

Parallel Meeting 2

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Capacity Building Matrix

- The capacity building matrix is an interesting tool for partners
- Consider holding force generation conferences on a six-monthly basis whereby donors could consider how best to contribute to the capacity building matrix and facilitate a integrated approach
- For EUNAVFOR Operation Atlanta it is a good tool to implement planning
- There is a need to conduct a survey of use of the matrix in order to better identify where it can be improved
- Many activities are planned years ahead. There needs to be a catalogue of training available and training required.

Capacity Building Matrix

- The information in the capacity building matrix may be sensitive and the requesting state may not wish to advertise its perceived weaknesses.
- There need to be protocols developed on sharing the information contained in the capacity building matrix.
- There needs to be a balance between the request for assistance and the ability for friends of DCOC to share this information within their own department and their own development providers.
- There is a need to determine who has access to the information and to what extent bearing in mind the need to balance greater access against the information sensitivity.
- There needs to be clarity on who the information can be shared with.

Capacity Building Matrix

- The matrix should be used to deconflict capacity building activities between assistance providers.
- The capacity building matrix should be treated in a similar manner to general operational training planning, using a similar methodology to that currently being used to develop the regional maritime security strategy.
- The matrix is too general and needs some standardisation. Needs should be categorised into:
 - Information sharing
 - Capability development / capability enhancement
 - Capacity building
 - Operational coordination
 - [Public messaging]

Capacity Building Matrix

- Many development partners conduct missions to determine needs. The matrix could be used as a basis to show the results of these needs assessment missions in order to baseline requirements and avoid repeated visits by other development partners that put an additional strain on signatory states.
- The matrix should not be a substitute for the relationship between the donor and the assistance provider. The matrix should be used as a basis for requests for assistance.
- The matrix should be a live document and be constantly updated.
- Although requests are generally clear it is recommended to break the information down into pillars of categories of assistance and to be more specific, for example the type of training required, infrastructure requirements, operational coordination requirements and so on.
- Countries can decide whether to fund or support individual activities.

Capacity Building Matrix

- There was discussion as to whether to highlight when action has been completed, to decide whether the action completed should be detailed in the matrix so that other countries can see what's being done, or whether once the action is completed the request should be deleted.
- The matrix does not replace bilateral information sharing.
- The existence of the matrix is an achievement in itself.
- There is a need to anticipate courses of action and conduct gap analysis to determine if the action taken is matching the requirement. In this regard the development of KPIs and an evaluation process is useful, perhaps by Working Group 2.

Capacity Building Matrix

- There should be a column for development partners to indicate whether they are interested to assist.
- There could be a way to frame official requests indicating choice of country to whom the request is directed because many requests will be done on the basis of a bilateral formal request rather than identification of the need in the matrix itself.

Capability and Capacity Building

- In addressing capability and capacity building the signatory States should take the lead with external supporters providing support.
- UNODC expressed interest in participating in developing doctrine for a potential sub working group on pathways to prosecution agreements and processes.
- There was discussion on whether the legal finish should form part of the work of working Group 3 if it is convened or whether it should be a stand-alone working group for lawyers.
- Denmark indicated that working Group 3 was very important and that Denmark would participate however, it is very important that working Group 3 is led by regional countries and that regional navies should take the lead in maritime operations where possible.
- EUNAVFOR and CMF are prepared to partner in this and cautioned against reinventing the wheel.

Capability and Capacity Building

- South Africa indicated that their participation in joint maritime operations would depend on the availability of platforms and the necessary diplomatic clearances from government but we're willing to support the principle.
- UNODC discussed infrastructure programmes including the US funded national maritime operations centre in Dar es Salaam co-located in the regional search and rescue centre, which included a conference room for crisis management and a training room.
- UNODC has initiated a similar project in Maputo and Pemba due to be completed in the first quarter 2025.

Capability and Capacity Building

- UNODC capacity building programmes include two 4-month blocks per year with the information currently shared by e-mail but which could be included in the matrix.
- UNODC supported the concept of working Group 3 and the need for a mechanism leading to action. This should include the development of doctrine for standing up a joint task force with an incident command structure and a coordinator. Participation from other navies and organisations should be invited.

Capability and Capacity Building

- Indian Ocean Commission stated that it should be kept in the loop with regard to port security and they were engaged in EU Port Security Programme on ISPS Code, governance, threat mitigation and risk registers. This port security programme extends until April 2026. The Red Sea project is due to end in 2026 but is ongoing in all target countries in terms of PFSO training, assessment of port security compliance, providing port security briefs and treating ports as critical infrastructure.
- CRIMARIO II ends in July 2025 with CRIMARIO III commencing in September 2025. CRIMARIO II is contributing to DCOC exercise programmes and is open to other partners to join. CRIMARIO III could operate could participate in working group 3 planning.

Famous dead guy quote – Harry S Truman

“It is amazing what you can accomplish if you do not care who gets the credit.”



Questions?

Thank you.

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