



# **WORLD-WIDE ACADEMY MASTER PLAN 2017 - 2020**

December 2016

## Executive Summary

The World-Wide Academy is an integrated but independently funded division of IALA. The third Academy Master Plan sets out its strategy for the period January 2017 to the end of 2020. It is based on IALA's second Goal which is that *"all coastal states have contributed to an efficient global network of 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. This Plan has reviewed the maturity of maritime management relating to safety of navigation the world's coastal States based on a number of performance indicators to assess the degree of need for capacity building and sharing of expertise in each nation. Those with the greatest need are defined as "Target States". The Academy will focus its efforts on those 69 States during the next four years as well as assisting other States to demonstrate their international compliance with the provision of effective marine aids to navigation and services for the safety of navigation and protection of the environment.

Where possible this effort will be conducted in conjunction with members of the Joint Capacity Building Group under the banner of the United Nations strategy of "Delivering as One".

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.



## Strategic Goal

The IALA World-Wide Academy (the Academy) was established in 2012 following a decision taken at the 52<sup>nd</sup> 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.*

## Mission Statement

*The World-Wide Academy is the vehicle by which IALA delivers education, training and capacity building.*

## Academy Aims

The aims and functions of the Academy were reviewed in 2015 and approved by the IALA Council in June 2015. These are:

- *To participate in the development of model courses on all aspects of marine aids to navigation training; to encourage their use by all national Competent Authorities and to administer the accreditation system for national Competent Authorities responsible for such training in accordance with published Recommendations and Guidelines, and their associated model courses;*
- *To develop and manage systematic marine aids to navigation capacity building, where appropriate through joint activity with other International Organizations as part of the United Nations "Delivering as One" capacity building strategy, to enable national Authorities to meet their obligations under International maritime Conventions.*

## 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".

## **Main Activities 2017-2020**

### **Education and training activities**

“The successful delivery of marine aids to navigation (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.

### **In Conclusion**

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 organizations and the superb and unstinting support from the four IALA technical committees.

## Annex A: Details of Academy functions

### Introduction

Together with the aims of the Academy, its functions were reviewed and approved by the IALA Council in 2015. These can be categorized under three broad headings:

1. Education and training
2. Capacity building, and
3. Research and development

The activities within these three categories are described further below.

### Academy Functions (1) – Education and training

The Academy has five functions under this heading:

- to facilitate the development of model courses for aids to navigation services (including VTS) training.
- to develop and manage the system of accreditation of training activities;
- to facilitate education and training for personnel with responsibility for aids to navigation services (including VTS) particularly in key target regions as defined in the Academy Master Plan;
- to deliver Level 1 AtoN Manager courses when appropriate
- to develop and maintain an Academy Alumni Association and promote IALA activities through that Alumni Association.

*“The successful delivery of AtoN services depends upon competent and experienced personnel to implement and maintain such aids”.* The Academy will continue to maintain a close liaison with the appropriate IALA technical committees so that model courses output from them and approved by Council will be available on the IALA website.

The Academy will encourage the national Competent Authorities responsible for safety of navigation services in their countries to train their VTS and AtoN personnel through the use of the suite of IALA model courses which are delivered by Accredited Training Organisations in their own or other States. It will continue to provide experts to deliver lectures on such courses if invited to do so by an IALA National Member.

The Academy will continue to administer the accreditation system for national Competent Authorities responsible for both VTS and AtoN training in accordance with published IALA Recommendations and Guidelines, and their associated model courses.

The Academy will no longer deliver full Level 1 AtoN manager training itself. This will be replaced by formal Distance Learning programmes and short modular training courses in its Headquarters or in other locations around the world.

The Academy will continue to participate in Joint capacity building group seminars and workshops covering aspects of the International Convention for the Safety of Life at Sea (SOLAS) Chapter V. It will

also participate where appropriate in specialist VTS and AtoN courses, seminars and workshops delivered by IALA National Members or regional organisations.

The Academy will continue to deliver specialist courses covering the IALA risk management toolbox or other aspects of AtoN management or technical matters such as e-Navigation and radionavigation.

The Academy will convene regional events to bring its Alumni together with the joint intention of enhancing career development training and improving the quality of its deliverables.

## Academy Functions (2) – Capacity Building

The Academy has two functions under this heading:

- to establish and manage systematic aids to navigation capacity building, particularly in key target regions as defined in this Master Plan;
- to 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;

Capacity Building is defined as the development and strengthening of human and institutional resources. The Academy's capacity building effort will be conducted in conjunction with members of the Joint Capacity Building Group, principally the International Maritime Organization and the International Hydrographic Organization, under the banner of the United Nations strategy of "Delivering as One". The Academy and its sister organisations will either jointly or singly build capacity in coastal States that have yet to demonstrate fully their obligations set out under international law, specifically those relating to Chapter V (Safety of Navigation) of SOLAS.

The majority of the IMO's 170 member States are well aware of their international obligations, specifically those relating to maritime safety and the protection of the marine environment. However some of the least developed and developing nations face considerable challenges in meeting their obligations set out in SOLAS.

To determine where to focus its effort, the Academy conducted a review of the effectiveness of perceived VTS and AtoN service delivery in all the 155 independent non-landlocked nations, irrespective of the condition of their development. This was based on a "score" of each State in two broad categories:

Category	Elements of the Category
<b>Maturity of Maritime Management</b>	<ul style="list-style-type: none"><li>• Awareness of International Obligations</li><li>• National Legal Framework</li><li>• Operational Capabilities</li><li>• Maritime Competences</li><li>• Stakeholder Consultation</li><li>• Maritime Safety Information</li></ul>
<b>Volume of Traffic and Degree of Risk</b>	<ul style="list-style-type: none"><li>• Volume of Traffic</li><li>• Degree of Risk</li></ul>

Table 1.

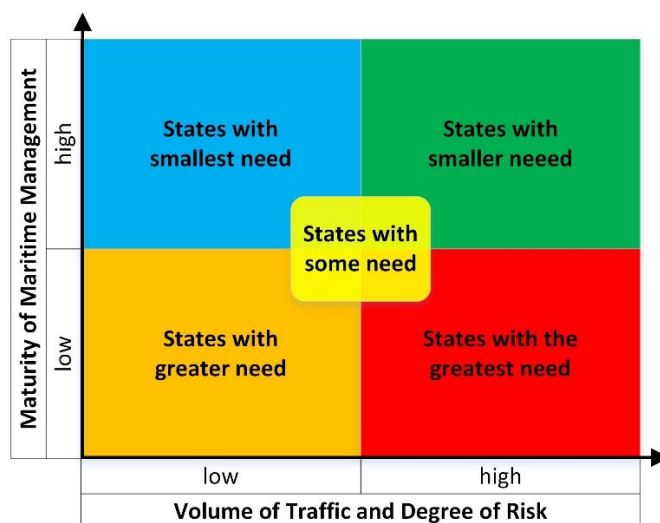


Figure 1.

This generated the “two-by-two” diagram shown in Figure 1. above. Countries with the greatest perceived need of capacity building and training form the Academy’s “Target States”. The list of Academy “Target States” shown at Annex B below. The distribution of degree of needs across continental regions is shown in Table 2. Below.

	Continental Regions					
Degree of Need	Africa	Europe	Asia	Pacific	Americas	Total
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 2.

To assist Target States, the Academy will conduct technical needs assessment and other missions (now referred to simply as “missions”) and follow-up activity to such States to review progress with the implementation of the recommendations contained in the mission reports (now referred to as “reviews”).

Any country can invite the Academy to conduct a mission to assess its VTS and/or AtoN services and propose recommendations to make them fully compliant. Countries with adequate sources of funding may be charged for such services. Such is IALA’s commitment to improving the safety of navigation, that States in greater or the greatest need of the Academy’s expert assistance will be provided such a service free-of-charge apart from low cost in-country logistical arrangements.

Being on the Academy’s target list 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 target list. When publicised, removal will send a very clear message to the



international maritime community (including Cruise Lines and insurance companies) that the State is intent on meeting its obligations under SOLAS Chapter V in particular. Removal from the list would make the country a less risky (and therefore more attractive) maritime destination. This would be likely in turn to generate greater revenue for the Government. Failure to implement the appropriate recommendations would be likely to have an equal or greater negative effect.

### Academy Function (3) – Research and Development

The Academy has one function under this heading:

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

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. The Academy will also maintain and publish a list of topics within the scope of IALA where research and development may be needed.

## Annex B: Coastal State Statistics by Region and List of Target States

	Continental Regions				
Degree of Need	Africa	Europe	Asia	Pacific	Americas
Smallest need	1	12	6	1	3
Smaller need	2	5	4	1	2
Some need	11	3	5	2	9
Greater need	2	6	6	1	4
Greatest Need	22	7	13	11	16
Land-locked IALA members	0	1	1	0	0
<b>Totals</b>	38	34	35	16	34
<b>Non-landlocked States</b>	38	33	34	16	34
<b>Target States</b>	Eritrea	Albania	Jordan	Cook Islands	Bahamas
	Gambia	Bosnia Herzogovenia	Lebanon	Kiribati	Belize
	Ghana	Cyprus	Palestinian Authority	Marshall Islands	Dominica
	Libya	Lithuania	Saudi Arabia	FS of Micronesia	Grenada
	Malawi	Montenegro	Syria	Nauru	Guyana
	Namibia	Serbia	Yemen	Niue	Haiti
	Seychelles	Slovenia	Bangladesh	Palau	Saint Kitts and Nevis
	Sierra Leone		Maldives	Samoa	Saint Lucia
	Somalia		Pakistan	Tonga	Saint Vincent & Grenadines
	Sudan		DPR Korea	Tuvalu	Trinidad & Tobago
	Tanzania		Myanmar	Vanuatu	Costa Rica
	DR of Congo		Taiwan		Dominican Republic
	Djibouti		Timor-Leste		El Salvador
	Equatorial Guinea				Guatemala
	Madagascar				Honduras
	Mauritania				Nicaragua
	Tunisia				
	Togo				
	Angola				
	Cabo Verde				
	Guinea-Bissau				
	Sao Tome & Principe				
<b>Total Target States</b>	<b>22</b>	<b>7</b>	<b>13</b>	<b>11</b>	<b>16</b>
Percentages	58%	21%	38%	69%	47%
Total number of States on the IALA WWA Target List as of 1 January 2017					<b>69</b>
Total percentage of Independent Coastal States on Target List					45%