IALA WWA.Board.2/6.0/01

25 April 2012

**The IALA World-Wide Academy**



**Master Plan**

**2012 – 2016**

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**2012 – 2016**

1. **Introduction**.
   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 proposed a Master Plan to meet that role.
   2. This first Master Plan covers the four year period ending at the first Board Meeting in 2016 when an election of the three honorary members will fall due[[1]](#footnote-1). The Master Plan is divided into detailed annual Action Plans which cover the forthcoming year. The Action Plan Schedule for 2012 is at Appendix III to this Plan. Each subsequent Action Plan will be approved by The Academy Board at its autumn meeting[[2]](#footnote-2). Both the Master Plan and annual Action Plans will be forwarded to Council for formal endorsement.
   3. A key element supporting the work of The Academy is the technical and expert advice provided by existing IALA Committees and Working Groups upon whom The Academy depends and with whom the Academy will maintain a close and positive relationship, particularly over the production and content of model courses[[3]](#footnote-3). 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**
   1. The Academy has adopted a Capacity Building model which groups both Member and potential Member States into regions of most need. These regions have similar geographical limits as those defined by the International Hydrographic Organisation with whom appropriate liaison has been established so that Capacity Building can be developed on a broad front.
   2. Of the 15 IHO regions, seven have been identified for Capacity Building initiatives. These are shown in Figure 1 and Table 1 below. A list of States in each region is at Appendix 1[[4]](#footnote-4). One country in each region will be identified as Point of Contact (POC). As part of its Master Plan, The Academy will work with Council Members to seek agreement for POC nominations in each region. Proposed Terms of Reference for POCs is at Appendix II.
   3. The IHO has kindly agreed to advise the Chair State in each Regional Hydrographic Commission of The Academy’s desire to develop Capacity Building. A brief for the Commissions was prepared in March 2012[[5]](#footnote-5). It is hoped that an Academy representative will be invited by the Chair of Regional Hydrographic Commissions to give a presentation to Commission Members[[6]](#footnote-6). It is anticipated that this will lead to the first stage of its Capacity Building strategy – a “Level 1+” awareness seminar[[7]](#footnote-7).



North Indian Ocean

ROPME (Gulf)

East Asia

MESO American and Caribbean Sea

Eastern Atlantic

South-West Pacific

Southern Africa and Islands

IALA Capacity Building Regions

**Figure 1 – The Seven CB Priority Regions**

* 1. The Academy Capacity Building strategy, the “**4A**” model, 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 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 using a tailored questionnaire when appropriate.
* **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[[8]](#footnote-8).
  1. It is planned that three Stage 1 seminars will be conducted in 2012. Details of subsequent seminars and follow-up visits are shown in the Master Plan Schedule of Actions at Appendix IV to this Plan.

1. **Capacity Building Regions**
   1. A list of Capacity Building Regions is shown in Table 1 below. A number of States in each region have well-developed aids to navigation service providers and/or are IALA Members who benefit from standard IALA guidance. Non IALA Members who are however full or associate members of Regional Hydrographic Commissions (RHC); or who attend RHC as observers can be considered as **key target States** for The Academy’s Capacity Building strategy.
   2. States which have no interaction with RHCs form the potentially most difficult group for The Academy’s Capacity Building initiatives. The Master Plan Schedule sets out a programme for interaction with both key and other target States in each region.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Region** | **Total States** | **IALA Members** | **%** | **Key Target States** | **Chair of IHO Regional Hydrographic Commission** | **Proposed IALA Point of Contact** | **Planned Awareness Seminar 2012 -2014[[9]](#footnote-9)** |
| East Asia | 15[[10]](#footnote-10) | 10 | 67% | 2 | Thailand | Japan | 2014 |
| Eastern Atlantic | 23 | 8 | 35% | 15 | Portugal | Senegal | 2013 |
| Meso-America and Caribbean | 26 | 8 | 31% | 11 | United Kingdom | Brazil | 2013 |
| North Indian Ocean | 12 | 2 | 17% | 3 | India | India | 2013 |
| ROPME (Gulf and its approaches) | 9 | 5 | 56% | 3 | Oman | Oman | Jan 2012 |
| Southern Africa and Islands | 12 | 4 | 33% | 6 | South Africa | South Africa | May 2012 |
| South-West Pacific | 14 | 3 | 21% | 2 | Papua New Guinea | Australia | Nov 2012 |

**Table 1 – IALA Capacity Building Regions**

1. **Model Courses and Training**
   1. The Academy will work closely with IALA Committees; their Working Groups, and where appropriate with IALA Industrial Members, to ensure that model courses and other training documentation are maintained in the most efficient manner for the benefit of IMO-accredited training Institutes; IALA Members, potential Members and their accredited training Institutes and Organisations.
   2. The IALA Headquarters building in Saint Germain en Laye is spacious and well-equipped. Subject to funding, and endorsement by Council, The Academy proposes to maximise this resource by running periodic courses for targeted participants. Details of such courses are shown in the Master Plan Schedule at Appendix III.
2. **Funding**
   1. The Academy relies on generous sponsorship from a number of sources. The Board of The Academy will continue to seek sponsorship from these and other potential sponsors to ensure that adequate funding is available to meet its Council-approved Plans.
   2. Appropriate funding for Stage 1 awareness seminars and Stage 2 assessments will be included in The Academy’s annual budget. For seminars this will include the travel and subsistence costs for a single delegate from key target States approved by the Board following recommendations from the lead Member State in each Region.
   3. Funding for Stages 2 to 4 will be considered on a case-by-case basis depending on whether the request for further stages can be funded by the Member State initiating the request or whether alternative sponsorship is available. Non-Academy Experts sponsored by The Academy will be remunerated at standard IALA rates[[11]](#footnote-11).
3. **The Master Plan – Key Actions**
   1. The Academy’s Master Plan for the period January 2012 to the Tenth Academy Board Meeting scheduled for 2016 focusses on the following key actions:

* Maintain close liaison with IALA Committees to ensure that Capacity Building initiatives and existing and future model courses are developed appropriately.
* Maintain a close liaison with International Organisations so that Capacity Building is developed on a broad front.
* Work with the Chairs of Regional Hydrographic Commissions so that targeted Academy-sponsored Level 1+ awareness seminars can be held in the seven priority regions
* Deliver its “4As” four-stage strategy, targeting initially key States in each region
* Deliver model courses to key participants
* Maintain adequate funding for these actions

* 1. A schedule of events for the 2012 Action Plan is at Appendix III. A schedule of proposed actions based on the Master Plan for 2013-2016 is set out at Appendix IV.

**Appendices**

1. Countries within Capacity Building Regions
2. Proposed Terms of Reference for regional points of Contact
3. Action Plan 2012
4. Master Plan Schedule 2013-2016

IALA WWA.Board.2/6.0/01/Appendix II Rev 0

25 April 2012

**The Academy Regional Point of Contact**

**Terms of Reference**

* To act as The Academy’s regional focal point for Capacity Building (CB) initiatives
* To act as the regional Point of Contact for key target coastal States on The Academy’s CB list
* To assist The Academy in identifying existing regional stakeholders concerned with safety of navigation matters and where appropriate developing regional cooperation between such stakeholders
* To assist The Academy in identifying key stakeholders in the Competent Authorities and AtoN/VTS service providers responsible to them in key target States in that region
* To encourage key stakeholders in target States to participate in planned Academy CB events
* To encourage potential managers and technicians in AtoN/VTS service providers to attend Accredited Training Organisations delivering IALA WWA model courses
* To assist The Academy in publicising the benefits of IALA membership to non-IALA Member coastal States in that region
* To assist The Academy in identifying potential regional sponsors for CB events listed on the Council-approved Master Plan
* To nominate an appropriate person from with its Administration to liaise with The Academy concerning CB initiatives
* To provide administrative support to maximise the efficiency of CB initiatives. These might include:
  + Identifying and booking suitable venues
  + Coordinating accommodation booking for participants
  + Providing limited secretarial support to print and distribute invitation letters, event flyers and other Academy generated documentation
  + [Other]

**Notes:**

1. IALA Member States who kindly accept the Council’s invitation to act as a regional point of Contact would generally maintain that function for a period of four years.
2. Academy staff and appointed experts will be self-funded for all travel, accommodation and subsistence costs. Advance payments made on behalf of The Academy by the POC will be settled in full within 10 working days following receipt of an invoice.
3. The Academy and/or sponsors should fund the full costs of up to 2 participants identified by the regional POC who attend a CB event

1. Existing Board Members may be re-elected [↑](#footnote-ref-1)
2. Three Board Meetings have been scheduled for The Academy’s first year of operation. Two Board Meetings per year will be scheduled in subsequent years. [↑](#footnote-ref-2)
3. The Board of The Academy has responsibility for issuing all Model Courses approved by Committees and formally endorsed by the Council [↑](#footnote-ref-3)
4. The complete list of SOLAS States was taken from IMO. States were then grouped into regions using RHC data provided on the IHO website. [↑](#footnote-ref-4)
5. IALA WWA.IHO.1/2.0/01 dated 20th March 2012 [↑](#footnote-ref-5)
6. It is hoped that M. Jacques Manchard will be invited to the East Atlantic RHC in Portugal scheduled for 13-16 November 2012 [↑](#footnote-ref-6)
7. The scope of each Level 1+ seminar is based on the syllabus set out in IALA Recommendation E-141/2 – model course on Senior Manager Training adapted as appropriate for each region [↑](#footnote-ref-7)
8. Targets to be Specific; Measurable; Achievable; Realistic and Timely [↑](#footnote-ref-8)
9. It is anticipated that Stages 2-4 of The Academy’s Capacity Building strategy will be developed during the period 2013- 2015. Details are shown in the Master Plan Schedule which will be updated annually as the Action Plan for that year [↑](#footnote-ref-9)
10. Includes Hong Kong and Macao [↑](#footnote-ref-10)
11. This is expected to be based on the United Nations scale of day rates for experts [↑](#footnote-ref-11)