



IALA

World-Wide Academy

The vehicle by which IALA delivers education,
training and capacity building

Master Plan 2017-2020



STRATEGIC GOAL

The IALA World-Wide Academy (the Academy) was established in 2012 following a decision taken at the 52nd IALA Council. Its focus is on the second Goal set out in IALA's strategic vision 2014 – 2026 which is that:

- *all coastal states have contributed to an efficient global network of marine aids to navigation and services for the safety of navigation, through capacity building and the sharing of expertise.*

The provision of such services must be based on the volume of traffic and degree of risk in the waters of each State. The higher these are the greater will be the requirement for mature aids to navigation management.

ACADEMY FUNCTIONS

Education and training

- facilitate the development of IALA model courses for aids to navigation training;
- develop and manage the system of IALA accreditation of training activities;
- facilitate education and training for personnel with responsibility for aids to navigation particularly in key target regions;
- deliver Level 1 Aids to Navigation Manager courses when appropriate;
- develop and maintain an Academy alumni association and promote IALA activities through that alumni association.

Capacity building

- establish and manage systematic aids to navigation capacity building, particularly in key target regions as defined in this Master Plan;
- provide assistance to enhance the knowledge and expertise of personnel with responsibility for aids to navigation, at both the managerial and technician levels, so as to achieve a resilient competence in a defined target region.

Research and development

- encourage and where appropriate publicise research and development initiatives to improve the efficiency and safety of maritime navigation.

This Academy Master Plan 2017-2020 is accompanied by the Academy list of Target States and the Academy Action Plan for 2017 both of which are continuously updated.



MAIN ACTIVITIES 2017-2020

Education and training activities

“The successful delivery of AtoN services depends upon competent and experienced personnel to implement and maintain such aids”, therefore the Academy will:

- encourage national Competent Authorities to train their personnel through the use of IALA model courses delivered by Accredited Training Organisations (ATO);
- provide experts for delivering lectures at ATO delivered courses;
- maintain a close liaison with the technical committees in order to facilitate continuous development of model courses;
- increase and develop further its Distance Learning programme and utilise this to educate AtoN managers in developed countries;
- bring its alumni association together by convening events where networking and knowledge sharing can take place;
- bring ATO managers and lecturers together by convening events where coordination and knowledge sharing on ATO delivered training can take place;
- develop methods whereby the quality of ATO delivered training can be ensured;
- deliver modular specialist courses on Risk Management, e-Navigation etc.;
- facilitate the delivery of level 2 model courses world-wide.

Capacity building activities

Capacity building is about developing and strengthening human and institutional resources. To assist Target States and others with such needs, the Academy will:

- raise the awareness of higher level decision makers in Target States on their obligations as defined in international conventions;
- conduct technical needs assessment and other missions to Target States and others in need;
- conduct follow-up activities to such States to review progress with the implementation of the recommendations contained in Academy mission reports;
- participate proactively in International Maritime Organizations Technical Cooperation committee and the Joint Capacity Building Group activities;
- cooperate with regional organisations engaged in capacity building activities;
- develop regional strategies for advancing the work of the Academy in each of its continental target regions, beginning with Africa;
- sponsor individuals to attend model courses, IALA committee meetings and other relevant events.



Research and development activities

In order to advance the frontiers of knowledge and facilitate research and development within the scope of IALA, the Academy will:

- liaise with maritime universities world-wide with a view of encouraging research and development of specific topics of interest to IALA members;
- maintain and publish a list of topics within the scope of IALA where research and development may be needed.

Sustainable funding

It is of greatest importance to ensure sustainable funding of Academy activities, therefore the Academy will:

- provide feedback on its achievements to its present sponsors in order to ensure their continued support;
- build relationships with potential new sponsors and seek further sponsorship from individual IALA members.

ASSESSMENT OF DEGREE OF NEEDS

To determine where to focus its effort, the Academy conducted a review of all 155 independent non-landlocked States based on a “score” of each State in two broad categories: the perceived maturity of their maritime management and the estimated volume of traffic and degree of risk in their waters.

Degree of Need	Continental Regions					Total
	Africa	Europe	Asia	Pacific	Americas	
Smallest need	1	12	6	1	3	23
Smaller need	2	5	4	1	2	14
Some need	11	3	5	2	9	30
Greater need	2	6	6	1	4	19
Greatest Need	22	7	13	11	16	69

Table 1. Distribution of needs across Continental Regions (December 2016)

States with the greatest perceived need of capacity building and training form the Academy’s “Target States”. Being on the Academy’s list of Target States indicates that a State has yet to demonstrate its compliance with the international obligations which it accepted by being a signatory to the SOLAS Convention. If a State can demonstrate during a review that it has developed a realistic programme to implement the recommendations in a mission report that are both appropriate and practicable, the Academy will remove it from its list of Target States



MAIN OBJECTIVES 2017-2020

Focus on those with greatest need - The Academy will primarily focus its capacity building efforts on those Target States with greatest needs with a view of steadily reducing the total number of Target States.

Review of progress - The Academy has now conducted numerous needs assessment missions. The Academy must now revisit all these States and review their progress towards compliance with their international obligations.

At least one training hub in each region - The Academy aims at having at least one Accredited Training Organisation in each of its five target continental regions.

Connecting people - The number of certified marine aids to navigation managers is reaching critical mass. The Academy must now bring them together, as well as managers and lecturers from Accredited Training Organizations, via the Academy Alumni Association to ensure sustainable learning.

Delivering as One - The Academy's capacity building effort must where possible be delivered under the banner of the United Nations strategy of "Delivering as One".



It is a challenge, but together we can do it

The Academy recognises the considerable challenge that it has set itself, but is now appropriately resourced to meet it. This would not be possible were it not for generous sponsorship both in direct and indirect funding from a number of nations and organisations and the superb and unstinting support from the four IALA technical committees.



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