The 2017-2020 Strategic Plan: Action Plan 2018

Six goals have been identified to fulfill the ITA mission.

1. Encourage MN to actively develop and share technology, promote underground space and be active as a MN in ITA

   Intensively connection with MN collecting information about their activities
   - Activity level: very high (A), medium (B), low (C)
   - Contact person
   - Industry characteristics
   - Needs for each MN (training, lecture, seminar,ｗｅｂｉｎａｒ, publication, Master studies, visits to Clients and Ministries, etc.)
   - Division of the world areas into geographical regions involving group of MNs
   - Matrix of MN based on activity level and assignment of MN mentorship

   Active involvement in activities of MNs
   - Manual: Guideline to MNs for improving activity and promote the use of underground space in the country (for MN activity levels I, II, III)
   - Assignment of MN mentorship (ITA-ECO-1 support, reporting at ECOCO meetings. This can take the form of a Regional Forum

2. Optimize the contribution of WGs and Committees through facilitating interaction with MNs & Sponsors, encouraging synergies, and deploying modern communication practices

   Intensively connection with MN collecting information about their activities
   - Generate calendar with overall development of WG and Committees activities
   - Involve Working Groups in preparation and offer of ITA-CET courses (WG reports will be given to all participants of training courses related to goal 2).
   - Preparation of PPT of technical documents for easier reference and use for further diffusion and training purposes
   - Encourage WGs/Committees to prepare audio-visual material on ITA technical documents
   - Promote interaction between Working Groups, as well as interaction between WGs and Committees notably through the WGC Committee meeting at WTC

3. Enhance interaction with industry

   Follow up on collaboration with PS and Supporters through regular visits, exchange of views on strategy and satisfaction survey
   - Visit all existing PS once every third year (agenda to include exchange on ITA strategy and review of PS activities & areas of interest / Follow-up on main conclusions of the visit)
   - Develop PS visit rolling program
   - Make direct contacts and plan visits
   - Conclude 6-8 visit with TC and country EcO Member
   - Ensure ITA Tech ascendency/develop meet PS expectations
   - Develop prioritized list of PS (based on questionnaire responses)
   - Disseminate questionnaires, collect and summarize results
   - Develop and implement action plan
   - Actively search for new PS, as well as Corporate Members, and Supporters (involve MNs in search)
   - Initiate Task Force
   - Define & implement plan
   - Organization follow up

4. Encourage further Knowledge Sharing through Education and Training

   Support MNs through the organization of training sessions and workshops
   - Organize through ITA-CET and pay for at least one training program in one Member Nation per year to be selected based on cost-benefit ratio. Survey to evaluate potential of and benefits for different emerging Member Nations.
   - Develop a training offer for professionals and industry
   - Identify the needs for training in two areas:
     a. General use and benefits of underground space for developing countries
     b. Areas of known risks to human safety and construction success
   - Include training as one topic when approaching the World Bank & other development banks. Assist the WBS & others in the training of host countries in the use of underground space.
   - Develop digital materials (documents, Power Point, Video, social media platform, etc.)
     - Success story of the underground space use in perspectives of sustainability, public dispute, environmental issues, etc.
   - Reach out Member Nations and experts
     - Make direct contact relevant MNs or experts for details
     - Produce documents, PPTs, Videos, etc.
   - Educational materials for non-tunnel engineers to promote our theme “Think Deeps”
     - Develop contents
     - Produce education materials

5. Enhance Tunnelling and Underground Space Awareness

   Develop digital materials (documents, Power Point, Video, social media platform, etc.)
   - Success story of the underground space use in perspectives of sustainability, public dispute, environmental issues, etc.
   - Reach out Member Nations and experts
   - Make direct contact relevant MNs or experts for details
   - Produce documents, PPTs, Videos, etc.
   - Educational materials for non-tunnel engineers to promote our theme “Think Deeps”
   - Develop contents
   - Produce education materials

6. Improve communication with Member Nations, Industry and General public

   Plan Yearly and Standardisation communication
   - Newsletter
   - ITA Activity report
   - ITA activity reports
   - WG Reports
   - ITA Awards
   - Share innovation and successful projects of MNs and Industry
     - Table of contents of innovation
     - Have a theme on innovation and successful projects at WTC
     - Share information from the awards
ITA STRATEGIC PLAN
2017-2020
ACTION PLAN 2018

ITALIAN TUNNELLING ASSOCIATION

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ITA STRENGTHS

- Global network covering all categories of underground work
- Recognized platforms for knowledge development and exchange
- Established relationships with other Global Organizations (PIARC, ISOCARP) and with United Nations
- Recognized as bringing a strong International and unbiased voice
- Excellent networking platform
- Involvement of Young professionals in the association
- Financial standing of ITA allows new initiatives
- Ability to pioneer in new approaches in tunneling such as new management tools

ITA WEAKNESSES

- Insufficient involvement of some Member Nations
- Limited knowledge sharing in some specific fields or technologies
- Communication channel with Member Nations and other stakeholders not sufficiently established
- Limited representation of public agencies
- Limited contact with private investors and owners
- Known inside the industry but not sufficiently outside
- Activities of the association may mostly be on volunteering
- Cost of participation in ITA activities

ITA OPPORTUNITIES

- Growth of urban development will require increased use of underground space
- Increasing share of underground mining
- Increasing demand for Education and Professional Training
- Availability of new technologies for use in the tunneling industry
- Increasing private investment in underground projects
- Increasing awareness of sustainability requirements and the contributions that underground can bring

ITA THREATS

- Financial constraints may cause a reduction in membership and sponsorship
- Other organizations trying to attract members from the same pool of professionals as ITA / European tunneling conferences and events
- Media tend to focus on bad tunnel projects and accidents, thus limiting the potential of tunneling
- Europe dominated specifically in the tunneling sector
- Recent downturn in worldwide economy while underground solutions require high investment
- Insufficient use of best contractual/procurement practices

MEMBER NATIONS

Algeria
Argentina
Australia
Austria
Azerbaijan
Belarus
Belgium
Bhutan
Bolivia
Bosnia-Herzegovina
Brazil
Bulgaria
Cambodia
Canada
Chile
China
Colombia
Costa Rica
Croatia
Czech Republic
Denmark
Ecuador
Egypt
Finland
France
Germany
Greece
Guatemala
Hungary
Iceland
India
Indonesia
Iran
Israel
Italy
Japan
Kazakhstan
Korea (South)
Lao PDR
Lesotho
Macedonia (FYROM)
Malaysia
Mexico
Montenegro
Morocco
Myanmar
Nepal
Netherlands (The)
New Zealand
Nigeria
Norway
Panama
Peru
Poland
Portugal
Qatar
Romania
Russia
Saudi Arabia
Serbia
Singapore
Slovakia
Slovenia
South Africa
South Korea
Spain
Sweden
Switzerland
Thailand
Turkey
Ukraine
United Arab Emirates
United Kingdom
U.S.A
Venezuela
Venezuela
Vietnam