018 suggests that revision should be made, to note progress and to take account of technical, institutional, and other developments. However the Secretariat has been working for some time on a new document provisionally named “Technical Directions”. This will be a compendium of all priorities and pathways in our current work.

With a “Position on the Development of AtoN Services” document carrying our priorities and pathways, it seems desirable that all priorities should be within this document and a separate set of Priorities in the Strategic Vision is not needed.

4.6. Content of the revised Strategic Vision

The revised Strategic Vision would therefore contain Purpose, Motto, Goals, and Strategies.

5. TRENDS AND DRIVERS OF STRATEGY FOR THE PERIOD 2018-2026

Numerous trends and factors affect the work of IALA members and the directions in which the organization should focus its attention. We think that these can be summarized into Trends and Drivers.

A complete description and discussion of these may be found in the “Position on the Development of AtoN Services” document. This will allow this discussion to be more easily and quickly maintained up to date.

6. STRATEGIES FOR 2018-2026

Taking the Goals and Drivers into account, the following changes to Strategy are proposed to take IALA into the 2018-2026 period.

Note the revised order with creation of Standards, Recommendations and Guidelines first S1+2, coordination and development second S3+4, technology third S5+6, and organisation fourth S7+8.

S1 - Develop ~~s~~Standards suitable for direct citation by States, in areas deemed important by the General Assembly, and ~~the related Recommendations and Guidelines~~. ~~continue to improve strong governance, including document policy and procedure for standards~~

Logic: Clearly state the creation of Standards, Recommendations, and Guidelines as our primary Strategy. 2. Document policy and procedure is completed and approved.

S2 - Position IALA as the source of standards, knowledge, and expertise that will enable States to ~~undertake and share the technical development of~~ **provide Marine** Aids to Navigation, in accordance with relevant international obligations and recommendations.

Logic: Clearer statement for Goal 2 and WWA objectives.

S3 - Coordinate the further development of ~~VTS, e-Navigation, and short range~~ **Marine** Aids to Navigation, taking into account new technologies and sustainability.

Logic: Broadened to conform to definition.

S4 - Continue to develop capacity building activities to improve the global ~~operations and management~~ **provision of Marine** Aids to Navigation.

Logic: Clearer statement for Goal 2 and WWA objectives, and taking account of definition.

S5 - Harmonise the information structure, Maritime Service Portfolios, and communications for e-Navigation by creating standards, and by cooperation with other ~~IGOs~~ **international organisations**, to achieve worldwide interoperability of shore and ship systems, including IMO sustainability goals for a maritime transport system.

Logic: Some partner organisations are not IGOs.

S6 - Improve and harmonise the delivery of VTS globally and in a manner consistent with international conventions, national legislation and public expectations, **taking account of sea traffic management for maximising the safety and efficiency of maritime operations.**

Logic: improved and clearer wording.

S7 - Work towards the transformation of IALA into an IGO, to enable the organisation to better fulfil its objectives, ~~subject to General Assembly decision.~~

Logic: GA approved in 2014.

S8 - Ensure that the resources and capabilities of the Secretariat are sufficient to enable IALA and its committees and organs to reach its goals.

7. DRAFT REVISED STRATEGIC VISION FOR 2018-2026

The Strategic Vision, draft revision for 2018-2026, is at Annex A.

8. NEXT STEPS

- To Council session 64 for Noting
- Information to Committees at meetings in second half of 2017
- To Council session 65 for Approval
- Announced to General Assembly, May 2018
- Published on website

Secretariat 2017-01-02, revised following LAP18 and noting by PAP33

9. ANNEX A, DRAFT REVISED STRATEGIC VISION FOR 2018-2026

Purpose

The aim of IALA is to foster the safe, economic and efficient movement of vessels, through improvement and harmonisation of aids to navigation worldwide and other appropriate means, for the benefit of the maritime community and the protection of the environment.

Motto

"Successful voyages, sustainable planet."

Goals

G1 – Marine Aids to Navigation are harmonised through international cooperation and the provision of standards.

G2 - All coastal states have contributed to an efficient global network of Marine Aids to Navigation through capacity building and the sharing of expertise.

Strategies

S1 - Develop Standards suitable for direct citation by States, in areas deemed important by the General Assembly, and the related Recommendations and Guidelines.

S2 - Position IALA as the source of standards, knowledge, and expertise that will enable States to provide Marine Aids to Navigation, in accordance with relevant international obligations and recommendations.

S3 - Coordinate the further development of Marine Aids to Navigation, taking into account new technologies and sustainability.

S4 - Continue to develop capacity building activities to improve the global provision of Marine Aids to Navigation.

S5 - Harmonise the information structure, Maritime Service Portfolios, and communications for e-Navigation by creating standards, and by cooperation with other international organisations, to achieve worldwide interoperability of shore and ship systems, including IMO sustainability goals for a maritime transport system.

S6 - Improve and harmonise the delivery of VTS globally and in a manner consistent with international conventions, national legislation and public expectations, taking account of sea traffic management for maximising the safety and efficiency of maritime operations.

S7 - Work towards the transformation of IALA into an IGO, to enable the organisation to better fulfil its objectives.

S8 - Ensure that the resources and capabilities of the Secretariat are sufficient to enable IALA and its committees and organs to reach its goals.



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