



Seventh High-level Regional Meeting on Implementation of the Jeddah Amendment to the Djibouti Code of Conduct

Dar es Salaam, United Republic of Tanzania

28 – 30 November 2024

Record of the Meeting

1 The International Maritime Organization (IMO), pursuant to the request of Signatory States to the Djibouti Code of Conduct (DCoC) concerning the repression of piracy and armed robbery against ships in the Western Indian Ocean and the Gulf of Aden (DCoC) the Signatory States to the Jeddah Amendment to the Djibouti Code of Conduct, 2017 (DCoC/JA), and States eligible to sign these instruments, herein (Participants), convened the seventh High-level Regional Meeting on Implementation of the Djibouti Code of Conduct / Jeddah Amendment

2 The meeting was attended by representatives from the following participating States:

BAHRAIN	COMOROS	DJIBOUTI	ETHIOPIA
JORDAN	KENYA	MADAGASCAR	MALDIVES
MAURITIUS	MOZAMBIQUE	KINGDOM OF SAUDI ARABIA	
SEYCHELLES	SOMALIA	REPUBLIC OF SOUTH AFRICA	
SUDAN	UNITED REPUBLIC OF TANZANIA	YEMEN	

by observers from the following States:

DENMARK	FRANCE	INDIA	NETHERLANDS
UNITED KINGDOM (UK)		UNITED STATES OF AMERICA(USA)	

and by observers from the following intergovernmental and nongovernmental organizations:

CRIMARIO

EUROPEAN UNION

EUROPEAN UNION NAVAL FORCE (EU NAVFOR) OP ATALANTA

EUROPEAN UNION CAPACITY BUILDING MISSION IN SOMALIA (EUCAP – SOMALIA)

INDIAN OCEAN COMMISSION (IOC)

INFORMATION FUSION CENTRE – INDIAN OCEAN REGION (IFC-IOR)

INTERPOL

INTERPORTPOLICE



INSTITUTE FOR SECURITY STUDIES (ISS)

REGIONAL COORDINATION OPERATION CENTRE (RCOC)

REGIONAL MARITIME INFORMATION SHARING CENTRE (RMIFC)

SKYLIGHT

UNITED KINGDOM MARITIME TRADE OPERATIONS (UKMTO)

UNITED NATIONS OFFICE ON DRUGS AND CRIME (UNODC)

The list of participants is set out in **Annex 1**.

3 The primary objective of the High-level Meeting was to review the status of the implementation of the DCoC/JA, follow up on agreed action points, and discuss new challenges with a view to finding common solutions. It also discussed the recommendations of Working Group (WG) 1 on information sharing and provided direction on the operationalization of the DCoC Information sharing network in line with the agreed strategy and roadmap, as well as coordinate regional efforts to combat illegal activities at sea, as agreed in the Jeddah Amendment. Additionally, the meeting provided an opportunity to showcase developments of WG2 on the coordination of capacity-building efforts, including proposals for the establishment of sub-working groups to cover all thematic areas contained in the Jeddah Amendment. Furthermore, the meeting facilitated discussions with the Friends of the DCoC focussed on their support for regional priorities as captured in the DCoC Capacity Building Coordination Matrix, in order to ensure effective implementation of DCoC/JA.

4 The High-level Meeting built upon the outcomes of the Sixth DCoC High-level Regional Meeting on Implementation of the Jeddah Amendment to the Djibouti Code of Conduct, held in Cape Town, Republic of South Africa (RSA) from 22 to 24 October 2023 (the Cape Town Meeting); and was informed by the outcomes of the “Regional Workshop on Development of the DCoC Regional Maritime Security Strategy (RMSS)”, held at the Jeddah Academy for Maritime Science and Security Studies from 10 to 21 November 2024 (the RMSS Workshop).

5 The meeting was opened by Professor Godius Walter Kahyarara, Permanent Secretary, Ministry of Transport of the United Republic of Tanzania (URT) and Mr. Sascha Weh, Chief - Division for Peace Office in Brussels, United Nations Institute for Training and Research (UNITAR), the event sponsor. The welcoming ceremony also featured comments by Mr. Metse Ralephenya (RSA) the Chair of the DCoC Steering Committee; H.E Mr. Steen Sonne Andersen, the Ambassador of Denmark to the Federal Republic of Somalia; and H.E. Ambassador Christine Grau, Head of European Union Delegation to the United Republic of Tanzania. The keynote addresses were given by H.E. Mr. Arsenio Dominguez, Secretary-General of the International Maritime Organization (IMO); and Professor Makame Mnyaa Mbarawa, Minister of Transport of URT. The opening addresses are set out in **Annex 2**

6 Signatory States nominated and approved Dr. Lufunyo S. Hussein (United Republic of Tanzania) to act as Chair of the Meeting. Mr. Metse Ralephenya (RSA) was nominated and approved as the meeting’s Co-Chair. The first order of business for the Chair was the approval of

the Agenda of the High-level Regional meeting. This was proposed by the Chair and approved by the Delegations. A copy of the agenda is set out in **Annex 3**.

7 Summary of Decisions Taken at the High-Level Meeting of the Djibouti Code of Conduct

Resolution One: Establishment of Working Group 3 on Operational Cooperation and Coordination at Sea Approved – Full Text of Resolution in **Annex 4**

Progress since the Cape Town Meeting

8 The meeting received a briefing on the outcomes of previous High-level meetings and an update on actions taken since the Cape Town Meeting. The resolutions from the Dubai, Jeddah, and Cape Town High-Level Meetings are mutually supportive by collectively advancing maritime security through enhanced information sharing, capacity building, sustainable funding, and strategic frameworks to address evolving threats and promote regional and international collaboration. They provide a comprehensive roadmap for enhancing maritime security with a strong focus on collaboration, capacity building, and strategic planning ensures readiness to address current and future challenges.

9 Having noted that the last Steering Committee (SC) meeting had taken place on 17 April 2024, chaired by Mr. Metse Ralephenya (RSA), (the full report is set out in **Annex 5** the meeting considered the reports of outcomes and recommendations of the Working Groups since the Cape Town Meeting. Capt. Yeslem Mubark, Chair WG1 (Yemen) reported on Working Group #1 on the Information Sharing; and Capt. Daniel Adam, Chair WG2 (Seychelles) reported on Working Group #2 on the Capacity Building Network. These briefings were followed by updates from the region from the Honourable Ministers from Kenya, Somalia and Yemen.

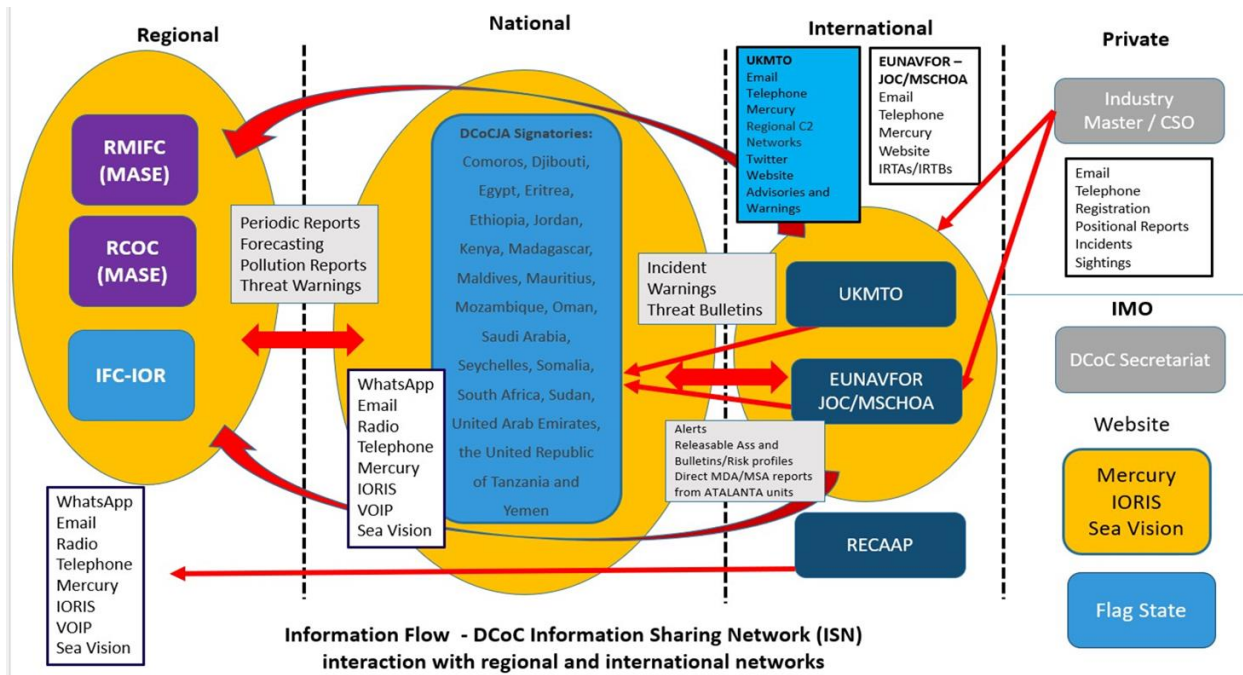
Working Group 1

10 Since they last met, WG1 had focused on the further development of the ISN strategy and roadmap for implementation with the aim of establishing a robust regional ISN that will be instrumental in supporting joint efforts to conduct operations at sea, combat illicit activities, working closely with international naval partners.

The aim is to establish NMISCs in all participating States is to promote information sharing both at the national level and regionally using common Standard Operational Procedures (SOPs). The purpose is to share actionable information to support operations at sea. Milestones will include integration of IFC-IOR (as per the ISN diagram) and the MASE centres - RMIFC (Madagascar) and RCOC (Seychelles) – with the DCoC ISN in order to pool resources and avoid duplication.

11 The meeting noted that progress is being made in re-establishing the Regional Maritime Information Sharing Centre (ReMISC) in Aden; and the DCOC ISN framework is developing strong partnerships with Information Fusion Centre, Indian Ocean Region (IFC IOR) and intends to deploy one DCoC International Liaison Officer (ILO) there to promote information sharing within the region.

12 The meeting recalled that at the Jeddah high-level meeting, signatory States had committed to test IORIS for a period of one year and to give feedback on its effectiveness. So far, all the national centres that are using the system had provided positive feedback about the system. WG1 therefore proposed to incorporate IORIS into the DCoC ISN. WG1 had also noted proposals to develop a regional database of vessels of interest (VOI), which member States could monitor using IORIS.



13 In reaction to the report of the WG1, the French representative recalled that France is deeply involved in maritime security in the Indian Ocean region, as a country of the area and more generally as a naval power (e.g. contribution to maintain freedom of navigation in the Red Sea). The French representative explained that France is a member state, alongside with six other member states, of the regional maritime security architecture (composed of centres RMIFC & RCOC) which is governed by two intergovernmental agreements (2018). He stated that France, as a country of Indian Ocean / member of the aforementioned regional architecture, is keen to cooperate with DCoC own “ISN structure”. Nevertheless, as a matter of law, it’s too early to speak about an integration of RCOC and RMIFC within DCoC structure as the conditions hadn’t been detailed at this stage and the decision to accept the proposal enclosed in the letter of intent sent by DCoC on 13 November 2023 has not been taken, in steering committee, by the seven member states of the regional architecture.

Working Group 2

14 The meeting recalled that the Cape Town Meeting, through its Resolution #3 on Establishment of Thematic Sub-Working Groups for WG 2 on Capacity Building Coordination, had agreed that the WG2 structure should be expanded to include Sub-working groups dedicated to 7 thematic areas. However, NFPs had agreed to prioritize three as follows: IUU fishing (led by

Tanzania), Port and Ship Security / Protection of Critical Coastal Installations (led by Ethiopia), and marine environment protection (led by Mauritius).

15 WG 1 had developed its “8-Point Action Plan” for resource mobilization and two meetings had been held with the Secretary-General of IMO to discuss support for the work of the DCoC. To this end, a donor meeting had been held at IMO Headquarters in London in October 2024.

Way Forward

16 The meeting noted the recommendations of WG1 and WG2 that the way forward included finding ways to better coordination efforts, including:

- .1 Developing a joint regional training programme
- .2 Enhancing the Capacity Building Matrix
- .3 Fully operationalizing the regional ISN
- .4 Adopting and implementing the RMSS.
- .5 Enhancing cooperation between regional navies and international naval partners in developing maritime security exercises, including making effective use of the ISN.
- .6 Finding ways to promote coordination of operations at sea making effective use of the ISN and utilizing the RCOC for coordination across the whole region.

Link to Combined WG1 WG 2 presentation is set out at **Annex 6**

17 Following the reports from WGs 1 and 2, the Ministers from Kenya, Somalia and Yemen and Head of Indian delegation delivered statements. In addition, the Deputy Minister from Yemen, H.E. Ali Al-Subhi called on international organizations and donors to provide the necessary support to the Yemeni Coast Guard including patrol boats, interceptor boats, early warning monitoring and surveillance systems, and communication devices to enable the Coast Guard forces to perform their role in securing navigation and stopping the terrorist operations of the Houthi militias. He also requested support for the Yemen Maritime Affairs Authority to combat pollution resulting from terrorist attacks in both the Red Sea and the Gulf of Aden, and to enhance the safety of life at sea.

18 Head of Delegation India, Commodore Nitin Parvataneni, expressed India’s support for the way ahead indicated by Chairs of WG1 and 2, the significance of CB Matrix and requested for early positioning of DCoC-ILO to IFC-IOR. He appreciated Kenya’s efforts in hosting the DCoC Secretariat. He also presented Indian Navy operation to intercept MV Ruen and India’s comprehensive efforts to capture 35 pirates and end with legal finish.

Link to Ministers speeches and the interventions from Heads of delegations are set out in **Annex 7**.

Regional Threat Update

19 To set the scene for subsequent discussions and to update the National Focal Points (NFPs) on the maritime security picture in the region, a threat brief was provided by Commodore Mark Anderson CBE Royal Navy on behalf the Combined Maritime Forces (CMF) and Vice Admiral Ignacio Villanueva on behalf of EUNAVFOR ATALANTA. The briefings addressed a range of current threats including piracy, narcotics smuggling, weapon smuggling, conflict related maritime events, human trafficking and IUU fishing. This was followed by a report on research on Somalia-based piracy, done in cooperation between Denmark, UNODC and EU, presented by Dr. Katja Lindskov Jacobsen (Denmark).

20 The briefings provided up-to-date information on the current situation in the region. These also drew attention to some of the challenges including the conflation of narratives, congestion of command and control, the need for an integrated approach, the need for a legal finish, and the need to get renewed political support.

The presentations are set out in **Annex 8**.

Panel Discussion 1 – How can DCoC States more effectively address the increasing maritime security threats in the region?

21 During the first panel discussion, moderated by Mr. Metse Ralephenya (RSA), the meeting noted that the DCoC had been successful in information sharing which had increased MDA. However, it was now necessary to move to the next step of having the region take practical steps to address the current range of threats witnessed recently in the region. Speakers in the panel offered a range of ideas and proposals for addressing the increasing maritime security threats in the region, with a particular emphasis on civil / military cooperation; and in the light of the declaration of intent from navies represented at the 5th Sea Power for Africa Symposium held in Cape Town in October 2024, which had resolved to work with the DCoC on coordination of operations at sea.

22 The panellists were Brigadier Sankale Kiswaa (Kenya Navy), Rear Admiral (JG) S.F. du Toit (South African Navy), Captain Sam Gontier (RCOC-Seychelles), and Commander Ashwath Maithreya (India – NSCS).

23 Key points from the brief presentations were as follows:

- .1 In considering the role of regional navies in contemporary maritime security, Brigadier Kiswaa highlighted the challenges of climate change and the importance of the blue economy. In considering ways forward he advocated for maritime security cooperation, the flow of information including MDA information, and the need for joint training. He noted that the African Integrated Maritime Strategy 2050 identified the centrality of navies and coast guards in maritime security and supported the concept of WG 3 with the caveat that we should not duplicate existing structures.
- .2 Admiral du Toit addressed the issue of how regional navies can best support DCoC maritime security objectives. He advocated starting from a national perspective

and sorting out national maritime security problems, then the regional approach. He advocated the importance of MDA, integrating IORIS, SeaVision, etc; and the need to develop protocols for communications, joint patrolling and interdiction, incident response, and for joint training and personnel exchange. Maritime threat assessment and law enforcement training including legal frameworks, are important. He ended by stating that States must buy into the concept of committing their resources in support of a regional naval concept.

- .3 Captain Gontier gave a wide-ranging brief outlining how enhancing regional maritime security coordination was essential for addressing the evolving regional threats. RCOC and RMIFC are growing with the DCoC. RCOC's focus areas include better operational coordination, leveraging expertise and resources, mutual capacity building, developing international partnerships, legal and policy integration and strengthening regional ownership. He also drew on recent case studies to illustrate how RCOC delivers effect.
- .4 In addressing how international naval partners can best support regional maritime security efforts, Commander Ashwath Maithreya suggested that international cooperation is inevitable because the oceans are global commons. There needs to be access to technology, surveillance, training and legal advice and India was more than willing to collaborate with other regional partners to deliver maritime security. In fact, India was committed to being a partner of choice.

The presentations are set out in **Annex 9**.

Panel Discussion 2 – Operationalization of the DCoC Information Sharing Network (ISN).

24 The second panel discussion, moderated by Ms. Stella Katondo (NFP Tanzania), proposed a range of ideas and proposals for the enhancement of the Information Sharing Network. The panellists were Captain Yeslem Mubark (Yemen), Mr. Alex Ralairivony (Director, RMIFC – Madagascar), Mr. Theo Girard (Skylight), Capt. Pranav Anand (Indian Navy) and Lt.Cdr. Rohit Gautam Jadhav (IFC-IOR – India), and Mr. Martin Cauchi-Ingloft, (CRIMARIO II).

25 Speakers in Panel Discussion 2 focussed on the development and operationalization of NMISCs; and ways to take forward development of common SOPs and best practises and linkages between NMISCs and regional centres. Topics covered included the use of IORIS, SeaVision, Skylight and others, interaction with CRIMARIO and other regional initiatives. It was also proposed to look at ways to make MDA evidence admissible in court proceedings.

26 Key points from the brief presentations were as follows:

- .1 Captain Yeslem Mubark gave an update on the security situation in the Red Sea before highlighting the progress being made and further assistance needed to reestablish and operationalize the Regional Maritime Information Sharing Centre (ReMISC) in Aden as an active component of the DCoC ISN. He also gave an

- update on the support needed to rebuild the capability of the Yemeni Coast Guard forces
- .2 Mr. Alex Ralairivony outlined the current situation of RMIFC including its mission, organisation and operational processes. He addressed how RMIFC can assist in the development and operationalization of NMISCs, highlighting the centre's deliverables including: lists of vessels of interest, trend analysis, recognized maritime picture, reports; and best practices.
 - .3 Mr. Theo Girard explained that Skylight is a non-profit programme developed by the Allen Institute for Artificial Intelligence (AI2), providing technology to government agencies at no cost, to support maritime domain awareness and to provide actionable intelligence for maritime law enforcement. Skylight uses satellite imagery to identify vessels, correlating them with AIS data and highlighting those vessels not broadcasting their position ("dark" vessels).
 - .4 In their joint presentation, Capt. Pranav Anand (Indian Navy) and Lt.Cdr. Rohit Gautam Jadhav highlighted the maritime security situation in the Indian Ocean Region (IOR) and outlined the role of the IFC-IOR in fusing, analysing and databasing data at the national and international level in order to predict trends, patterns and anomalies of maritime security threats. IFC-IOR can provide actionable information which will be readily available at the regional Information Sharing Centres and NMISCs. Their presentation also addressed the core functions of NMISCs, examined some of the challenges and ways ahead, including sharing lessons identified and best practices, developing a common lexicon, joint training and capability building.
 - .5 In his presentation, Mr. Martin Cauchi-Inglott outlined the aims, objectives and achievements of the EU's CRIMARIO II programme. Within this context he highlighted, inter alia, the need for secure connectivity and operational coordination at sea; the development of IORIS as an information exchange tool; the need for SOPs for common terminology and understanding of how information is to be communicated; and the need for a common approach to how actions at sea are to be conducted, and harmonising of capacity-building efforts.

The presentations are set out in **Annex 10**

Way forward on enhancing Capacity Building Coordination- thematic sub working groups

27 The meeting recalled that Cape Town Resolution 3 had called for the formation of seven sub-working groups for WG 2, following which NFPs agreed to prioritise the establishment of the following three:

- .1 Port and ship security and protection of coastal installations to be chaired by Ethiopia;
- .2 IUU Fishing to be chaired by Tanzania; and
- .3 Marine Environmental Protection chaired by Mauritius.

28 In order for these subgroups to be successful they would need the active participation of focal points and representatives of DCoC signatory states, as well as subject matter experts from international partners and friends of the DCoC. There is also the need for avoidance of duplication.

29 Participants and observers were invited to identify members and lead partners for each of the three groups based on their mandates; to consider the terms of reference for each sub-working group; and to advise on the sub-working groups should work to enhance implementation of the whole DCoC programme and objectives. There will need to be support from development partners to facilitate meetings of the sub working groups.

30 For sub-working group, Ethiopia stressed the urgency of collective action and the need for an overview of the current security landscape, so that key challenges can be faced. The threat is dynamic and requires a well-coordinated and comprehensive approach.

31 Training and capacity building are priorities, focusing on the implementation of SOLAS Chapter XI-2 and the ISPS Code Ethiopia stressed the importance of continuous training and the need to identify skills and knowledge required. Each working group would need to define its objectives and identify its key areas of focus. The IOC, being the coordinator of the Port Security Programme, requested to be kept in the loop.

32 IUU fishing was leading to the depletion of fishing stocks of fish stocks and a loss of revenue and food security. It was suggested that the port state measures agreements were important to the work of the IUU fishing sub-working group and there was a need to collaborate, cooperate and communicate with all interested parties. The observer from Skylight pointed out they had tools to address IUU fishing tools and supported by the joint analysis cell within Global Fishing Watch.

33 The observer from India stated that the IFC-IOR looks at IUU fishing and conducts regional analysis to provide actionable intelligence.

34 DCoC States were requested to retain focus on these issues.

Presentation by India on 'Women in Maritime Safety and Security'

35 Indian Navy woman officer Lt Cdr Parul Pratap showcased Women in Maritime Safety & Security. She presented the legacy and origins of women in maritime domain as well as historical milestones & initiatives including illustrative examples of women in the Armed Forces around the world at the forefront of maritime security. She also presented the contribution of women in Indian Armed Forces especially in Indian Navy & Indian Coast Guard and their role in making the seas safe and secure for the global community. She projected some challenges faced by women in maritime domain & suggested practical ways ahead to alleviate those concerns.

Her presentation is set out in **Annex 11**.

36 India also presented the Annual reports of IFC-IOR to IMO SG and DCOC Project Head for knowledge sharing and deeper understanding of how the analysis and results of work at IFC-IOR can help the DCOC-JA ISN.

DCoC Maritime Security Strategy

37 Mr. Chris Trelawny (IMO Consultant) gave an update on progress made on developing the RMSS, pursuant to Cape Town Resolution Two on Development of a DCoC Signatory States' Maritime Security Strategy, the aim of which was "Increased prosperity through enhanced maritime security and law enforcement throughout DCoC signatory States".

38 A Workshop on the Development of the Regional Maritime Security Strategy had been held at the Jeddah Academy for Maritime Science and Security Studies from 10 to 21 November 2024 and funded by the Kingdom of Saudi Arabia. Participants in this workshop had further considered the Goals (or "Ends"), Objectives (or "Ways" of achieving those goals) and Approaches (or "Means") to achieve the overall objective of the Strategy, as set out in the annex to Cape Town Resolution 2, in order to progress the development of a comprehensive delivery and action plan. All of the proposed ends, ways and means had been examined using a "Who? What? Where? When? Why? and How?" approach; and had been broken down further into a list of derived tasks. The workshop also took into account the work done on identifying national lead and supporting agencies involved in maritime crimes.

The presentations are set out in **Annex 12**

Panel Discussion 3 - Aligning international efforts with regional needs and priorities

39 The third panel discussion, moderated by Mr. Sascha Weh (UNITAR), proposed a range of aligning international efforts with regional needs and priorities, in the context of the Capacity Building Matrix. It was preceded by a secretariat video on how the matrix works.

40 The panellists were Mr. George Nyamoko Okon'go (State Department of Shipping and Maritime Affairs, Kenya), Mr. Kęstutis Lančinskas (EUCAP Somalia), Vice Admiral Ignacio Villanueva (EUNAVFOR OP ATALANTA), Commodore Mark Anderson CBE RN (CMF), Ms. Giulia Nicoloso (EU), Mr. Andy Allen (US Embassy in Tanzania), Mr. Richard Morris (Royal Navy MDA), Colonel Jens Lindvig (Denmark), and Commodore Nitin Parvataneni, (India-MEA).

41 Key points from the brief presentations were as follows:

- .1 Mr. Okon'go stated that Kenya had established an NMSC with four sub-committees and is developing a national maritime security strategy aligned with Cape Town Resolution 2. Kenya's Maritime Coordination Group is pivotal to effective cooperation and identifies needs, prioritises them, maps out timelines and objectives and talks to development partners. Lessons have been learned from recent exercises, including the need to tailor exercises towards specific needs.
- .2 Mr. Lančinskas focussed on implementation of tasks identified in the capacity building matrix, in cooperation with Somali partners. EUCAP Somalia had delivered a maritime rescue coordination centre in Mogadishu and a command centre and communications tower in Berbera, both of which are due to open soon, and there is ongoing training of police officers and prosecutors to address maritime

crimes. Challenges include the need for better communication between Somali institutions and the limited number of assets to get to sea.

- .3 Admiral Villaneuva stressed the need to practice interoperability through joint training and to identify subject matter experts to provide training. EUNAVFOR OP ATALANTA can both lead and support exercises and has done some capacity building training in Mogadishu and Bosaso.
- .4 Commodore Anderson indicated that international partners could support regional States by upholding the rule of law, securing freedom of navigation, and providing support to enable regional maritime security. The priorities were to define regional practices, develop national maritime security strategies, identify priorities and to use the capacity building matrix. There is a need to fast track the planning of exercises and training and to ensure that it is effective. The new WG3 will have a major role in signatory States gaining benefit from international naval forces, including CMF.
- .5 Ms. Giulia Nicoloso advocated the need for clarity on what are the needs and challenges, and how do we tackle them. Regional ownership of information sharing and coordination of activities at sea are critical, as is having a vessels of interest database. More attention needs to be paid to securing the legal finish.
- .6 Mr. Andy Allen stated that the capacity building matrix was a good initiative for regional coordination and recommended that the steering group reached that signatory States reach out to potential partners and get them to use the matrix too.
- .7 Mr. Richard Morris highlighted what the UK had done including the funding development of the DCoC website, hosting the capacity building matrix, and providing expertise on policy and information sharing. The UK will continue to assist in developing the RMSS. The Royal Navy has been supporting the shipping industry in the area since 2001, with UKMTO as an industry-facing reporting and information sharing centre. He advocated using international navies to deliver operational effect for countries in the region rather than exercises. He also suggested that the thematic sub-working groups could benefit from cooperation with international shipping industry organisations.
- .8 Colonel Jens Lindvig stated that Denmark intended to increase its presence in the region both bilaterally and also under the EU. Denmark advocated cooperation on a dialogue-based partnership rather than on a donor recipient relationship. He advised DCoC signatory States to formalize their inter-agency cooperation through pooling resources, sharing facilities, setting common goals and ambitions, and ensuring interoperability.
- .9 Commodore Nitin outlined India's five pillars of co-operation/collaboration in Maritime Domain which are: information sharing-capabilities development; capacity building; operational coordination and public messaging. He stressed that member States must own their programmes. He discussed data fusion versus information fusion and the need for the provision of actionable intelligence, using as an

example the IFC-IOR fusion centre. India was assisting DCoC States to put in place structures, helping DCoC States to help themselves, establishing NMISCs in five DCoC countries. For capability development he advocated a national security strategy and having a national maritime security coordinator. India also offered to assist DCoC States in developing national maritime security strategies and to help countries to implement a legal framework, as an example, India's new Maritime Anti-Piracy Act and the successful capture of pirates onboard MV Ruen by Indian Navy.

42 In the subsequent discussion, UNODC suggested that regional states should identify a model end state for what effective maritime law enforcement could look like; and highlighted the need for cooperation, coordination communication, national ownership, evidence gathering procedures, and the need to clarify between SOPs and best practice.

Presentations from this session are set out in **Annex 13**

EU Support for the Implementation of the DCoC/JA

43 In his presentation, Mr. Giovanni Cremonini (European External Action Service) outlined the different elements of the European Union's "integrated approach" to the DCoC/JA objective of establishing a regional maritime security architecture, and to counter regionally all maritime crime, illicit trafficking, and IUU fishing. Key points included that:

- .1 The Red Sea and Gulf of Aden are vital shipping lanes upon which the global economy depends. Any threat to shipping transiting this area is not only a threat to regional economies but also to the wider global economy and the achievement of the Sustainable Development Goals.
- .2 The revised EU Maritime Security Strategy emphasises MDA and the protection of critical maritime infrastructure, especially sub-sea data cables. Over 99% of Asia-EU data flows through those sub-sea cables running through the Strait of Bab al-Mandab, and the Red Sea.
- .3 The EU "Coordinated Maritime Operations" concept seeks to optimize existing naval, air and space assets deployed by EU Member States, while looking for synergies with current EU Commission capacity building programs, as well as with regional and international actors.
- .4 Supporting the DCoC-JA regional maritime security architecture is at the centre of this engagement, and it is closely aligned with the DCoC-JA's 8-point programme.
- .5 Through its initiatives in the region, including CRIMARIO II, the Red Sea programme, the Port Security and Safety of Navigation programme, the Safe Seas Africa-Western Indian Ocean programme, and naval operations, Operation

ATALANTA and Operation ASPIDES, the EU provides substantial concrete support to partners and to regional structures.

- .6 The European Commission is currently discussing a contribution EUR 4 million under the Crisis Response Programme to strengthen regional capacities and cooperation to address maritime threats, in response to the maritime security crisis in the Red Sea and the Western Indian Ocean. The initiative will focus on supporting the DCoC/JA to re-establish the ReMISC in Aden, other NMISCs, Development of the RMSS, and to support the coast guard capacities of Yemen and Djibouti, in line with the DCOC-JA's 8-point action plan. The implementing Partners are IMO, CRIMARIO and UNODC.

The link to the presentation is set out in **Annex 14**

Parallel Meeting 1

44 The highlights of the National Focal Point Meeting included:

.1 Meeting Agenda and Key Proposals:

- .1 The Meeting reiterated the need to implement the Cape Town Resolutions
- .2 The Meeting agreed on the need to expedite the operationalization of the National Maritime Information Sharing Centres (NMISCs)
- .3 The Secretariat was requested to update the matrix to capture the latest information on NMISC status and capacity building gaps and to coordinate with partners as appropriate.
- .4 IMO was requested to follow up with the United Republic of Tanzania on providing technical assistance on maritime security governance.

.2 Capacity building for maritime security governance

The Secretariat was requested to follow up with Member States to obtain updates on the progress made in the establishment of National Maritime Security Committees (NMSCs), National Maritime Security Risk Registers (NMSRRs), and National Maritime Security Strategies (NMSSs), as well as to identify capacity-building gaps and the support needed.

.3 Amendments to Steering Committee and Working Groups TORs and handover procedures.

- .1 The mandate of incoming Chairs of the DCoC and its WGs will commence on 1st January. The period from elections to 31 December will be for transition
- .2 The title "Chair of Steering Committee" will be renamed "Chair of the DCoC" and likewise for the [Deputy][Co] Chair.
- .3 TORs for the governance structures to be updated including the annexes.
- .4 The Chair and Co-Chair of WG3 and Deputy to be included in the SC.

.4 Emerging Threats and Regional Challenges:

Participants raised concerns about the growing threats in the Red Sea, Gulf of Aden, and western Indian Ocean, and agreed to highlight and keep these areas of concern in focus while making efforts to find regional solutions to mitigate them. They highlighted the need to expedite the operationalization of the Regional Information Sharing Network (ISN) to enhance awareness of threats and boost response capabilities.

.5 Assessment of Maritime Centres:

- .1 IMO was requested to provide technical assistance in conducting capability assessments of the centres, identifying capability gaps, exploring benchmarking opportunities, and sharing best practices in collaboration with well-established centres.
- .2 The meeting noted that Comoros has already made the necessary arrangements to establish its NMISC including having a presidential decree and appointing a director to manage it. Mauritius has also established its National Centre.
- .3 Gaps in equipment, personnel, and infrastructure in existing centres were identified as challenges.

.6 Vessels of Interest (VOI) Database:

The Meeting agreed on the need to develop a regionally owned VOI database to track suspicious maritime activity.

.7 Establishment of WG3

- .1 The Meeting agreed on the need to establish Working Group 3 on Operational Cooperation and Coordination at Sea and adopted the related resolution.
- .2 The Meeting requested the Secretariat to organize a workshop to discuss the startup of WG3, draft TORs, agree Chair and Co-Chair, and invite NFPs, representatives of navies and coast guards from DCoC States as appropriate, NMISCs, regional ISCs, and international naval partners, subject to availability of resources.

.8 Regional Maritime Security Strategy (RMSS):

- .1 The Meeting agreed on the need to sustain momentum in developing the RMSS and to complete the work prior to next HLM.
- .2 The Meeting agreed that the RMSS should include the role of Working Group 3 on Operational Cooperation and Coordination at Sea.

.9 Proposed Projects and Funding:

- .1 The Meeting noted that the EU Crisis Response Project aims to provide equipment, assessments, and training for NMISCs, with capacity building for Djibouti and Yemen Coastguards as key beneficiaries.

- .2 The Meeting also noted that IMO had submitted a proposal to Denmark for support to Somalia and Kenya.

.10 Concerns on Engagement:

The Meeting agreed on the need to address maritime security threats throughout the region including the Red Sea, Gulf of Aden and the wider Western Indian Ocean. It was important to leave no country behind. Any concerns in this regard should be communicated to partners.

.11 Next Steps:

- .1 Finalize and circulate a communiqué on WG3 to member States.
- .2 Expedite operational coordination through RCOC and enhance collaboration with regional navies and maritime law enforcement agencies.
- .3 Address gaps identified during centre assessments and align future projects with national priorities.

The link to the presentation is set out in **Annex 15**

Parallel Meeting 2

45 In its parallel meeting, the Friends of the DCOC made a number of recommendations on how to make the DCOC Capacity Building Matrix a more effective tool for matching regional States needs with development partners' assistance programmes.

46 Friends of the DCOC proposed some technical improvements to the matrix itself, development of protocols on confidentiality and sharing of information contained in the matrix, and its use as a real-time instrument to monitor and track progress.

47 The Friends of the DCOC also considered how to enhance information sharing, capability development, capacity building, and operational coordination; as well as taking stock of ongoing activities, programmes and opportunities in the region. The establishment of a third working group on operational coordination at sea and the need to focus on the "legal finish" were also discussed.

48 In the context of the capacity building matrix, specific points raised included:

- .1 The capacity building matrix is an interesting tool for partners
- .2 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 an integrated approach
- .3 For Operation Atlanta the matrix it is a good tool to implement planning.
- .4 There is a need to conduct a survey of use of the matrix in order to better identify where it can be improved

- .5 Many activities are planned years ahead. There needs to be a catalogue of training available, and training required.
- .6 The information in the capacity building matrix may be sensitive and the requesting state may not wish to advertise its perceived weaknesses.
- .7 There need to be protocols developed on sharing the information contained in the capacity building matrix.
- .8 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.
- .9 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.
- .10 There needs to be clarity on who the information can be shared with.
- .11 The matrix should be used to deconflict capacity building activities between assistance providers.
- .12 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.
- .13 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]
- .14 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.
- .15 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.
- .16 The matrix should be a live document and be constantly updated.
- .17 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.

- .18 Countries can decide whether to fund or support individual activities.
 - .19 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.
 - .20 The matrix does not replace bilateral information sharing.
 - .21 The existence of the matrix is an achievement in itself.
 - .22 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 KPI's and an evaluation process is useful, perhaps by working group 2.
 - .23 There should be a column for development partners to indicate whether they are interested to assist.
 - .24 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.
- 49 In the context of capability and capacity building, specific points raised included:
- .1 In addressing capability and capacity building the signatory states should take the lead with external supporters providing support.
 - .2 UNODC expressed interest in participating in developing doctrine for a potential sub working group on pathways to prosecution agreements and processes.
 - .3 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.
 - .4 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.
 - .5 EUNAVFOR and CMF are prepared to partner in this and cautioned against reinventing the wheel.
 - .6 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 were willing to support the principle.
 - .7 UNODC discussed infrastructure programmes including the US-funded National Maritime Operations Centre in Dar es Salaam, which is co-located in the regional search and rescue centre, which included a conference room for crisis management and a training room.

- .8 UNODC has initiated a similar project in Maputo and Pemba due to be completed in the first quarter 2025.
 - .9 UNODC capacity building programmes include two four-month blocks per year with the information currently shared by e-mail but which could be included in the matrix.
 - .10 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.
 - .11 The 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.
 - .12 CRIMARIO II ends in July 2025 with CRIMARIO III commencing in September 2025. CRIMARIO II is also contributing to DCOC exercise programmes and is open to other partners to join. CRIMARIO III could operate could participate in Working Group 3 planning.
 - .13 India stated that training is part of capability enhancement.
 - .14 India is prepared to host the next information sharing workshop which will end with a tabletop exercise an exercise on using the system and could complement CRIMARIO activities. DCOC states should offer the scenarios so that CRIMARIO and India can deconflict their programmes.
 - .15 India is engaged in setting up of NMISCs as part of capability development and provide support to states with a focus on capability.
 - .16 Capacity building programmes include infrastructure, assets and support.
 - .17 Operational coordination as envisaged in Working Group 3 will not be possible until information sharing is effective, and information sharing should be part of operational requirements.
- 50 In the context of the “legal finish”, specific points raised included:
- .1 European Union expressed the need for a legal finish both for prosecutions under national law but also in respect of suspects handed over for prosecution under other jurisdictions.
 - .2 UNODC considered the need to establish a separate working group on legal finish but that this should overlap with operational considerations. They also noted that drug trafficking has its own challenges.

- .3 UNODC has a programme on extra territorial application of the law project in the Seychelles and programmes on assessment of national legal programmes under MASE and the Port Security Programme. These would develop a list of recommendations that could be shared with DCOC States.
- .4 UNODC proposed developing sentencing guidelines and could work with DCOC countries within the Safe Seas for Africa project.
- .5 UNODC is also developing a joint investigation approach with INTERPOL and is happy to collaborate with the DCOC in this regard.
- .6 CRIMARIO noted that they were looking into ports in Latin America with respect to drug trafficking and other criminal activity and could share the outputs from that with the working group on port security. They could also join UNODC on the marine domain awareness programme.
- .7 India indicated that legal finish is part of operational capability. They noted that the G7++ FOGG appears to be a bit ahead on the legal finish and DCOC could learn lessons from West Africa in this regard.
- .8 India has developed national legislation including a counter piracy law and can provide assistance including on harmonisation of legislation and the handover of pirates from 1 country to another.

The link to the presentation is set out in **Annex 16**.

Further discussions

51 The Participants considered and adopted its Resolution #1 on ESTABLISHMENT OF WORKING GROUP 3 ON OPERATIONAL COOPERATION AND COORDINATION AT SEA.

52 Through this resolution, the Participants recognized that the successful implementation of the DCoC and its Jeddah Amendment needs a whole-of-government approach, making full use of all of the competences, skills and capabilities that national authorities can bring to bear, both civilian and military; and that agencies working together, sharing capabilities, is a “force multiplier”, increasing effective results while reducing costs to signatory States’ taxpayers.

53 The Participants also recognized the potential of national, regional and international naval forces to assist maritime law enforcement agencies and regulatory bodies to carry out their duties, thus demonstrating to Governments the benefits of effective maritime security. However, this will require close cooperation, coordination and communication between navies, law enforcement and civilian authorities, the Regional Coordination Operations Centre and between navies themselves at the national, regional and international levels. It will also require consistency and compliance with national legislation and international law.

54 To these ends, the Participants agreed:

- .1 to establish Working Group 3 on Operational Cooperation and Coordination at Sea.

- .2 To invite signatory States to the DCoC and the Jeddah Amendment and Friends of the DCoC to nominate suitable personnel from navies, law enforcement agencies and civilian authorities to serve as members of the Working Group.
 - .3 To request the first meeting of Working Group 3, inter alia, to elect a chair and co-chair and to develop a draft terms of reference and work plan to be approved by the DCoC Steering Committee.
 - .4 To invite the Friends of the DCoC to provide sufficient funding to the DCoC Trust Fund to facilitate the work of Working Group 3.
- 55 The participants further agreed on the need to:
- .1 Consider the issue of the “legal finish” within the context of operational coordination at sea;
 - .2 Establish a regionally owned, shared vessels of interest (VOI) database, primarily to assist in countering illicit activities in the maritime domain as highlighted in the Jeddah Amendment.
 - .3 Develop a standard lexicon of terminology for use with the ISN;
 - .4 Improve visibility and promotion of DCoC work and achievements;
 - .5 Submit requests for technical assistance to the IMO Secretariat through the DCoC Capacity Building Matrix; and
 - .6 Recognize the efforts of CRIMARIO II to promote effective information sharing in the region. Signatory States using IORIS recognize its utility as a communication platform.

Conclusions

56 The participants discussed and approved the conclusions and recommendations of the meeting, and a communique was subsequently issued by the participants after the meeting and is set out in **Annex 17**.

57 The participants thanked the United Republic of Tanzania for generously hosting the meeting, UNITAR for sponsoring it and the IMO Secretariat for their administrative support.

58 Closing remarks were given by the Chair of the Meeting, Dr. Lufunyo S. Hussein (URT); Ms. Gisela Vieira, Acting Head, Maritime Security Section, IMO, Ms. Mashudu Nepfumbada, Deputy Director, Ship and Port - Maritime Security, Department of Transport, RSA, and Dr. Khalid Salum Mohamed, Minister of Infrastructure, Communications, and Transport (Tanzania, Zanzibar). The Closing remarks are set out in **Annex 18**.

59 The date of the next Plenary session will be promulgated in due course. Meetings of the Steering Committee, Working Group 1 and Working Group 2 will continue to be held in line with the DCoC laid down protocols for meetings.



List of Appendices

Annex 1: List of Participants

<https://dcoc.org/wp-content/uploads/List-of-Participants-DCoC-HLM-held-in-Dar-es-Salaam-Tanzania-on-28-30-Nov-2024.pdf>

Annex 2: Opening Addresses

- a. <https://dcoc.org/wp-content/uploads/2.-UNITAR-Sascha-Weh-Speech-HLC.pdf>
- b. <https://dcoc.org/wp-content/uploads/3.-RSA-Metse-Ralephenya-Opening-Remarks-for-the-DCoC-HLM-2024.pdf>
- c. <https://dcoc.org/wp-content/uploads/Opening-Remarks-H.E-Mr.-Steen-Sonne-Andersen-Danish-Ambassador-to-the-Federal-Republic-of-Somalia.pdf>
- d. <https://dcoc.org/wp-content/uploads/5.-EUDEL-TANZANIA-AMB-CHRISTINE-GRAU-HOD-.pdf>
- e. <https://dcoc.org/wp-content/uploads/6.-IMO-SG-Arsenio-Dominguez-Speech.pdf>
- f. <https://dcoc.org/wp-content/uploads/7.-Tanzania-OPENING-SPEECH-TO-THE-HLM-2024-BY-THE-MoT-1.pdf>

Annex 3: Agenda for the High-level Meeting

<https://dcoc.org/wp-content/uploads/7th-HLM-Agenda-2024.pdf>

Annex 4: Full Text of Resolution Agreed at the High-level Meeting

<https://dcoc.org/wp-content/uploads/Resolution-on-WG3-on-Operational-Cooperation-and-Coordination-at-Sea.pdf>

Annex 5: Steering Committee (SC) meeting report:

<https://dcoc.org/wp-content/uploads/REPORT-OF-DCoC-JA-SC-MEETING-HELD-ON-17-APRIL-2024.pdf>

Annex 6: Combined WG1 WG 2 presentation:

<https://dcoc.org/wp-content/uploads/8.-Revised-Combined-Report-by-KM-DA-and-YM-on-DCoC-Final.pdf>

Annex 7: Ministers speeches and the interventions from Heads of delegations

- a. Kenya- <https://dcoc.org/wp-content/uploads/A.-STATEMENTS-26112024-DCoC-HLM-Kenya-Statement-HLM-1.pdf>

- b. Somalia- <https://dcoc.org/wp-content/uploads/The-Statement-from-Somalia-DCoC-HLM-2024.pdf>
- c. Yemen- <https://dcoc.org/wp-content/uploads/Statement-by-Yemen-DCoC-HLM-2024.pdf>
- d. <https://dcoc.org/wp-content/uploads/11b.-Day-1-National-Intervention-by-Head-of-Delegation-India.pdf>

Annex 8: Regional Threat Update by Combined Maritime Forces (CMF) and Denmark.

Link to presentations: <https://dcoc.org/wp-content/uploads/9.-CMF-Cdre-Mark-Anderson-UKMCC.pdf>

- a. <https://dcoc.org/wp-content/uploads/11.-Denmark-Dr.-Katja-Presentation-Somali-Piracy-Report-28.Nov .2024.pdf>

Annex 9: Panel Discussion 1 presentations on DCoC States address increasing maritime security threats in the region

- a. <https://dcoc.org/wp-content/uploads/Capt-Sam-Gontier-RCOC-success-DCOC.pdf>
- b. <https://dcoc.org/wp-content/uploads/Panel-1-Comments-by-Commander-Ashwath-Maithreya.pdf>

Annex 10: Panel Discussion 2 presentations on operationalization of the DCoC Information Sharing Network (ISN)

- a. <https://dcoc.org/wp-content/uploads/RMIFC-Director-Alex-.pdf>
- b. <https://dcoc.org/wp-content/uploads/Panel-2-PPT-Development-and-Operationalization-of-NIMSC-Mr.-Alex-Ralaiarivony-Director-RMIFC-%E2%80%93-Madagascar.pdf>
- c. https://dcoc.org/wp-content/uploads/Panel-Discussion-2-Theo-Girard-Skylight-Presentation_DCoC_JA.pdf
- d. <https://dcoc.org/wp-content/uploads/Panel-2-India-SOPs-AND-BEST-PRACTICES-BETWEEN-NMISCs-AND-ISCs.pdf>
- e. <https://dcoc.org/wp-content/uploads/Panel-2-Talking-Points-by-Martin-Cauchinglott-CRIMARIO.pdf>
- f. <https://dcoc.org/wp-content/uploads/Presentation-by-Martin-Cauchinglott-CRIMARIO.pdf>

Annex 11: Presentation by India on ‘Women in Maritime Safety and Security’

<https://dcoc.org/wp-content/uploads/18.-Day-1-Gala-Women-in-Maritime-by-India-Lt-Cdr-Parul-Pratap.pdf>

Annex 12: Presentations on the DCoC Maritime Security Strategy

- a. <https://dcoc.org/wp-content/uploads/Report-of-Jeddah-RMSS-WORKSHOP-21-November-approved.pdf>. This remains a work in progress and further work will be carried out in 2025 with a view to developing the strategy before the next HLM.
- b. <https://dcoc.org/wp-content/uploads/Making-Headway-on-the-Regional-Maritime-Security-Strategy-by-Chris-Trelawny.pdf>

Annex 13: Panel Discussion 3 presentations on Aligning international efforts with regional needs and priorities

- a. <https://dcoc.org/wp-content/uploads/Panel-3-Matrix-Video-on-Aligning-international-efforts-with-regional-needs-and-priorities-.mp4>
- b. <https://dcoc.org/wp-content/uploads/31a.-Panel-Discussion-3-Commodore-Nitin-Parvataneni-Director-Military-Affairs-India-MEA.pdf>
- c. <https://dcoc.org/wp-content/uploads/Panel-3-Discussion-Kenya-DCoC-HLM-Kenyas-Answer.pdf>
- d. <https://dcoc.org/wp-content/uploads/Panel-3-EUCAP-Kestutis-Lanciskas.pdf>
- e. <https://dcoc.org/wp-content/uploads/Day-2-Panel-3-CMF-Commodore-Mark-Anderson-1.pdf>
- f. <https://dcoc.org/wp-content/uploads/Panel-3-US-Talking-Points-McFadden-Crystal-and-Andy.pdf>
- g. <https://dcoc.org/wp-content/uploads/Denmark-DCoC-HLM-Aligning-international-efforts-with-regional-needs.pdf>

Annex 14: EU Support for the Implementation of the DCoC/JA

<https://dcoc.org/wp-content/uploads/Day-2-EEAS-GIOVANNI-CREMONINI-EU-Support-in-DCoC-Implementation.pdf>



Annex 15: Parallel Meeting 1-The highlights of the National Focal Point Meeting

<https://dcoc.org/wp-content/uploads/Day-2-Highlights-from-Parallel-Meeting-by-Kiruja-Micheni.pdf>

Annex 16: Parallel Meeting 2 -The highlights of the Friends of the DCOC

<https://dcoc.org/wp-content/uploads/Day-2-Parallel-Group-2-by-Chris-Trelawny.pdf>

Annex 17: Communique: High-level Regional Meeting on Implementation of the Jeddah Amendment to the Djibouti Code of Conduct

<https://dcoc.org/wp-content/uploads/Communique-HLM-Dar-es-Salaam-Tanzania-held-on-28-30-Nov-2024.pdf>

Annex 18: Closing Remarks

- a. <https://dcoc.org/wp-content/uploads/Closing-Remarks-IMO-Gisela-Vieira.pdf>
- b. <https://dcoc.org/wp-content/uploads/Closing-Remarks-Ms.-Mashudu-Nepfumbada-Republic-of-South-Africa.pdf>
- c. <https://dcoc.org/wp-content/uploads/CLOSING-SPEECH-TO-THE-HLM-2024-BY-THE-MOICT-TANZANIA.pdf>
