MASTER PLAN 2015 - 2019

Academy Strategy Document

Academy Board

11/19/2014

The Board of the IALA World-Wide Academy (The Academy) produces a Master Plan for endorsement by the IALA Council. This is the second such Plan and covers the period 1st January 2015 to 31st December 2019

1. Introduction.

1.1 The IALA World-Wide Academy (The Academy) is an integral part of IALA. Thanks to sponsorship from a number of institutions, The Academy is self-funding. This enables it to pursue actively its role which was ratified by a Decision taken at the 52nd IALA Council Meeting. This stressed the particular importance of The Academy's role in Capacity Building and Training. The strategy for these two key deliverables is set out in a Master Plan.

1.2 The first Master Plan covered the four year period ending at the first Board Meeting in 2016 when an election of the three honorary members will fall due[1]. However the output of The Academy exceeded expectations. A decision was therefore taken at the 6th Board Meeting in April 2014 to review The Academy's strategy and produce a new Master Plan covering the five year period 1st January 2015 to 31st December 2019.

1.3 This Master Plan is supplemented by detailed annual Action Plans which cover the forthcoming year. The Action Plan for 2015 is at Appendix I to this Plan. Each subsequent Action Plan will be approved by The Academy Board at its autumn meeting. Both the Master Plan and annual Action Plans will be forwarded to Council for formal endorsement.

1.4 A key element supporting the work of The Academy is the technical and expert advice provided by existing IALA Committees upon whom The Academy depends and with whom the Academy will maintain a close and positive relationship. To ensure that this positive liaison is maintained, an Academy representative will brief each Committee at their biannual meetings. Dates for these briefings will be included in the annual Action Plans.

2 Capacity Building Strategy

2.1 The Academy Capacity Building strategy - the "**4A**" model set out in the first Master Plan - remains unchanged. It is based on a four-stage process.

- **Stage 1**: Raising the **Awareness** of Executives in Ministries and senior managers of aids to navigation service providers charged by Competent Authorities for such services. This is achieved through targeted "Level 1+" seminars. The intended outcome of such seminars is for some or all Competent Authorities to ask The Academy to conduct a specific or regional needs assessment on their behalf.
- **Stage 2**: Conduct an **Assessment** of needs for that State or group of States based on a visit by Academy-sponsored experts.
- **Stage 3**: Produce an **Analysis** of requirements, based partly on available AIS data from several sources.
- **Stage 4**: The intended deliverable for the four-stage process is to produce a list of **Actions** to meet the requirements identified during Stage 3 based on the principle of "SMART" objectives[2].

Capacity Building Target Regions

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[1] Existing Board Members may be re-elected
[2] Targets to be Specific; Measurable; Achievable; Realistic and Timely

2.2 The first Master Plan used the delimitations of the IHO Regional Hydrographic Commissions (RHCs) to define 7 target regions. Seventy-five States within these regions which were not IALA members or members or observers of RHCs were designated as "Target States". Countries in the Black Sea and Mediterranean regions were not included. A well-established IALA national member was identified in each region as a Regional Point of Contact (RPOC). This proved to be a reasonable first attempt at determining which countries should be targeted for capacity building.

2.3 The second Master Plan has reviewed the limits of the regions and the countries within them. Factors affecting that review were:

- Adoption of recommendations from Stage 2 missions resulted in a significant improvement in aids to navigation service delivery by the State visited
- A number of target States identified in 2012 have joined IALA
- The use of RPOCs was found no longer to be necessary
- IHO regions do not match those of the IMO
- Within Africa, Anglophone and Francophone countries were not geographically grouped together.

2.4 **Review of Target States from 2015.** The rationale behind the list of new target States was based on the 2011 UN list of 48 Least Developed Countries (LDC) and the April 2014 IMF list of Developing Economies (DE). Some countries were listed on both. All DE countries including those in the Baltic, Black Sea and Mediterranean regions were included. Land-locked nations were discounted. IALA national members, including those on the LDC list were then removed as they can develop capacity by interaction through its Committee Structure or by specific requests to The Academy. A revised list of Target States for the period 2015 – 2019 is at Annex A. This list represents a truly "world-wide" vision of where the Academy's training and capacity building activity should be concentrated.

2.5 **Regional Hydrographic Commissions.** Participation at Regional Hydrographic Commissions has enabled The Academy to interact with several target States that were unable to attend the Level 1+ awareness seminars. This reinforced the UN "Delivering as One" capacity building strategy. Several of the States in the revised list of regions are members or observers in more than one Hydrographic Commission (HC). Continued participation in selected HCs will enable IALA's capacity building strategy to be developed further through contacts with those States.

2.6 **Stage 1 Strategy.** As part of its Stage 1 "Awareness" strategy, The Academy successfully delivered a number of "Level 1+" awareness seminars from 2012 to 2014. Several of these were joint capacity building seminars with the IMO and IHO. The Academy recognizes the value of these joint seminars and intends to refine their delivery in the future through targeted seminars focusing on a specific geographical region or on specialist topics

IALA World-Wide Academy Target Regions 2015 - 2019
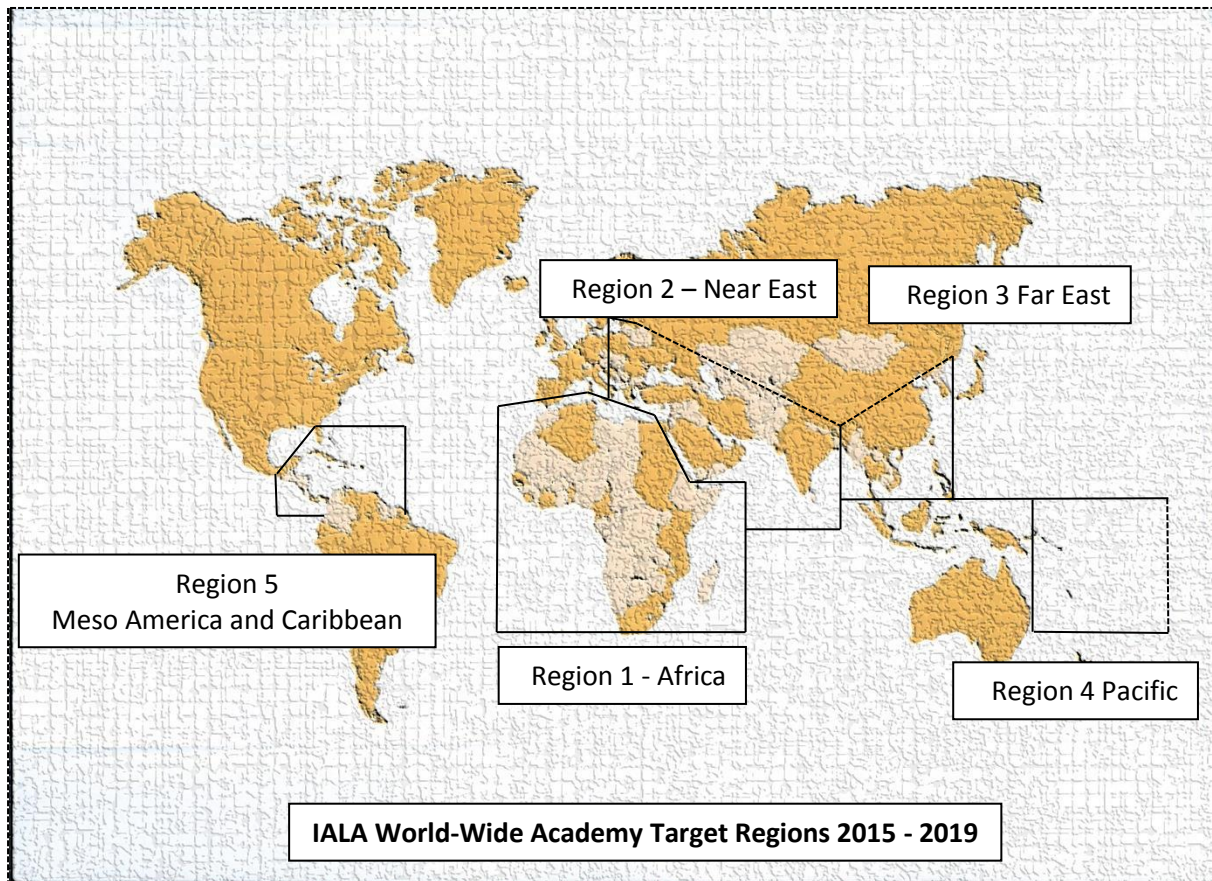
Stage 2 Strategy

2.7 The aim of the second stage of the Academy's CB strategy is to conduct a needs assessment mission to a specific State or group of States based on a visit by Academy-sponsored experts. Five such missions were conducted in 2013 and 2014. It is anticipated that up to six such missions will be conducted annually by the end of 2019.

2.8 A priority list for Stage 2 missions has been established. This has been based on the perceived degree of risk from an assessment of the following nine categories:

- Level of awareness by the national Competent Authority (CA)
- Level of awareness by the AtoN service provider
- AtoN service delivery
- Stakeholder liaison
- AtoN training accreditation process
- Level 1 AtoN Manager training
- Level 2 AtoN Technician training
- Compliance with IALA publications
- VTS service delivery (if appropriate)

2.9 The higher the average rating in the categories listed above, the lower the perceived level of risk. Target States with a rating of 3 or less have the highest priority. The aim is to lobby those States to invite the Academy to conduct a Stage 2 needs assessment mission within the next two years. States with a rating between 4 and 6 will be lobbied to request

a Stage 2 mission within 6 years. States with a rating of 7 or higher that request a needs assessment mission will be accommodated as soon as Academy resources permit, but in any case within 12 years.

3 Model Courses and Training

3.1 There are two categories of IALA training - Vessel Traffic Service (VTS) training and AtoN training.

VTS Training

3.2 Details of VTS training are contained in IALA Recommendation V-103 and its four model course syllabi V-103/1-4. VTS model courses are developed by the VTS Committee, liaising with The Academy when appropriate, before they are submitted directly to Council for approval[3].

3.3 VTS training based on the V-103 suite of model courses is delivered by Accredited Training Organisations (ATO). The Academy maintains the register of VTS ATOs and administers requests from VTS Competent Authorities for assistance with the accreditation process by IALA-endorsed VTS experts.

AtoN Training

3.4 The Academy works closely with IALA Committees; their Working Groups, and where appropriate with IALA Industrial Members, to ensure that AtoN model courses and other training documentation are maintained in the most efficient manner for the benefit of IMO-accredited training institutes; IALA Members and potential Members and their accredited training institutes and organisations.

3.5 Details of AtoN training are set out in IALA Recommendation E-141. This training is categorised as Level 1 for AtoN managers and Level 2 for AtoN technicians. At the end of 2014 there were five Level 1 and 33 Level 2 model courses, all of which can be downloaded from the IALA website. These model courses will be updated regularly and new model courses will be developed as required.

3.6 All new AtoN model courses and revisions are input to the AtoN Engineering and Sustainability Committee (ENG). Final drafts are forwarded directly to The Academy Board for approval before being sent to Council for endorsement.

3.7 "The successful delivery of AtoN services depends upon competent and experienced personnel to implement and maintain such aids"[4]. The Academy recognises that capacity building depends principally on target States having an adequate resource of trained AtoN managers both within the Competent Authorities and within the AtoN service providers. Qualified and experienced managers can then oversee the training of AtoN technicians.

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[3] The VTS Committee has appointed a dedicated rapporteur to advise it of Academy activity concerned with VTS matters

[4] IALA Recommendation E-141 paragraph 1.1.2

3.8 The Academy does not generally deliver AtoN training itself. Academy strategy for AtoN training is to facilitate it regionally by ATOs established at appropriate hubs in each of the target capacity building regions. However until sufficient ATOs have been established, The Academy will consider delivering an annual one-month Level 1 AtoN Manager course at IALA Headquarters aimed primarily as a "train-the-trainer" opportunity. Level 1 AtoN Manager training documentation produced by The Academy can be supplied to other ATOs under the terms of a tailored Memorandum of Understanding.

3.9 The Academy also delivers an annual five-day seminar on the use of the IALA Risk Management Toolbox and an annual 2-day introduction to e-navigation course. The Academy has no plans to deliver any Level 2 training itself. However it will facilitate such training by ATOs as appropriate if requested to do so by the relevant Competent Authority

4 Funding

4.1 The Academy relies on generous sponsorship from a number of sources. Such sponsorship is either donated directly or in kind through the provision of services and personnel. The Board of The Academy will continue to seek sponsorship from existing and potential sponsors to ensure that adequate funding is available to meet its Council-approved plans.

4.2 The Academy budget covering all its activities is submitted annually for approval by the Board. Major sponsors are provided with appropriate reports of how their funding is targeted at its two key deliverables of capacity building and training.

5 The Master Plan – Key Actions

5.1 The Academy's Master Plan for the period 2015 – 2019 focusses on the following key actions:

- Continue the programme of targeted "Stage 1 Awareness" seminars until all target States have achieved a satisfactory level of awareness
- Maintain a close liaison with members of the Joint Capacity Building Committee in accordance with the United Nations "Delivering as One" strategy
- Participate actively in Regional Hydrographic Commissions to demonstrate the effectiveness of "Delivering as One".
- Expand the programme of "Stage 2 Needs Assessment" technical missions utilising IALA-endorsed experts where appropriate.
- Maintain close liaison with IALA Committees to ensure that capacity building initiatives and existing and future model courses are developed appropriately.
- Encourage the establishment of regional Accredited Training Organisations and facilitate AtoN and VTS training in them.
- Maintain adequate funding for these actions

Target Regions and States

Region 1 Africa	Target States - Total 20	Anglophone	Francophone	IHO RHC
Region 1A Africa Anglophone (AA)	Angola	x		SAIHC
	Cape Verde	x		EAtHC
	Eritrea	x		NIOHC
	Gambia	x		EAtHC
	Ghana	x		EAtHC
	Liberia	x		EAtHC
	Libya	x		none
	Namibia	x		SAIHC
	Sao Tome & Principe	x		EAtHC
	Seychelles	x		SAIHC
	Somalia	x		NIOHC
	Sudan	x		NIOHC
	Region 1A States	**12**		
Region 1B Africa Francophone (AF)	Congo (Dem. Republic of)		x	EAtHC
	Congo (Republic of)		x	EAtHC
	Equatorial Guinea		x	EAtHC
	Guinea-Bissau		x	EAtHC
	Madagascar		x	SAIHC
	Mauritania		x	EAtHC
	Morocco		x	EAtHC
	Togo		x	EAtHC
	Region 1B States		**8**	

	Target States - Total 13	IHO RHC
Region 2 - Near East	Albania	MBSHC
	Bahrain	RSAHC
	Bangladesh	NIOHC
	Georgia	MBSHC
	Jordan	NIOHC
	Lebanon	MBSHC
	Lithuania	BSHC
	Maldives	NIOHC
	Montenegro	MBSHC
	Pakistan	RSAHC
	Sri Lanka	NIOHC
	Syria	MBSHC
	Yemen	NIOHC

	Target States - Total 5	IHO RHC
Region 3 - Far East	Brunei Darussalam	EAHC
	Cambodia	EAHC
	Korea (Dem. Peoples Republic)	EAHC
	Myanmar	EAHC
	Timor-Leste (East Timor)	EAHC
	Target States - Total 12	**IHO RHC**
Region 4 - Pacific	Cook Islands	SWPHC
	Kiribati	SWPHC
	Marshall Islands	SWPHC
	Micronesia (Fed. States of)	none
	Nauru	none
	Niue	SWPHC
	Palau	SWPHC
	Samoa	SWPHC
	Solomon Islands	SWPHC
	Tonga	SWPHC
	Tuvalu	SWPHC
	Vanuatu	SWPHC
	Target States - Total 19	**IHO RHC**
Region 5 -Meso-America and Caribbean	Antigua & Barbuda	MACHC
	Bahamas	MACHC
	Barbados	MACHC
	Belize	MACHC
	Costa Rica	MACHC
	Dominica	MACHC
	Dominican Republic	MACHC
	El Salvador	MACHC
	Grenada	MACHC
	Guatemala	MACHC
	Guyana	MACHC
	Haiti	MACHC
	Honduras	MACHC
	Nicaragua	MACHC
	Saint Kitts and Nevis	MACHC
	Saint Lucia	MACHC
	Saint Vincent & Grenadines	MACHC
	Suriname	MACHC
	Trinidad & Tobago	MACHC