

ANNEX 3: REVISED RMSS STRUCTURE AS A BASIS FOR DEVELOPING PLANS OF ACTION

DCOC SIGNATORY STATES' MARITIME SECURITY STRATEGY: STRATEGIC FRAMEWORK

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
<p>1. To protect the population of DCoC signatory States from illegal and dangerous activity, including serious organised crime and terrorism.</p>	<p>1.1 To collect, analyse and share understanding of the maritime threats</p>	<p>1.1.1 Enhance, empower and strengthen DCoC Steering Committee</p>	<p>1.1.1.1 Establish sub-working groups as agreed at the 2023 High-level meeting held in Cape Town</p> <p>1.1.1.1.1 Identify international organizations, Friends of DCoC and other development partners with relevant competence to assist with each sub-working group</p> <p>1.1.1.1.2 Develop terms of reference for each sub-working group</p> <p>1.1.1.1.3 Develop mechanism for sub-working groups to report to the DCoC Steering Committee</p> <p>1.1.1.2 Encourage National Focal Points serving on the DCoC Steering Committee to actively represent the views of a wide range of their national maritime security committee, including civilian, military and law enforcement agencies</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
		1.1.2 Conduct a biennial DCoC signatory States’ Maritime Threat Assessment	<p>1.1.2.1 Collect threat-related information</p> <p>1.1.2.1.1 Identify sources of information, for example</p> <ul style="list-style-type: none"> • Open source • Mercury • IORIS • Sea Vision • International organizations including IMO GISIS, INTERPOL etc. • Social media • Community engagement with port workers, fishers, coastal communities etc “SeeSayAct” • Technical sensors LRIT, AIS, radar, fisheries MCS, patrols, aerial surveillance, satellite surveillance <p>1.1.2.1.2 Decide how information will be collected, when and by whom.</p> <p>1.1.2.1.3 Develop reporting formats, standard operating procedures and a shared information platform consistent with the DCoC Information Sharing Network ISN</p> <p>1.1.2.2 Analyse and understand threat-related information</p> <p>1.1.2.2.1 Decide who will analyse the information</p> <p>1.1.2.2.2 Analyse new and emerging threats</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>1.1.2.2.3 Conduct accident and incident analysis – lessons identified</p> <p>1.1.2.2.4 Develop national and regional risk register</p> <p>1.1.2.2.5 Establish priorities for action and response</p>
		1.1.3 Review and promulgate academic and industry publications and articles that cover Regional maritime security topics	<p>1.1.3.1 Establish protocols for engagement with academia and think tanks</p> <p>1.1.3.2 Establish a virtual library of such publications on the DCoC website or purpose-built website</p>
		1.1.4 Maintain a generic list of DCoC signatory States’ maritime security threats	1.1.4.1 Develop national maritime security risk register to promulgate the threat and risk related information collected under Approach 1.1.2 above
		1.1.5 Create and maintain regional maritime crime databases and share with all stakeholders	<p>1.1.5.1 Establish NMISC in each DCoC signatory State</p> <p>1.1.5.2 Establish focal point for communication consistent with DCoC/JA, Article 11.</p> <p>1.1.5.3 Develop and implement policy for international cooperation</p> <p>1.1.5.4 Decide policy for information sharing with respect to classification</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>1.1.5.5 Identify potential recipients of information</p> <p>1.1.5.6 Decide how to target information flow so that recipients get relevant information</p> <p>1.1.5.7 Develop and agree reporting formats / SOPs / Common lexicon for information sharing</p> <p>1.1.5.8 Establish regional databases as appropriate, e.g. Vessels of Interest database</p>
		<p>1.1.6 Conduct yearly exercises to test the flow of information amongst stakeholders</p>	<p>1.1.6.1 Establish a sub-Working Group, Define Objectives</p> <p>1.1.6.2 Develop an Exercise Plan and</p> <p>1.1.6.3 Secure Funding and Resources.</p> <p>1.1.6.4 Identify Participants, develop framework programme, Conduct Pre-Exercise Workshops, and Maintain an Updated Directory</p> <p>1.1.6.5 Design Realistic Scenarios Incorporating Emerging Threats</p> <p>1.1.6.6 Develop Standard Operating Procedures (SOPs) for the conduct of exercises.</p> <p>1.1.6.7 Secure stakeholder commitments through MOUs etc</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>1.1.6.8 Ensure reporting after the exercise within the regional stakeholders</p> <p>1.1.6.9 Summarize and compile the report after the exercise</p> <p>1.1.6.10 Promote continuous improvement with regional countries</p>
	<p>1.2 To understand and visualise the activities carried out in DCoC signatory States maritime domain (MDA) as a key enabler to counter maritime security threats</p>	<p>1.2.1 Create a multi-source, multinational maritime surveillance, and information centre in DCoC signatory States (MDA, RMP, MOC)</p>	<p>1.2.1.1 Ensure Stakeholder Engagement</p> <p>1.2.1.2 Conduct survey of existing assets and capabilities</p> <p>1.2.1.3 Conduct gap analysis and needs assessment</p> <p>1.2.1.4 Develop strategic frameworks (Including Legal and operational) within DCOC countries</p> <p>1.2.1.5 Secure funding/ resources</p> <p>1.2.1.6 Infrastructure development</p> <p>1.2.1.7 Capacity Building and training</p> <p>1.2.1.8 Develop and implement policy for international cooperation to secure regional and international support/ partnerships</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>1.2.1.9 Develop standard operating procedures</p> <p>1.2.1.10 Conduct monitoring and performance evaluation</p> <p>1.2.1.11 Integrate information sources (Ports, SRCC, Technology, Weather monitoring system)</p> <p>1.2.1.12 Develop and implement policy within DCOC countries</p> <p>1.2.1.13 Develop and implement policy for national stakeholder cooperation</p> <p>1.2.1.14 Ensure data / cyber security and data protection</p>
		<p>1.2.2 Enhance the network of sensors and sources that contribute to this picture, both regional and national</p>	<p>1.2.2.1 Conduct resource mapping and resource mobilization</p> <p>1.2.2.2 Upgrade existing systems/ resources</p> <p>1.2.2.3 Ensure data integration and sharing</p> <p>1.2.2.4 Develop standardized data protocols</p> <p>1.2.2.5 Develop protocols to ensure data security</p> <p>1.2.2.6 Review, monitor and evaluate results</p>

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(a)	(b)	(c)	
			1.2.2.7 Identify the current capabilities and integrate systems within the DCOC nations within a secure and safe protocols or portal
		1.2.3 Create a national point of contact (focal point) through which all information flows in and out at the national level	1.2.3.1 Establish focal point for communication consistent with DCoC/JA, Article 11.
		1.2.4 Conduct national maritime capability gap analyses	<p>1.2.4.1 Develop a national register of national maritime law enforcement capabilities and assets and include these in the capacity building matrix</p> <p>1.2.4.2 Conduct a gap analysis of capabilities based on the national and regional risk register and the national and regional register of assets, in order to develop a prioritised list of personnel, training and equipment needed to achieve MDA</p>
		1.2.5 Establish baseline for understanding the nature of DCoC signatory States’ maritime domain	<p>1.2.5.1 Establish the area(s) of interest</p> <p>1.2.5.2 Establish what is normal, legitimate activity in the State’s maritime domain (“pattern of life”)</p> <p>1.2.5.2.1 Identify sources of information, for example</p> <ul style="list-style-type: none"> • People: Government departments, trade organizations, public engagement, etc • Kit: Surveillance systems, sensors, patrols etc

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(a)	(b)	(c)	
			<p>1.2.5.2 Analyse and collate information</p> <p>1.2.5.3 Establish what is abnormal and/or illegitimate activity in the State’s maritime domain</p> <p>1.2.5.3.1 Identify sources of information, for example</p> <ul style="list-style-type: none"> • People: Government departments, trade organizations, public engagement, etc • Own threat analysis (Approach 1.1.2) • Kit: Surveillance systems, sensors, patrols etc <p>1.2.5.3.2 Analyse and collate information</p> <p>1.2.5.4 Develop risk analysis methodologies and liaison with threat analysis function (Approach 1.1.2)</p>
	<p>1.3 To identify and learn lessons from national, international and global activity to counter maritime security threats</p>	<p>1.3.1 Improve the effectiveness of the DCoC Focal Point and ISN for the exchange and sharing of lessons, best practice and insights</p>	<p>1.3.1.1 Identify sources of information, for example</p> <ul style="list-style-type: none"> • DCoC signatory States • Friends of DCoC • IMO GISIS databases • UNODC Maritime Crime Programme reports • INTERPOL • International Chamber of Commerce - International Maritime Bureau • Thematic reports, for example from United for Wildlife or Global Fishing Watch • Military organizations • Academia and think tanks

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>1.3.1.2 Collect, collate and analyse and share information on lessons identified and best practices consistent with Objective 1.1 above</p> <p>1.3.1.3 Conduct joint training exercises and personnel exchange programmes to enhance mutual understanding of national procedures</p> <p>1.3.1.4 Identify personnel to participate in regional seminars, workshops and training events on countering maritime security threats and to report back lessons identified</p>
	1.4 To create regional and national training and education opportunities and coordinate the scope, range and type of such opportunities in partnership with providing nations	1.4.1 Conduct a training needs analysis (TNA) at both regional and national levels to identify training gaps	<p>1.4.1.1 Develop a national register of national maritime law enforcement capabilities and needs and include these in the capacity building matrix</p> <p>1.4.1.2 Conduct a gap analysis of capabilities based on the national and regional risk register and the national and regional register of assets, in order to develop a prioritised list of training needs</p>
		1.4.2 List the existing regional and national training activity, as well as the training delivered by partners from outside the region and international organisations	<p>1.4.2.1 Assess, list and communicate national strengths, areas of expertise and identify national subject-matter experts that can of benefit to other DCoC signatory States</p> <p>1.4.2.2 Use the DCoC ISN to promulgate information on, and invite personnel from other DCoC signatory States to participate in, national training and education events</p>

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(a)	(b)	(c)	
			1.4.2.3 Collect, collate and analyse and share information on training and education and capacity building opportunities, including maritime exercises, offered by international organizations, Friends of DCoC and other military and civilian development partners
		1.4.3 Generate new training and education opportunities and facilities within the region	1.4.3.1 Engage with academia to promote maritime, blue economy and maritime security related issues within wider academic courses
		1.4.4 Influence external training and education providers to offer resources and courses which are most needed and are harmonised with this strategy	1.4.4.1 Identify the training needs of DCOC signatory States and share them in the DCoC Capacity Building Matrix (Partner development) 1.4.4.2 Identify and engage potential providers 1.4.4.3 Encourage potential external assistance providers to identify and list training to be offered to the DCOC partners within the DCoC Capacity Building Matrix 1.4.4.4 Develop Collaboration Frameworks 1.4.4.5 Advocate for Funding and Support
	1.5 To address regional crime	1.5.1 Resource a regional vessel or fleet manned by a regional crew	1.5.1.1 Collect, collate and analyse and share information on maritime threats and criminal activity consistent with Objective 1.1 above

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
	issues with regional capability	<p data-bbox="748 759 1216 826">1.5.2 Conduct sub-regional maritime patrols</p> <p data-bbox="748 855 1216 959">1.5.3 Facilitate bilateral and multilateral ship-rider agreements to enable multi-national patrolling</p>	<p data-bbox="1238 355 2018 448">1.5.1.2 Ensure that information on maritime threats and criminal activity is reflected in updated maritime risk registers</p> <p data-bbox="1238 488 2018 616">1.5.1.3 Improve cooperation, coordination and communication between and among DCoC signatory States and international partners consistent with Objectives 2.3 and 2.4 below</p> <p data-bbox="1238 655 2018 751">1.5.1.4 Engage with regional and international navies to initiate a demonstration project using existing assets and structures</p> <p data-bbox="1238 759 2018 826">1.5.2.1 Engage with regional and international navies to conduct joint patrols</p> <p data-bbox="1238 855 2018 983">1.5.3.1 Consider examples of existing ship-rider and law enforcement detachment programmes, for example the US African Maritime Law Enforcement (AMLEP) Program, as a basis for regional agreements.</p> <p data-bbox="1238 1023 2018 1118">1.5.3.2 Engage with naval legal advisers from ship providing nations to ensure that such agreements are in compliance with the law of the providing State.</p>
2. To develop maritime governance capacity and capability of	2.1 To secure regional commitment to the strategy	2.1.1 Secure political commitment of States through a regional agreement in support of the strategy.	<p data-bbox="1238 1166 2018 1230">2.1.1.1 Develop national strategy based on this draft regional maritime security strategy</p> <p data-bbox="1238 1270 2018 1334">2.1.1.2 Identify parts of the national maritime security strategy that are effective</p>

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DCoC signatory States including promoting the enhancement of regional operational coordination, cooperation, and communication.			<p>2.1.1.3 Share information on successes and challenges identified</p> <p>2.1.1.4 Promulgate the RMSS among regional entities including the African Union and League of Arab States, regional economic communities, other regional organizations and initiatives, and international partners including the United Nations</p>
		2.1.2 Promote the establishment of national maritime security and facilitation committees.	2.1.2.1 Recall DCoC signatory States’ commitment under DCoC/JA, Article 3.2
		2.1.3 Designate a national focal point to facilitate information flow between states.	2.1.3.1 Recall DCoC signatory States’ commitment under DCoC/JA, Article 11.
		2.1.4 Establish national information sharing mechanisms to share intelligence and information.	<p>2.1.4.1 Progress work to establish the DCoC information sharing network (ISN)</p> <p>2.1.4.2 Identify stakeholders for information sharing</p> <p>2.1.4.3 Enter into agreements for sharing information</p>
		2.1.5 Establish national action plans to implement MSS lines of operation	<p>2.1.5.1 Align National Objectives with DCoC Principles</p> <p>2.1.5.2 Establish National Maritime Security Committee</p> <p>2.1.5.3 Plan a framework to define national priorities, establish timelines, identify key stakeholders, set</p>

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(a)	(b)	(c)	
			<p>measurable, objectives and allocate resources in accordance with the national MSS.</p> <p>2.1.5.4 Identify and assign lead agencies, define roles/responsibilities, create coordination mechanisms, establish reporting lines and set up oversight committees</p> <p>2.1.5.5 Prepare a timeframe to prepare the action plan.</p> <p>2.1.5.6 Secure Funding and Resources</p> <p>2.1.5.7 Conduct Regular Assessments and Revisions</p>
	<p>2.2 To match regional capability against the assessed maritime threats and identify gaps</p>	<p>2.2.1 Conduct regular analysis and wargaming of the threats to identify regional capability gaps</p>	<p>2.2.1.1 Review Regional Threats and Align Objectives</p> <p>2.2.1.2. Analyse based on the emerging threats and based on the past incidents and likelihoods of occurring threats.</p> <p>2.2.1.3. Issue likelihood threat details from all DCOC countries and share annual information within the region through a designated information sharing platforms.</p> <p>2.2.1.4. Identify regional capability gaps reduce the threats through cause of action and analysis methods.</p> <p>2.2.1.5. Identify thoughts on Course of Action Analysis: Action, Reaction, Counteraction, and judgment.</p>

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(a)	(b)	(c)	
			<p>2.2.1.6. Develop and initiate a programme of national and regional, multistakeholder, scenario-based tabletop exercises</p> <p>2.2.1.7. Conduct training based on the identified areas through DCOC countries.</p>
		2.2.2 Resource key capability gaps	<p>2.2.2.1 Review Regional Threats and Align Objectives</p> <p>2.2.2.3 Evaluate existing resources, review operational demands and performance data, analyze incident reports and response times, assess mission completion rates and monitor equipment availability and status</p> <p>2.2.2.4 Conduct Gap Analysis</p> <p>2.2.2.5 Develop a Capability Gap Report and review periodically</p> <p>2.2.2.6 Ensure that needs are reflected in the Capacity Building Matrix</p>
		2.2.3 Create mechanisms whereby national resources can be shared regionally between participating nations	<p>2.2.3.1 Establish Legal and Institutional Frameworks</p> <p>2.2.3.2 Map and Catalogue Resources</p> <p>2.2.3.3 Utilise the DCoC Capacity Building Matrix</p> <p>2.2.3.4 Build Capacity for Resource Sharing</p>

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(a)	(b)	(c)	
			<p>2.2.3.5 Develop a financing mechanism / identify sources of funding</p> <p>2.2.3.6 Establish bilateral/multilateral agreements to define resource sharing protocols, create standard operating procedures, set cost-sharing arrangements and define liability and jurisdiction issues.</p>
		<p>2.2.4 Promote contributions to regional funding mechanisms (including the DCoC Trust Fund) to support implementation of the strategy</p>	<p>2.2.4.1 Enhance Awareness of success of DCoC and other programmes</p> <p>2.2.4.2 Engage Regional and International Partners</p> <p>2.2.4.3 Develop Incentives for Contributions</p> <p>2.2.4.4 Leverage Private Sector Support</p> <p>2.2.4.5 Streamline Contribution Mechanisms</p> <p>2.2.4.6 Advocate for Policy Support</p> <p>2.2.4.7 DCOC secretariat can reach out to Friends of DCoC and development partners for contributions, demonstrating the regional impact made through this cooperation.</p>
	<p>2.3 To increase prosecution success across the region</p>	<p>2.3.1 Identify gaps in national legislation which complicate the delivery of successful prosecutions</p>	<p>2.3.1.1 Ensure that national law is fit for purpose to enable legal activity and to counter illicit activity.</p>

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(a)	(b)	(c)	
			<p>2.3.1.2 Take action to sign, accede to and/or ratify relevant international legislation.</p> <p>2.3.1.3 Take action to draft and implement appropriate enabling national legislation to domesticate provisions of international law and to identify and empower relevant enforcement agencies.</p> <p>2.3.1.4 Identify appropriate lead, supporting and supported agencies for law enforcement.</p> <p>2.3.1.5 Exchange information with regional partners on national laws and procedures, in order to promote consistency of approaches.</p> <p>2.3.1.6 Conduct monitoring and surveillance of activities in the various sectors of the maritime domain: inshore, port areas, territorial sea, contiguous zone, EEZ, high seas etc.</p> <p>2.3.1.7 Analyse the information from the monitoring and surveillance activities in order to identify illicit activity, suspicious activity and other anomalies; and to consider appropriate courses of action.</p> <p>2.3.1.8 Develop and implement standard operating procedures for sharing information with appropriate national, regional and international agencies in order to determine and shape the best plan of action, consistent with legal requirements.</p>

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(a)	(b)	(c)	
			<p>2.3.1.9 Develop and implement standard operating procedures to ensure that any maritime interdiction operations are carried out consistent with national law, including requirements relating to the powers of the law enforcement officers involved; the gathering, preservation and presentation of evidence; and the general conduct of such missions</p> <p>2.3.1.10 Develop and implement standard operating procedures for the handling and treatment of suspects from interdiction to delivery for trial</p>
		2.3.2 Support legal drafters in the drafting of new national legislation	<p>2.3.2.1 Liaise with international development partners including IMO and UNODC to leverage expertise to assist DCoC States’ legal drafters to develop national legislation.</p> <p>2.3.2.2 Information shared through the DCoC ISN should include details of signatory States’ national legislation that could serve as model legislation for others DCoC States</p>
		2.3.3 Deliver legal training to legal personnel and maritime law enforcement officers	2.3.3.1 Identify suitable legal practitioners from the region and provide training in maritime law enforcement, including through the IMO International Maritime Law Institute, targeted legal capacity building programmes.
		2.3.4 Enhance regional evidence collection, handling and presentation techniques, resources and equipment	2.3.4.1 Liaise with international development partners including IMO, UNODC and INTERPOL to leverage expertise to train law enforcement officers and to assist DCoC States’ investigations.

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(a)	(b)	(c)	
		2.3.5 Create regional legal fora within which to share best practice	<p>2.3.5.1 Establish a forum of legal experts from DCOC countries, whose legal expertise can be shared through the DCOC information sharing network.</p> <p>2.3.5.2 Define forum objectives, create governance structure, set meeting schedules and design discussion formats.</p> <p>2.3.5.3 Seek participation in the forum from international experts from UNODC, IMO, IMLI, WMU, WCO, INTERPOL etc.</p>
		2.3.6 Promulgate regional legal guidance on emerging legal issues	<p>2.3.6.1 Task the forum established under 2.3.5 above with developing regional guidance on legal issues-based analysis of emerging legal trends, legal responses to regional challenges, case reviews and developments</p> <p>2.3.6.2 Identify priority issues and gather stakeholder input.</p>
		2.3.7 Develop best practice and guidance for the regional implementation of international treaties and conventions	<p>2.3.7.1 Ratify and domesticate international treaties and conventions</p> <p>2.3.7.2 Identify legal experts capable of drafting legislation</p> <p>2.3.7.3 Seek assistance from IMO, UNODC, IMO-IMLI etc as necessary</p> <p>2.3.7.4 Decide on scope of best practice and guidance necessary</p> <p>2.3.7.5 Establish working groups to progress work</p>

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		2.3.8 Implement generic, standardised tariffs for equivalent crimes within the region	<p>2.3.8.1 Task the forum established under 2.3.5 above with gathering information on the standard tariffs in DCoC countries for a prioritised list of maritime crimes</p> <p>2.3.8.2 Analyse the information, compare regional laws, review current practices and identify disparities and propose standardised tariffs</p> <p>2.3.8.3 Seek high level engagement between DCoC signatory States national legal authorities to pursue issue.</p>
	2.4 To increase interoperability	2.4.1 Encourage the procurement of common or interoperable capability	2.4.1.1 Enhance standardization of equipment used by military and maritime law enforcement agencies to enhance interoperability, facilitate maintenance and logistics, etc
		2.4.2 Set regional standards and draft regional SOPs (building on the outcomes of the ISN SOP Workshop)	<p>2.4.2.1 Enhance dialogue between DCoC signatory States in order to:</p> <p>2.4.2.1.1 Identify common objectives</p> <p>2.4.2.1.2 Develop and implement confidence building measures</p> <p>2.4.2.1.3 Develop conflict resolution mechanisms consistent with DCoC/JA, Article 16.</p>

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(a)	(b)	(c)	
			<p>2.4.2.1.4 Develop bilateral and regional memoranda of understanding on cooperation, coordination and communication</p> <p>2.4.2.1.5 Develop protocols for cost recovery billing arrangements, where appropriate, including sharing of revenues from seizure of offenders assets etc consistent with DCoC/JA, Article 10.</p> <p>2.4.2.2 Draft and implement appropriate national legislation to govern the use of regional and international warships and government vessels to operate or assist in operations in national and other signatory States’ waters.</p> <p>2.4.2.3 Develop shared information systems for civil / military and military / military cooperation, based on and consistent with DCoC Information Sharing Network (ISN) and using a standardized regional lexicon</p> <p>2.4.2.4 Share information on and harmonise SOPs on all aspects of maritime law enforcement</p>
		2.4.3 Coordinate regional approaches to emerging threats	<p>2.4.3.1 Identify emerging threats and share information</p> <p>2.4.3.2 Establish Common SOPs</p> <p>2.4.3.3 Joint exercises and resource sharing</p>
		2.4.4 Build an all-inclusive regional vessel database	2.4.4.1 Develop a regional register of military and maritime law enforcement agencies assets, including MDA

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			<p>capabilities, that can be made available for joint operations and exercises</p> <p>2.4.4.2 Conduct a gap analysis of capabilities based on the regional risk register and the regional register of assets</p> <p>2.4.5 Execute a regional maritime security communication plan</p> <p>2.4.5.1 Develop shared information systems for civil / military and military / military cooperation, based on and consistent with DCoC Information Sharing Network (ISN) standard operating procedures and using a standardized regional lexicon</p> <p>2.4.6 Promote exchange of liaison officers between organisations and agencies, regionally and nationally</p> <p>2.4.6.1 Develop an MoU for exchange programs</p> <p>2.5.7 Conduct regular regional exercises (both live and synthetic)</p> <p>2.5.7.1 Develop a regional programme for conducting joint training in maritime operations, incorporating existing partnerships and consistent with requirements detailed in the DCoC Capacity Building Matrix</p> <p>2.5.7.2 Develop a programme of planning conferences to enable [2.5.7.1] above</p> <p>2.5.7.3 Conduct analysis of all stages of joint maritime operations and exercises in order to identify lessons, good and bad; and share information with appropriate national, regional and international agencies.</p>
3. To protect DCoC signatory States, their	3.1 To protect communications infrastructure	3.1.1 Encourage and assist states to develop a national resilience plan for submarine cables	3.1.1.1 Consistent with Objective 1.1 above, assess current and emerging threats to communications

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<p>citizens, and economies by supporting the safety and security of ports and offshore installations, other infrastructure and DCoC signatory States’ flagged passenger and cargo ships.</p>			<p>infrastructure including undersea cables. Such threats to undersea cables could include</p> <ul style="list-style-type: none"> • Tapping undersea cables to gather valuable intelligence • Cutting cables to slow communications significantly • Accidental or negligent damage through anchoring or fishing activities <p>3.1.1.2 Identify which communications infrastructure should be treated as stand alone, and which should be included within wider port security programmes, consistent with Objective 3.2 below</p> <p>3.1.1.3 Designate submarine cables as critical national infrastructure;</p> <p>3.1.1.4 Conduct vulnerability assessments of subsea infrastructure, with communication of results to appropriate authorities</p> <p>3.1.1.5 Develop and implement policies in order to reduce vulnerabilities and counter threats. Such policies may include</p> <ul style="list-style-type: none"> • Identify high risk areas in order to maximise operational responses and deny access to the ground • Increase capacity and redundancy of systems • Promote stronger protections for undersea infrastructure in international law, including

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(a)	(b)	(c)	
			<p>criminalizing attacks on submarine cables, nationally and regionally.</p> <ul style="list-style-type: none"> • Establish Cable Protection Zones in areas of shallower waters where vital cables are at risk. • Conduct surveillance and deterrence operations in Cable Protection Zones • Evaluate technological solutions, for example, cables fitted with sensors that can detect the sonar frequencies used by submersibles intent on interference and alert authorities ashore and/or movement detectors.
		3.1.2 Baseline the regional communications infrastructure	<p>3.1.2.1 Conduct national mapping exercise to determine location of underwater communications infrastructure</p> <p>3.1.2.2 Share this information on a regional basis via the ISN</p>
		3.1.3 Establish regional guidance on approaches to submarine cable protection	<p>3.1.3.1 Promote stronger protections for undersea infrastructure in international law, including criminalizing attacks on submarine cables on a regional basis.</p> <p>3.1.3.2 Take into account the guidance offered by the International Cable Protection Committee</p>
	3.2 To enhance port security	3.2.1 Develop regional interagency port security processes, regulations and SOPs	<p>3.2.1.1 Establish port security advisory committees taking into account the guidance given in the ISPS Code and the , ILO/IMO Code of Practice</p> <p>3.2.1.2 Initiate exchange programs to visit ports in the region to share best practices</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
		to harmonise operational procedures ¹	3.2.1.3 Participate in joint port security exercises and analyse results
		3.2.2 Update and exercise counter-terrorism procedures, regionally and nationally	3.2.2.1 Engage with competent UN bodies including UN Office on Counter Terrorism, UN Counter Terrorism Executive Directorate, UNODC Terrorism Prevention Branch, IMO, as well as INTERPOL and appropriate Friends of the DCoC in order to receive the latest guidance and best practices and share same through the DCoC ISN 3.2.2.2 Develop and implement practical and tabletop exercises
		3.2.3 Identify and plug regional vulnerable locations/ports that are exploited by criminals	3.2.3.1 Data collection and analysis through conduct of surveys, assessments and security tests in accordance with national risk register 3.2.3.2 Identify resources required
		3.2.4 Focus resources on pleasure craft and facilities	3.2.4.1 Consider the application of elements of ISPS Code measures to non-SOLAS vessels 3.2.4.2 Develop necessary legislation including byelaws in risk areas

¹ In accordance with the Facilitation Convention, SOLAS Chapter XI/2 and the International Ship and Port Facility Security (ISPS) Code, the ILO/IMO Code of Practice on Security in Ports and other guidance.

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>3.2.4.3 Consider the application of measures in IMO MSC.1/Circ.1283 on Non-SOLAS vessels</p>
	3.3 To protect resources	3.3.1 Enhance the capabilities of regional fisheries management bodies	<p>3.3.1.1 Identify stakeholders, including lead agencies and focal points</p> <p>3.3.1.2 Develop fisheries database</p> <p>3.3.1.3 Engage experts to assess stock levels, sustainability and potential sustainable revenue from managed fish stocks</p> <p>3.3.1.4 Invest in fisheries infrastructure in ports and coastal communities</p> <p>3.3.1.5 Promote cooperation and coordination between fishers, government and regional fisheries management bodies</p> <p>3.3.1.6 Ratify relevant conventions and incorporate in the legal framework, including penalties, and develop guidelines on their implementation</p> <p>3.3.1.7 Strengthen monitoring, control and surveillance systems and integrate them into wider MDA</p> <p>3.3.1.8 Identify training needs, implement training and capacity building, including exercises</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>3.3.1.9 Mobilize resources including funding.</p> <p>3.3.1.10 Encourage cooperation with international development partners</p> <p>3.3.1.11 Encourage DCoC signatory States to ratify the Port State Measures Agreement, as appropriate.</p>
		<p>3.3.2 Establish inter-agency training opportunities to harmonise law enforcement efforts with those of fishery departments</p>	<p>3.3.2.1 Identify stakeholders, including lead agencies and focal points</p> <p>3.3.2.2 Conduct training needs assessments</p> <p>3.3.2.3 Draft specific training modules for classroom, exercises, online learning, etc as appropriate</p> <p>3.3.2.4 Seek sources of funding</p> <p>3.3.2.5 Monitor and evaluate effectiveness of training</p> <p>3.3.2.6 Introduce exchange programmes</p> <p>3.3.2.7 Promote cooperation between training providers and implementing agencies</p>
		<p>3.3.3 Develop interagency SOPs for fisheries protection</p>	<p>3.3.3.1 Identify stakeholders</p> <p>3.3.3.2 Involve stakeholders in consultation process and workshops for SOP development</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>3.3.3.3 Review existing procedures and past experience</p> <p>3.3.3.4 Identify purpose and need for SOPs</p> <p>3.3.3.5 Monitor effectiveness of SOPs</p> <p>3.3.3.6 Develop policies and legal frameworks to support SOPs and vice versa</p>
		<p>3.3.4 Develop communications mechanisms for fishing communities to report crime and suspicious activity</p>	<p>3.3.4.1 Develop platform for showing reports of action taken and resolution of crimes (incentive for reporting and deterrent to criminals)</p> <p>3.3.4.2 Identify stakeholders and action agency (s)</p> <p>3.3.4.3 Designate personnel to monitor and evaluate and share reports</p> <p>3.3.4.4 Develop standard operating procedures including formats for reports using common lexicon</p> <p>3.3.4.5 Ensure confidentiality of reports</p> <p>3.3.4.6 Promote mechanism through awareness campaigns</p> <p>3.3.4.7 Offer incentives for community participation</p> <p>3.3.4.8 Assess community needs and capabilities</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>3.3.4.9 Establish free telephone number for hotline</p> <p>3.3.4.10 Review effectiveness of existing reporting systems</p>
		<p>3.3.5 Prevent dumping of garbage and petroleum products at sea</p>	<p>3.3.5.1 Ratify relevant conventions and incorporate in the legal framework, including penalties</p> <p>3.3.5.2 Develop strong and effective law enforcement systems</p> <p>3.3.5.3 Monitor and evaluate threat</p> <p>3.3.5.4 Infrastructure development including reception facilities in ports</p> <p>3.3.5.5 Port State control inspections</p> <p>3.3.5.6 Enhance MDA capability</p> <p>3.3.5.7 Establish reporting mechanism for community engagement</p> <p>3.3.5.8 Enhance pollution response capability</p> <p>3.3.5.9 Identify training needs, implement training and capacity building, including exercises</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
	3.4 To protect people	3.4.1 Enhance coordination of regional search and rescue (SAR)	3.4.1.1 Identify stakeholders 3.4.1.2 Seek sources of funding 3.4.1.3 Monitor and evaluate implementation 3.4.1.4 Review and develop regional coordination framework, as necessary 3.4.1.5 Quantify available SAR capabilities in region 3.4.1.6 Identify needs and implement training and capacity building, including at MRCC 3.4.1.7 Harmonise SOPs 3.4.1.8 Implement standardized communications systems 3.4.1.9 Develop contingency plans 3.4.1.10 Enhance MDA and Information sharing 3.4.1.11 Conduct joint exercises 3.4.1.11 Develop unified command structure
		3.4.2 Enhance coordination of regional Humanitarian Assistance and Disaster Response (HA/DR)	3.4.2.1 Identify stakeholders 3.4.2.2 Seek sources of funding

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			<p>3.4.2.3 Monitor and evaluate implementation</p> <p>3.4.2.4 Develop regional coordination framework</p> <p>3.4.2.5 Develop early warning system for natural disasters, etc.</p> <p>3.4.2.6 Identify training needs, implement training and capacity building, including exercises</p> <p>3.4.2.7 Quantify available HA/DR capabilities in region</p> <p>3.4.2.8 Ratify relevant conventions and incorporate in the legal framework</p> <p>3.4.2.9 Harmonise SOPs and implement standardized communications systems</p> <p>3.4.2.10 Identify and safeguard vulnerable groups</p> <p>3.4.2.11 Develop local ownership and leadership of response</p> <p>3.4.2.12 Develop contingency / emergency plans, including decision making protocols</p> <p>3.4.2.13 Enhance MDA and Information sharing</p> <p>3.4.2.14 Develop mechanisms to mobilise resources</p> <p>3.4.2.15 Ensure effective data collection and information sharing</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
		<p>3.4.3 Establish regional command and control arrangements for SAR and HA/DR</p>	<p>3.4.3.1 Identify stakeholders</p> <p>3.4.3.2 Seek sources of funding</p> <p>3.4.3.3 Monitor and evaluate implementation</p> <p>3.4.3.4 Develop regional coordination framework</p> <p>3.4.3.5 Develop reliable and interoperable communications network</p> <p>3.4.3.6 Quantify available SAR and HA/DR capabilities in region</p> <p>3.4.3.7 Implement IAMSAR recommendations</p> <p>3.4.3.8 Develop a resource sharing mechanism</p>
		<p>3.4.4 Establish the legal arrangements and protocols for sharing capability in the wake of HA/DR events</p>	<p>3.4.4.1 Identify stakeholders</p> <p>3.4.4.2 Seek sources of funding</p> <p>3.4.4.3 Monitor and evaluate implementation</p> <p>3.4.4.4 Develop regional coordination framework</p> <p>3.4.4.5 Align national legislation to international legislation and standards</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks	
(a)	(b)	(c)		
			<p>3.4.4.6 Develop a regional framework agreement</p> <p>3.4.4.7 Develop measures to safeguard cultural sensitivities</p> <p>3.4.4.8 Develop dispute resolution protocol</p> <p>3.4.4.9 Harmonize legal frameworks across the region</p>	
			<p>3.5.1 Develop regional and national cyber security policies specific to the maritime domain</p>	<p>3.5.1.1 Consider the guidance offered by IMO Resolution 428(98) on Cyber Risk Management and MSC/FAL.1/Circ3/Rev3 on Guidelines on Maritime Cyber Risk Management; US FEMA on Cyber Incident Response Planning; and other guidelines as a basis for developing SOPs for DCoC signatory States.</p>
			<p>3.5.2 Establish on-call expertise 24/7 on a regional basis</p>	<p>3.5.2.1 Engage service provider</p> <p>3.5.2.2 Participate in information sharing platforms</p> <p>3.5.2.3 Become party to regional agreements</p>
			<p>3.5.3 Identify regional cyber security vulnerabilities and mitigate them</p>	<p>3.5.3.1 Conduct risk analysis</p> <p>3.5.3.2 Ensure data collection and analysis</p>
			<p>3.5.4 Create a regional cyber incident response team.</p>	<p>3.5.4.1 Establish working group</p> <p>3.5.4.2 Implement capacity building</p>

Goals (“Ends”)	Objectives (“Ways”)	Approach (“Means”)	Derived Tasks
(a)	(b)	(c)	
			3.5.4.3 Establish resources requirement
	3.6 To ensure the security of borders.	3.6.1 Identify key routes used by illegal migrants	3.6.1.1 Data collection 3.6.1.2 Information sharing
		3.6.2 Interdict migrant traffic	3.6.2.2 Enhance MDA 3.6.2.1 Establish resources requirements
		3.6.3 Establish regional policies to handle migrant issues	3.6.3.1 make analysis 3.6.3.2 High level awareness 3.6.3.3 establish working group
		3.6.4 Establish national community engagement programmes between civil society and law enforcement agencies	3.6.4.1 Public awareness initiatives