IALA COUNCIL   **25 May 2014**
57th session   **Palexco, A Coruña**
                                                                          Spain

Agenda item 5   REPORT BY THE SECRETARY GENERAL
5.1   Project – Modern and Efficient Secretariat for IALA

<u>Note by the Secretary General</u>

At its meeting 56 in Goa, India, the IALA Council '*requested the Secretary-General to report to Council, what a modern and efficient Secretariat would look like, for the present form of the Association.*' (Council Report, Agenda Item 8.4).
This request was made during debate on the topic of IALA Strategy, where Council also approved the following:

- *The draft IALA Strategic Vision 2014-2026 (paper C56-8.2-2)*
- *The draft IALA Committee Structure 2014-2018 (paper C56-8.2-3)*
- *The draft IALA Committee Work Plan 2014-2018 (paper C56-8.3-2)*

This paper informs the Council of the project that has been established to address this request.

1.   Context

The Strategic Vision focuses the work of the Association for the medium term and aids Council in directing the effort towards achieving the aims of the organisation as stated in the IALA Constitution, Article 2.[1]

The approved Committee Structure and Work Plan are organisational tools through which the Council aims to ensure the resources of the IALA's principle development arm - the Committees - are utilised effectively in achieving those aims.

IALA is a collaborative organisation and as a result, although the work of the committees is vital to IALA in meeting its aims, membership of the committees is entirely voluntary and at the cost of the participant members.

Accordingly, the only permanent human resources available to Council for meeting IALA's aims are its Secretary General and Secretariat. In keeping with the IALA Constitution the IALA Secretary General is to act as the legal representative and Chief Executive of IALA and to undertake other responsibilities as directed by Council, one of which is to facilitate the work and function of the committees. The role of the Secretariat is to assist the Secretary General in these tasks.

Therefore to enable Council to determine that appropriate internal resources to support delivery of the Strategic Vision are in place, a review of the Secretariat is required. This review will complement the work that has already taken place regarding the structure and work agenda of the committees.

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[1] Article 2, in part, reads '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 marine environment'.

2.   Terms of Reference

Taking account of the small size of the IALA Secretariat and the appropriate allocation of resources for the project:

a)   Consider the current structure and function of the Secretariat to determine if its activities are aligned to support IALA in implementation of its Strategic Vision 2014-2026

b)   Describe the core capabilities and operating model required to best support delivery of the Strategic Vision including by identification of critical alternate or additional activities that should or could be undertaken, benchmarked against similar international technical organisations and having regard to the characteristics of a modern and efficient organisation

c)   If necessary, develop a new organisational design for the Secretariat including a description of the operational level of each position, having regard to current best practice but not having regard to current resourcing

d)   Cost the delivery of the design in terms of salary for the financial year 2016 including a high level description of associated employment costs and the quantum that should be allowed for such 'overheads'

e)   Prepare a preliminary assessment of the processes required to implement any design changes

3.   Delivery methodology

The project delivery methodology will include the following activities:

a)   Completion of a high level literature search to assess current organisational design perspectives in regard to the characteristics of 'modern and efficient' organisations

b)   Choice of an organisational review methodology for project purposes

c)   Assessment of the current Secretariat considering the characteristics and methodology above (which may include internal and external input and a SWOT analysis)

d)   Identification and review of the structure of similar international organisations

e)   Determination of a modern and efficient organisation structure for IALA that will align it with best practice, other organisations and the IALA Strategic Vision, as appropriate

f)   Evaluation of the cost of the recommended structure utilising French employment data

g)   Development of a preliminary work proposal for a future project to implement any required changes

4.   Outputs

The following output documents will be produced:
   a)   Project Report including:
         i.   Overview of project methodology, including research and comparative findings
         ii.   Organisational diagram for a modern and efficient Secretariat, including operational levels
         iii.   Costing assessment for salary and associated employment overheads

   b)   Proposal for implementing the above

5.   Timeframe

The review will be undertaken in stages as resources allow, with the aim of having a report to Council 59.

6.   Resources

The project will have the following resources:
   • Project Sponsor   IALA Council
   • Project Director   Secretary General
   • Expert Advisor   Mr Kees Polderman
   • Advisor   Ms Mary Dean
   • Other Advisors   To be determined

Council is requested to Note.