



We are about half way through the period of implementation of the new strategic plan launched in the ITA Executive Council meeting held in Napa in 2016. The actions to meet the goals presented last year have been exhaustively discussed. We expect to see some positive results soon. Monitoring is an important keyword at this stage of the plan. We must react fast to identify the impact of such actions, enhance those leading to improvement, and reshape the others. We strongly encourage Member Nations and all other members of the ITA community to be proactive during the implementation of the plan and to give us detailed feedback of the results. By doing so, all of us will be contributing to the increase of the rational use of the underground space.

Tarcisio Celestino
ITA President

THE ITA VISION

ITA - the leading international organization promoting the use of tunnels and underground space through knowledge sharing and application of technology.

THE ITA MISSION

We are committed to developing sustainable solutions for increased and optimised use of Underground Space that enable owners and industry to excel with:

- Reliable and Economical Solutions
- Improved Safety
- Environmentally Friendly Solutions



THE 2017-2020 STRATEGIC PLAN : ACTION PLAN 2018

Six goals have been identified to fulfil the ITA mission.

For each goal, 3 or 4 actions have been identified to be completed during the next term. Progress will be monitored and reported annually at the ITA General Assembly.

1

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

Intensify connection with MN collecting information about their activities

Information box about each MN with on-time update, including:

- Activity level (level: I-high, II-medium, III-low),
- Contact persons
- Industry characteristics
- Needs for each MN (training, lectures, sessions, seminars, tutorship, publications, Master studies, visits to Clients and Ministries etc.)
- Division of the world area 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 (1 EXCO+ 1 support), reporting at EXCO 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

Intensify 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 WG/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 WG/ 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
 - Conduct 6-8 visit with TC and country ExCo Member
- Ensure ITA Tech action/delivery meet PS' expectations
 - Develop questionnaire
 - Disseminate questionnaire, 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
 - Organize 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 WB & others in the training of host countries in the use of underground space.

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, Video, 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 Standardise communication

- Newsletter
- ITA Activity report
- MN 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 STRENGTH WEAKNESSES
OPPORTUNITIES THREATS

STRENGTHS

- Global network covering all categories of underground work
- Recognised platform for knowledge development and knowledge sharing
- Established relationship with other Global Organizations (PIARC, ISOCARP) and with United Nations
- Recognized as bringing a strong International and unbiased voice
- Excellent networking platform
- Strong brand
- Involvement of Young professionals in the association
- Financial standing of ITA allows new initiatives
- Ability to pioneer in new approaches in tunnelling e.g. risk management...

WEAKNESSES

- Insufficient involvement of some Member Nations
- Limited knowledge sharing in some areas: financing, technology
- Communication channel with Member Nations and other stakeholders not sufficiently established
- Limited representation of contractors
- Limited representation of public agencies
- Limited contact with private investors and owners
- Known inside the industry but not sufficiently outside
- Activities of the association rely mostly on volunteer work
- Cost of participation in ITA activities

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 tunnelling industry
- Increasing private investment in underground projects
- Increasing awareness of sustainability requirements and the contributions that underground can bring.

THREATS

- Financial constraints may cause a reduction in membership and sponsorship
- Other organisations trying to attract members from same pool of professionals as ITA / Numerous competing conferences and events
- Media tend to focus on bad tunnel projects experiences / Perception that tunnels would be unreliable
- Europe dominated (specifically in the Industry)
- Recent downturn in worldwide economy while underground solutions require high investment
- Insufficient use of best contractual/ procurement practices

MEMBER NATIONS



ITA STRATEGIC PLAN
2017-2020

ACTION PLAN
2018



Secretariat ITA-AITES
Maison Internationale de l'Environnement MIE2
Chemin de Balxert 9
CH- 1219 Châtelaine – Switzerland
Tel.: + 41 22 547 74 41
e-mail: secretariat@ita-aites.org - www.ita-aites.org

