

IALA Change of Status Project

Date 10 November 2015

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/done	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/done	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is fit for purpose with regularly updated information	Regular progress reports on website	Web experience Graphic design	Out of date information Lack of information Incorrect information	Secretariat/ Redwire	Web site updated and new meeting scheduled with Redwire	Ongoing	Secretariat (SG)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for key stakeholder groups delivered electronically	Communications /PR expertise Graphic design Diplomacy skills	Out of date information, contact details Wrongly targeted or Incorrect information Information overload	None. Resources from Members and Secretariat required	Preparation started	First package early 2016 after C61 and as required thereafter	Council/ Secretariat.
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	2016	Secretariat
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	Ad-hoc briefings in progress and meeting with French FM scheduled JAN 2016.	January 2016	Secretariat (SG)/French Councillor (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.	IMO INF paper circulated to Sister org. More 2016	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	Letter send	21 answers received	Secretariat (SG)/French Councillor/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/discuss during C61	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/done	Secretariat (SG)
4	Coordination of next diplomatic action by France	A plan for approval by Council on the next diplomatic action by France. Probably when 1. draft convention text is ready	Knowledge of diplomatic actions and diplomatic conferences	None	French Councillor, Secretariat and Members	Not started. Should start when draft convention is ready.	Early 2016	French Authorities, Council, Secretariat

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)	C61	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/done	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 C61	Secretariat (SG) and finance WG, coordinated with FAC

Task Area: Convention text and related documents

	Deliverable	Skills Needed	Risks	Resources Allocated	Status (In Progress/ Not started/ Suspended)	Due Date	Responsible Person
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 CHANGE OF STATUS 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 occur)	Change in risk level	Residual risk** : Reported to and owned/Monitored by:
			Probability	Impact		Probability	Impact			
1	Membership									Secretary General
	i) Loss of existing members	Loss of income Loss of influence Loss of experience & knowledge Loss of standing	High	Very High	• General Assembly Resolution to prepare IALA for Change of Status. • Establishment of Change of Status Advisory Group. • Propose suitable model in draft Convention & General Regulations to be presented to Governments. • IALA to seek to be involved in Inter-Governmental diplomatic process to finalise Convention. • Convention to provide for deposit of sufficient number of instruments including that of Host Nation before entry into force. • International legal advice. Transitional arrangements so that Governments that do not sign may continue as Associate Members. Adoption of models used by other IGOs where different membership categories are in place (eg. ILO) I	Low	High	• Effective change management and communications strategy with existing membership. • Promotion of the benefits of IALA IGO membership to increase membership in the longer term.	↔	
	ii) Loss of industrial members (greater than normal turnover levels) Governments do not allow industrial members to join		High	High		Low	High		↔	
2	Financial									
	Cost of operation (NB. IGO status may lead to a less onerous fiscal regime for IALA)	• Larger Secretariat required, eg. more technical staff needed, larger office requirement. • Potential requirement for more official languages.	High	Very High	• Review of future structure. • Draft Convention provides for same official language arrangements as at present. • Headquarters Agreement with Host Nation. • Less onerous fiscal regime consequent upon IGO status. • CoS Working Group on financial aspects formed. • Establishment of finance sub-group	Medium	Medium		↓	Council
3	Loss of flexibility	Lengthier processes to gain agreement to recommendations and standards.	Very High	High	• Review of future structure. • Development of draft Convention and General Regulations as per 1. above. • Adapt frequency of GA meetings, give greater decision authority to Council. • Adoption of modern, adaptable working arrangements.	Medium	Medium	Split of responsibilities between General Assembly and Council and meeting frequency of both organs to allow for flexibility incorporated into draft Convention.	↓	Council
		Limitation on the issues that IALA can choose to allocate to Committees.								
4	AtoN providers may be replaced by increased bureaucratic influence	• Technical representatives may be replaced by diplomats at meetings. • Meetings become more bureaucratic. • Output documents are weaker.	Medium	High	Lack of interest by diplomats in technical matters. Committees will still be attended by technical expert. Draft Convention text encourages technical representation at General Assembly and Council.	Low	Medium	• IALA part of diplomatic process as lead consultee. • Course of action adopted by Denmark to explain position to Danish Parliament (see Danish Parliament Website).	↔	Council
5	Relationship with IMO & IHO	• No recognition from IMO & IHO. • Potential loss of influence or credibility if so. • Lack of clear parameters between organisations. • Perception IALA overstretching itself. • Conflict between bodies.	Medium	High	• Part of a trilogy (IMO & IHO). • Understanding of the remit of IMO within IALA. • Close liaison with senior IMO & IHO officials. • Communication plan with IMO members, IHO and other maritime related IGOs. • Communication Plan. • Information paper to IMO.	Low	Low	• Clear framework for the future in terms of respective responsibilities. • MoUs with IMO and IHO.	↔	Secretary General