

**ACTION PLAN for IGO project****Task Area: Communication**

	Element Description	Deliverable	Skills Needed	Risks	Resources Allocated	Status (In Progress/ Not started/ Suspended)	Due Date	Responsible Person
1	Determine IALA's key stakeholders	List of key stakeholders and POCs established	N.A.	None	Secretariat and Members	List in PID, but POC missing	July 2015	Secretariat (SG)/Comms WG
2	Determine methods of communication available and best method for each stakeholder group	Best method of communication established but regularly reviewed following feedback to ensure remains effective.	N.A	Communication not effective (eg. wrongly targeted)	None	In Progress Underway (Preliminary list developed at Change of Status Advisory Group)	July 2015	Secretariat (SG)/Comms WG
3	Ensure website is fit for purpose with regularly updated information	Regular progress reports on website	Web experience Graphic design	Out of date information Lack of information Incorrect information	Secretariat/ Redwire	Not started	Ongoing	Secretariat (SG)
4	Prepare information packages for each stakeholder group	Bespoke information packages for key stakeholder groups delivered electronically	Communications /PR expertise Graphic design Diplomacy skills	Out of date information, contact details Wrongly targeted or Incorrect information Information	None. Resources from Members and Secretariat required	Not started	First package in autumn 2015 and as required thereafter	Council. Preferably communication experts from national members

				overload				
5	Establish mechanism for feedback to ensure optimum use of communication media	Regular feedback on communication initiatives Use of test targets Surveys	Communications /PR expertise	Mechanism is not effective	None Secretariat and Members	Not started	November 2015	Preferably communication experts from national members
6	Establish mechanism for briefings between IALA & Host Nation	Regular exchange of information	Knowledge of diplomatic process	Mechanism is not effective	Secretary General Deputy Secretary General and Members	Mechanism not started, although ad-hoc briefings in progress.	July 2015	Secretariat (SG)/French Councilor (DAM)
7	Establish stakeholders contacts programme with other IGOs / broader maritime community and maritime press	Stakeholders feel informed on Change of Status Project	Networking	Programme is not effective Stakeholders do not feel informed.	Secretariat and Members	Mechanism not started, although ad-hoc briefings in progress.	November 2015	Secretariat (SG)

Method of Communication	Stakeholder Group
Website	National Members Industrial & Associate Members Broader maritime community
Newsletters Talk Points	National Members Industrial & Associate Members
1:1 Meetings with individuals and stakeholder groups	Other IGOs Host Nation re diplomatic process Broader maritime community Staff
IALA Bulletin	National Members Industrial, Associate & Honorary Members Broader maritime community
Maritime Press	Broader maritime community
Information Paper	IMO Members & Non IALA Members

Use of National Members / Regional Groupings	Non-IALA Members

**Task Area: Diplomacy**

	Element Description	Deliverable	Skills Needed	Risks	Resources Allocated	Status (In Progress/ Not started/ Suspended)	Due Date	Responsible Person
1	Establish POC in Member organisations, Foreign Ministries and other relevant agencies	List of POC to Secretariat and French Authorities	N.A.	None	Secretariat and Members	Not started	NLT NOV 2015	Secretariat (SG)/French Councilor/All members
2	Identify supporting countries. Sponsors of the diplomatic conference	List of sponsoring countries to French Authorities	N.A.	No countries show interest. Project hampered.	Secretariat and Council Members	Not started	Living document	Secretariat (SG)/Council Members
3	Information Paper to IMO. Possible IMO Assembly	An information paper to IMO on the Change of Status project.	Good knowledge on IMO procedures and the Change of Status project. Knowledge on drafting papers for IMO	Could start a negative debate in IMO	None. Members support needed.	Not started.	IMO Assembly in December. Papers 9 weeks before. LAP SEP 2015, Council by e-mail.	Secretariat (SG)/Seconded officer from member
4	Coordination of next diplomatic action by France	A plan for approval by Council on the next diplomatic action by France. Probably when 1.	Knowledge of diplomatic actions and diplomatic conferences	None	French Councilor, Secretariat and Members	Not started. Should start when draft convention is ready for agreement.	After LAP 15 when draft convention text is ready for C61 in December	French Authorities, Council, Secretariat

		draft convention text is ready					2015.	
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### Task Area: Financial Aspects

	Deliverable	Skills Needed	Risks	Resources Allocated	Status (In Progress/ Not started/ Suspended)	Due Date	Responsible Person
1	Assessment report of current status	Knowledge of IALA financial matters	None	Secretariat	Many aspects described in Secretariat Review (C59)	End of 2015 report to the Council before meeting	Secretariat (SG) and finance WG, coordinated with FAC
2	Investigate the financial implications of the transition phase against a number of scenarios	Knowledge of IALA financial matters	Depending on the outcome possible financial risks could lead to new debate about the status change	Secretariat	Not started	For IGO WG meeting NOV 2015	Secretariat (SG) and finance WG, coordinated with FAC
3	Investigation of "final phase" (IGO with similar number of members as today) taking into account the Secretariat Review	Knowledge of IALA financial matters and of French social security/tax legislation	Outcome about future Secretariat and financial commitments by members could hamper the status change process	Secretariat	Not started	End of 2015 Report to the Council	Secretariat (SG) and finance WG, coordinated with FAC

**Task Area: Convention text and related documents**

	<b>Deliverable</b>	<b>Skills Needed</b>	<b>Risks</b>	<b>Resources Allocated</b>	<b>Status (In Progress/ Not started/ Suspended)</b>	<b>Due Date</b>	<b>Responsible Person</b>
1	Draft Convention text	Legal drafting skills	Draft cannot be agreed	Legal Advisory Panel (LAP)	LAP 14-16 SEP 2015	IGO WG 9-10 NOV and Council 7-11 DEC 2015	Secretariat (SG)/ IGO WG Chairs/LAP Chair
2	Draft General Regulation (GR)	Legal drafting skills	GR cannot be agreed	Secretariat/LAP	Draft in progress to be finalised at LAP MAR 2016	IGO WG – Council spring 2016	Secretariat (SG)/IGO WG Chairs/LAP Chair
3	Draft HQ Agreement	Legal drafting skills Knowledge of French social security/tax legislation	Agreement cannot be reached between IALA/DAM	Secretariat/LAP/DAM	LAP SEP 2016	IGO WG – Council informed autumn 2016	Secretariat (SG)/DAM/LAP Chair

IALA

Last Update: 4 May 2015

## CHANGE OF STATUS PROJECT TASK RISK REGISTER

No.	Risk Description	Consequence	* Risk Estimation (Prior to Mitigation)		Control & Treatment	Risk Estimation (Post Mitigation)		Additional Actions (to reduce further the likelihood of adverse events and mitigate residual impact if they do occur)	**Residual Risk: Reported to & Owned/ Monitored by:
			Probability	Impact		Probability	Impact		
1.	<b>Communication Plan</b>  <b>Communication not effective</b>  <b>a) Wrongly targeted / incomplete information</b> <b>b) Out of date information</b> <b>c) Out of date stakeholder contact information</b> <b>d) Information overload</b>	(i) Lack of support for change of status project from both members and governments  (ii) Stakeholders do not feel informed.  (iii) Agreed action plan timetable is not met  (iv) Loss of reputation	High	High	Change of Status Working Group  Oversight by Council	Low	High	Use of communications /PR expertise  Put stakeholder feedback mechanism in place	Secretariat (SG)
2.	<b>Communication Plan</b>  <b>Provision of incorrect information</b>	(i) Stakeholders misinformed  (ii) Loss of support for Change of Status Project from members and governments.  (iii) Loss of reputation	Med	Very High	Project Initiation Document  Change of Status Working Group  Oversight by Council	Low	High	Put stakeholder feedback mechanism in place	Secretariat (SG)

No.	Risk Description	Consequence	* Risk Estimation (Prior to Mitigation)		Control & Treatment	Risk Estimation (Post Mitigation)		Additional Actions (to reduce further the likelihood of adverse events and mitigate residual impact if they do occur)	**Residual Risk: Reported to & Owned/ Monitored by:
			Probability	Impact		Probability	Impact		
3.	<b>Communication Plan</b>  <b>Ineffective feedback mechanism</b>	Communication may be ineffective Wrong means of communication used IALA remains unaware of stakeholder issues	High	High	Change of Status Working Group  Oversight by Council  IALA member feedback	Med	Med	Put stakeholder feedback mechanism in place	Secretariat (SG)
4	<b>Financial</b>  <b>Investigation of financial implications of “transition phase” (IGO status but limited members) could lead to new debate about change of status project</b>	Reduction in support for change of status project  Change of status process hampered	High	High	Change of Status Working Group Financial Aspects Sub-Group Review of Secretariat	Med	Med	Secure French social security/tax legislation expertise to describe the financial implications	Council

No.	Risk Description	Consequence	* Risk Estimation (Prior to Mitigation)		Control & Treatment	Risk Estimation (Post Mitigation)		Additional Actions (to reduce further the likelihood of adverse events and mitigate residual impact if they do occur)	**Residual Risk: Reported to & Owned/ Monitored by:
			Probability	Impact		Probability	Impact		
5	Increased cost of operation and fees of “final phase” (IGO with similar members as today) in terms of reorganisation of Secretariat	Change of Status process hampered	High	High	Change of Status Working Group Financial Aspects Sub-Group Review of Secretariat	Low	Med		Council
6	Diplomacy  Information paper to IMO General Assembly may initiate unnecessary debate	Change of Status project hampered.	High	High	High-level contact between IALA and IMO  IALA / IMO member support	Low	High	Use of Member expertise with knowledge of IMO procedures and change of status project	Council



No.	Risk Description	Consequence	* Risk Estimation (Prior to Mitigation)		Control & Treatment	Risk Estimation (Post Mitigation)		Additional Actions (to reduce further the likelihood of adverse events and mitigate residual impact if they do occur)	**Residual Risk: Reported to & Owned/ Monitored by:
			Probability	Impact		Probability	Impact		
7	<b>Diplomacy</b>  No clear position in States until draft Convention text agreed	Delay to diplomatic process	High	High	Project Initiation Document  Change of Status Working Group  Legal Advisory Panel support	Med	Med	Change of Status Project Action Plan	Council
8	<b>Convention text &amp; related Documents</b>  Draft Convention text / General Regulations text cannot be agreed	Change of Status Project hampered  Loss of reputation	High	High	Change of Status Working Group  Legal Advisory Panel support	Low	High	Change of Status Project Action Plan	Council

No.	Risk Description	Consequence	* Risk Estimation (Prior to Mitigation)		Control & Treatment	Risk Estimation (Post Mitigation)		Additional Actions (to reduce further the likelihood of adverse events and mitigate residual impact if they do occur)	**Residual Risk: Reported to & Owned/ Monitored by:
			Probability	Impact		Probability	Impact		
9	<b>Convention text &amp; related Documents</b>  <b>Text of Headquarters Agreement cannot finalised with Host Nation</b>	Financial benefits of IGO status not realised	Med	Very High	Host Nation has seat on Council  Draft text approved in principle with Ministry of Foreign Affairs of Host Nation  Legal Advisory Panel support	Low	Med	Communications Plan	Secretariat (SG)

**Key:**

\* Probability of Occurrence is calculated according to the table below:

\* Named individual responsible for managing each risk

**Probability of Occurrence and Impact**

Estimation *	Description	Indicators	Consequence of Impact
Very High	Very likely to occur within 1 year or more than 80% chance of occurrence.	Has occurred within last 1 to 2 years.	Financial impact on IALA likely to exceed 250,000 EUR Major impact on IALA strategic plans and delivery of operational services Major political and stakeholder concern Very low defensibility of realisation of risk Reinstatement to pre-risk condition extremely difficult requiring considerable resources and possible additional funding
High	Likely to occur every 1 to 2 years or 50% to 80% chance of occurrence.	Potential of it occurring within 5 years Has occurred.	Financial impact on IALA likely to be in region of 100,000 to 250,000 EUR Significant impact on IALA strategic plans and delivery of operational services Significant stakeholder concern Low defensibility of realisation of risk Reinstatement to pre-risk condition requiring commitment of a high level of resources.

Medium	Possibility of occurrence in 10-year period or 20% to 50% chance of occurrence.	Has occurred, to varying degrees, within last 10 years History of some occurrence.	Financial impact on IALA likely to be in region of 25,000 to 100,000 EUR Moderate impact on IALA strategic plans and delivery of operational services Moderate stakeholder impact/concern Some defensibility of realisation of risk probable Reinstatement to pre-risk condition possible with the commitment of a moderate level of resources.
Low	Unlikely to occur in a 10 year period or 10% to 20% chance of occurrence.	Has not occurred in last 10 years Low history of occurrence.	Financial impact of IALA likely to be in the region of 5,000 to 25,000 EUR Low impact on IALA strategic plans and delivery of operational services Low stakeholder impact/concern Defensibility of realisation of risk likely Reinstatement to pre-risk condition likely to be achieved with the minimum commitment of resources.
Very Low	Highly unlikely to occur in a 20 year period or less than 10% chance of occurrence.	Has not occurred Occurrence more than 20 years ago.	Financial impact on IALA likely to be below 5,000 EUR Very low (if any) impact on IALA strategic plans and delivery of operational services Little (if any) stakeholder concern/impact Excellent prospect of defensibility of realisation of risk Reinstatement to pre-risk condition very likely to be achieved.